

Board of Management

Meeting of the Performance, Remuneration and Nominations Committee

MINUTE OF 2nd MEETING HELD ON 15 JANUARY 2018 AT 1700 HRS (PRNC2) AT CITY CAMPUS

Present	
Alisdair Barron (AB)	P Little (PL)
George Black (GB)	C McMurray (CMcM)
Jim Gallacher (JG)	Lesley Woolfries (Convener) (LW)
In attendance	
Paul Clark (PC) (College Secretary/Minute)	
Apologies for absence	
Karen Kelly (KK)	

Item PRNC2-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from KK.	

Item PRNC2-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	There were no declarations of interest.	

Item PRNC2-3	Minute of the Performance, Remuneration & Nominations Committee Meeting held on 2 October 2017	
Paper No: PRNC2-A	Lead: Convener	Action requested: Approve
Discussion/ Matters Arising	DD reported the impact of removing the Faculty of Nautical Studies figures from the College PI's. The Committee had queried whether the Nautical figures were possibly "masking" poor performance elsewhere. The conclusion is that omitting Nautical Pis does not impact significantly on the overall College PI figures.	
Decision/Noted		

Item PRNC2-4	Voluntary Severance Policy & Scheme	
Paper No: PRNC2-B	Lead: S Thompson	Action requested: Approve
Discussion/	ST introduced the paper, highlighting the feedback from GCRB and SFC	

Matters Arising	<p>on the Policy, which had been approved previously by the Board. The substantive points highlighted by ST were: 1. the national guidance relating to substantial VS proposals requiring regional board approval, and 2. a proposed condition of VS relating to limiting future employment within Glasgow Region.</p> <p>GCRB has proposed an individual threshold figure of £95000 total cost of VS, above which the approval of GCRB would be required. This figure has been referred to in previous consultation discussions with the Scottish Government as representing a “sensitive or high profile” figure in respect of VS settlements, and is therefore considered an appropriate threshold figure for Regional Board approval.</p> <p>AB referred to matters relating to continuity of service and pension impact compensation, illustrating via example of the NHS (Glasgow and Clyde Valley). The Committee also considered TUPE transfer implications. The threshold of £95,000 for approval was agreed, in the expectation that this figure would be in line with other regional approval thresholds within the sector.</p> <p>It has also been proposed, by the Funding Council (SFC), that a condition of VS should be that the individual concerned would not be employed within the 3 Glasgow Colleges for a period of 2 years thereafter, and would be asked to agree to this restriction as a condition of a VS settlement. This amendment to the Policy was agreed.</p> <p>Re. 4.1 second paragraph: to be rephrased to clarify which Board/Boards are being referred to.</p>
Decision/Noted	<p>Action: ST to revise para 4.1 as agreed. The proposed amendments to the VS Policy and Scheme were approved.</p>

Item PRNC2-5	Committee Terms of Reference	
Paper No: PRNC2-C	Lead: P Clark	Action requested: Discuss
Discussion/ Matters Arising	<p>PC introduced the paper which provided the Committee with an opportunity to review the Committee Terms of Reference (ToRs) in line with good governance practice.</p> <p>The Committee noted the changes made following a similar review in 2017. The Committee also noted the reference made in the report to the Board’s responsibilities relating to the performance review of senior staff, and that the Code of Good Governance only refers specifically to the performance review of the Principal. However it was noted that the Code does refer to the requirement of the Board to ensure that there is in place a “comprehensive performance measurement system” for the College.</p> <p>Para 6 to include “...Principal, <u>and in turn</u> other senior staff.” Amendment agreed and recommended for approval by the Board of Management.</p>	
Decision/Noted	Action: PC to amend Terms of Reference as agreed and forward to Board.	

Item PRNC2-6		Self Evaluation Report: Board Committees & Conveners	
Paper No: PRNC2-D	Lead: P Clark	Action requested: Discuss	
Discussion/ Matters Arising	<p>PC introduced the report on the Board Committee Self-evaluation for 2017, highlighting the context of recent Board of Management evaluations, Chair evaluation, Board Committee planning and reportage, and the external evaluation of CoGC Board effectiveness report published in 2017.</p> <p>The Committee noted the key findings of the report, which included self-evaluation across five key aspects of governance practice:</p> <ul style="list-style-type: none"> • Composition, establishment and duties of the Committees • Terms of Reference • Compliance with the law and with regulations • Internal control • Administrative arrangements <p>The Committee was pleased to note the largely positive evaluations within these aspects.</p> <p>The Committee also noted the positive evaluation of Board Committee Conveners which formed part of the report.</p> <p>However, it was noted that the attendance record of some members was low.</p>		
Decision/Noted	PC to check Board member absence rates and related interventions. PC & AB to review individual attendances and Committee memberships		

Item PRNC2-7		College Performance Improvement Measures	
Paper No: PRNC2-E	Lead: D Dickson	Action requested: Discuss	
Discussion/ Matters Arising	<p>DD presented the report which proposes changes to the way that curriculum performance is addressed. This work has been undertaken in consultation with SE and Finance to provide a rounded approach.</p> <p>Improved performance targets have been agreed with reference to the regional and national performance. Clear improvement plans have also been agreed with the Faculties to drive improvement, within each curriculum area and faculty.</p> <p>There has been a recognition that there may be a need to continue courses in some curriculum areas due to economic impact, such as some courses within Faculty BEE (e.g. Electronics). It was also noted that some qualifications were in need of revision (with some last revised in 2015-17). It has also been recognised that the schools agenda had changed in recent years, with some gaps in the learner journey from school to college. Some course re-titling has been proposed. JG raised the issue of “cutting edge” courses lacking an update via SQA. PL pointed out that the College would take a lead in revising such courses as necessary, as it has done in the past.</p> <p>Some course provision has been referred to a new College Performance Action Group which makes reference to the whole student journey, and</p>		

	<p>identifies where there may be a lack of engagement with students which might impact negatively on performance. The PAG would then identify areas of required support. This toolkit would then be circulated more widely across the College, and would include peer review.</p> <p>DD proposed that this approach will provide a systematic approach to address performance.</p> <p>PL explained the College’s approach to the performance management of staff.</p> <p>DD explained that the Board will receive periodic updates on performance, and demonstrated how data is presented on the Dashboard. This enables the monitoring of detailed performance by Faculty, curriculum area, individual courses and individual students. DD used the example of NQ Construction Crafts.</p> <p>LW requested an exemplar progress report at the next meeting on 30th April utilising the live Dashboard to provide the presentation (rather than a paper). DD agreed also to provide an overview of Faculty progress.</p>
Decision/Noted	The paper was noted.

Item PRNC2-8 National Bargaining Update	
Paper No: PRNC2-F	Lead: S Thompson Action requested: Discuss
Discussion/ Matters Arising	<p>PL reported that he and ST has attended a meeting of the Employers’ Association and the EIS today. PL reported that the May agreement has now been superceded by the November agreement, which has now been endorsed by the Employers association. This will go out to EIS members in the coming weeks.</p> <p>PL reported on current discussions with EIS on the requested “cost of living” increase, and also possible future changes to the structure of the negotiation.</p> <p>PL also reported on discussions with support staff.</p> <p>ST reported on the recent tribunal finding, which had found in the union’s favour with regard to a previous pay settlement. The Committee agreed that the finding should be accepted without an appeal.</p>
Decision/Noted	To note the update.

Item PRNC2-9 Medical Cover Benefits	
Paper No: Verbal	Lead: P Clark Action requested: Discuss
Discussion/ Matters Arising	PC reported on details of cover which had been considered by ELT in 2014.
Decision/Noted	PC\ST to circulate the ELT paper to PRNC members

Item PRNC2-10		Board Members' Periods of Tenure
Paper No: PRNC2-G	Lead: P Clark	Action requested: Note
Discussion/ Matters Arising	<p>PC introduced the paper which was intended to provide the PRNC with early note of the impending conclusions of Board Members' periods of tenure. The Committee noted that several Board members' tenures conclude in 2019, and therefore the process of recruitment and selection will require to commence in late 2018.</p> <p>The Committee was advised that the following considerations would apply in the process:</p> <ul style="list-style-type: none"> • Current and future skills mix of the Board • Potential loss of knowledge base • Future strategic needs of the Board • Gender balance • Diversity 	
Decision/Noted	AB to write to the Board members concerned asking for any expressions of interest in continuing beyond 2019.	

Item PRNC2-11		Evaluative Report and Enhancement Plan
Paper No: PRNC2-H	Lead: D Dickson	Action requested: Note
Decision/Noted	Noted	

Item PRNC2-12		Disclosability of Papers
Paper No:	Lead: P Clark	Action requested: Note
Decision/Noted	Disclosability status of the papers was confirmed	

Item PRNC2-13		Any Other Notified Business
Paper No:	Lead:	Action requested:
Decision/Noted	None	

Item PRNC2-14		Date of Next Meeting
Paper No:	Lead:	Action requested: Note
Decision/Noted	Monday 30 April 2018	

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
PRNC2-4	Voluntary Severance Policy & Scheme: Revise para 4.1.	ST	ASAP
PRNC2-5	Committee Terms of Reference: Amend as agreed.	PC	BoM 06 06 18
PRNC2-6	Self Evaluation Report: Board Committees & Conveners: Check absence rates + review Committee memberships.	PC/AB	ASAP
PRNC2-7	College Performance Improvement Measures: Provide exemplar progress report utilising live Dashboard. Provide overview of Faculty progress.	DD	30 04 18
PRNC2-8	Medical Cover Benefits: Circulate ELT paper to members.	PC	ASAP
PRNC2-10	Board Members' Periods of Tenure: Write to members asking for expressions of interest in continuing beyond 2019.	AB/PC	ASAP

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
PRNC1-3	Minute of PRNC on 8 May 2017: Review PRNC minute with details of Principal's Remuneration at Board meeting.	ALL	11 10 17
PRNC1-4	Committee Annual Report 2016-17: Review code of Good Governance.	PC	ASAP Complete
PRNC1-6	Strategic Risk Review: Review MAPs as agreed.	PC/ST/FS	12 17 Complete
PRNC1-7	Impact of Faculty of Nautical Studies Pls: Provide a presentation as agreed.	DD/PC	15 01 18 Complete
PRNC1-9	Principal's Remuneration Review 2017: Include on April 2018 agenda.	PC	30 04 18 Complete
PRNC4-4	Principal's Remuneration Review: Report to Board of Management.	AB	21 06 17 Complete