

BOARD OF MANAGEMENT

Board of Management Meeting

Tuesday 24 September 2019



Draft confirmed by Chair

Minute of the Board of Management of Dundee and Angus College meeting held on Tuesday 24 September 2019 at 5.00pm, Room A305, Kingsway Campus

PRESENT:

A McCusker (Chair)	G Ritchie
G Robertson	K Keay
P Milne	D Mackenzie
M Williamson	D Fordyce
S Mill	S Stirling
H Honeyman	Cher Meldrum
	Amy Monks

IN ATTENDANCE:

J Carnegie (Vice Principal)	S Hewitt (Vice Principal)
S Taylor (Vice Principal/Secretary to the Board)	
T D'All (Principal's/Board Chair PA)	
C Watson (ESRC Research Project)	

1. WELCOME

A McCusker welcomed members to the meeting noting that this was Sam Stirling's first meeting since being appointed as the Support Staff representative on the Board. A McCusker also informed members that Steven Watt had stepped down as a Board member.

2. APOLOGIES

Apologies were received from G Bisset, D Fordyce, N Lowden, T Pirie and B Carmichael.

3. DECLARATIONS OF INTEREST

G Robertson noted his role as Chair of the Board for Gardyne Theatre Limited.

In relation to Item 6.2 of the Agenda S Mill, P Milne, M Williamson and D Mackenzie noted that their employers were involved in various projects that form part of the Tay Cities Deal, but that they had no personal conflict of interest in respect of the College.

4. ESRC RESEACH PROJECT

It was confirmed that the meeting would be videoed as part of the ESRC Project and that appropriate consent forms had been completed.

5. MINUTE OF LAST MEETING – 11 JUNE 2019

5.1 Adoption

The minute of the Board of Management meeting held on 11 June 2019 was signed and approved as an accurate record.

5.2 Matters Arising

(i) **Loan Repayment** – J Carnegie confirmed the payment had been made.

All other actions had been progressed or were included within the agenda.

6. STRATEGIC ITEMS

6.1 Future Strategy

S Hewitt noted that, following on from the Board meeting in June 2019, a paper had been produced to develop further the final 2025 College strategic purpose and outline the key pledges to underpin this for learners, partners, staff and the region. S Hewitt explained the vision for the College was to retain the focus on the creation of **More Successful Students** noting that the similarly named hashtag has resonated very well with students, staff and stakeholders through the Good to Great project. S Hewitt noted this would be the central core of the College strategy.

S Hewitt showed members an on-line version of how the new strategy could be promoted for learners, staff and stakeholders, which included video input from the Student President (Cher Meldrum) along with other College staff members highlighting what the 'More Successful Students' strategy meant for them.

S Hewitt highlighted the proposed "Pledges" within the College strategy; Effective Partnerships; Future Focused; Thriving Communities.

A McCusker asked that Board members split into groups to consider and give feedback on the Milestones and Metrics that the Board would wish to see underpinning the strategy.

This feedback was positive, with suggestions for Milestones and high level Metrics discussed. It was noted that these should look beyond the usual range of performance indicator measures to ensure that genuine student success was captured. S Hewitt confirmed that he would provide the finalised version of the strategy, pledges and metrics for approval at the next Board meeting. **S Hewitt to progress.**

S Hewitt took the opportunity to thank all who had contributed, including S Stirling and C Meldrum, as the Future Strategy presentation had been created within a tight timeframe.

6.2 Good to Great Strategy Project Report

G Ritchie noted that the College was seeing a significant impact from the G2G project including an increase in the College's profile within the sector – winning national awards and generating interest from others.

The G2G project had been brilliant in stimulating new ideas and areas of the College, and had been at the forefront of developments across the College.

G Ritchie noted the successes in the G2G Outcome Metrics highlighting some big improvements. G Ritchie highlighted the potential reduction in the successful outcome measure on the PIs this year – Full-time Learner Attainment, which was disappointing but not too surprising, due to a number of factors including the industrial action and the major restructure that has taken place. G Ritchie said that while this was disappointing it was likely that the outcomes would remain at or near the best in the sector when comparative pictures were published in January 2020.

S Stirling intimated that the Digital Strategy element of the G2G project had had a major impact and had definitely made a difference.

G Ritchie confirmed that the budget for the G2G project was on target.

G Ritchie voiced his hopes that the progress made with G2G would continue, unbroken, as the College moved forward with the More Successful Students strategy and the D&A Way.

Arrangements for the continuation of work following completion of the G2G project and the ending of project funding were discussed. It was noted that this was in hand, and that many of the G2G metrics and improvements would be 'mainstreamed' into normal College activity, ways of working, and outcomes.

The update, and progress made, was welcomed.

6.3 Tay Cities Deal Update

G Ritchie gave a brief background to the Tay Cities Deal, which brings together public, private and voluntary organisation in Angus, Dundee, Perth & Kinross, and North East Fife to deliver economic growth through a smarter and fairer region.

G Ritchie stated that it was too early to identify all of the projects that Dundee & Angus College would be involved in, as early discussions were just beginning on these.

G Ritchie highlighted two large projects Dundee & Angus College were already involved with under the Skills and Employability Development Programme banner. These were Life Sciences – Biotechnology & Medical Technology and Supporting the Development of our Business-Base (SMEs).

A discussion around the structures, processes, timelines and anticipated funding arrangements for the Tay Cities deal was held, and it was confirmed that many of these details were still to be finalised.

G Ritchie requested that he be given authority from the Board to progress decisions in relation to the Tay Cities Deal and confirmed that he would provide the Board with regular updates as projects and arrangements developed. **G Ritchie to progress.** This was agreed.

6.4 Regional Outcome Agreement Timeline

S Taylor introduced the process and timescale for the 2020/21 ROA, noting key dates for the Board. This was discussed and approved. **S Taylor to progress.**

6.5 Strategy Day

A McCusker opened discussion on possible topics for the next Board Strategy Day suggesting: College of the Future; Tay Cities Deal and a possible joint session with the Students' Associations Executive using services design principles.

Two half-day events were proposed and would be progressed. It was agreed that the event around January 2020 be with the Students' Association. **S Taylor to progress.**

7. STUDENTS' ASSOCIATION REPORT

C Meldrum stated that she was impressed at how the Students' Association Team were developing more ways to engage with students. These successes included a huge increase in the number of students interested in volunteering; increased numbers of class representatives along with greater interaction with students on a daily basis – visits to the Students' Association offices.

C Meldrum noted the involvement of Amy Monk who was working hard to increase the number of student club ambassadors at the Arbroath campus. As well as noting the involvement of the LGBT+ Youth Group in supporting clubs and ambassadors.

C Meldrum also highlighted the success of the Students' Association's involvement at the recent Dundee Pride Event as well as the 21 hour Relay for Life event.

C Meldrum confirmed that elections for a new Students' Association VP at Kingsway Campus are to take place on October 2019 but that in the meantime Jessie Skivington would continue in her role.

P Milne also noted the highly successful, very busy and vibrant Dundee Pride Event and the important input to this from the D&A College and Dundee University Students' Associations.

8. NATIONAL BARGAINING

G Ritchie gave the Board an update on National Bargaining, highlighting that settlement had been reached nationally on academic pay and conditions.

G Ritchie indicated that the national Job Evaluation process was underway with questionnaires completed by staff in all support roles in every college across Scotland. The deadline for completion of this work had passed with only 54% of questionnaire being uploaded nationally (with almost all completed and uploaded for D&A). G Ritchie stated that the job role scoring stage of the Job Evaluation exercise would start soon. G Ritchie also indicated that the pay expectations from support staff in light of academic staff pay harmonisation was high.

9. PRINCIPALS REPORT

G Ritchie summarised his report noting positivity in reaching the additional credit target in 2018/19 while also noting that the additional 1500 credit had been a challenge.

G Ritchie noted that current recruitment was marginally down, but that the overall credit target was also reduced. G Ritchie highlighted that schools, holding on to pupils longer, and university recruitment was having an impact on numbers.

G Ritchie stated that the Academic Restructure process was near completion with some 250 interviews for 77 posts was undertaken. Currently, there were only 4 post to be re-advertised.

G Ritchie updated the Board on discussions around College involvement in the Michelin site developments. The Michelin Scotland Innovation Park company has been formed with Dundee City Council, Michelin with Scottish Enterprise leading on the plan to develop a manufacturing and research hub around low carbon transport. G Ritchie noted that Dundee and Angus College would be a lead partner focusing on introducing young people to careers in the field, training engineers in new technologies and methods and upskilling existing workers.

10. FINANCE & ESTATES ITEMS

10.1 Estates Development Update

J Carnegie gave a summary of the report highlighting strong support from SFC to the two stage development of the Kingsway campus and advice on developing a new build STEM Centre on the site. J Carnegie also noted the Scottish Government's commitment to support major capital infrastructure projects through a new capital funding model.

J Carnegie noted that conversations would now take place with the Dundee and Angus Foundation to present the College's thoughts on the future development of the Kingsway Campus.

J Carnegie advised that the Finance & Property Committee had approved expenditure of up to £100k to progress the Kingsway Tower project to full design.

S Mill confirmed support from the Finance & Property Committee for the direction of travel and outlined the request for further information and 'due diligence' on the proposed Scottish Government capital funding model. S Mill advised that a full discussion would be held with the Board of Management prior to final approval being considered.

9.2 Financial Forecast Return (FFR)

J Carnegie highlighted the College's changeable operating environment and stated that the College was less able to be flexible at a local level as so much was decided nationally - for example the National Joint Negotiation Committee (NJNC) in respect of staff costs which are currently over 70% (and 100% of the money from SFC).

J Carnegie noted possible commercial income opportunities around the Tay Cities Deal and the Michelin developments looked encouraging. As were the opportunities to maximise the benefits of the academic restructure and the appointment of the Sector Development Leads to work with the Business Development staff to focus on key markets, products, and opportunities.

J Carnegie outlined the changes in the format of the FFR because of Audit Scotland's challenge on this to SFC. As a result, SFC have asked colleges to complete a more detailed and prescriptive FFR.

The key figures and underlying narrative detailed within the FFR were discussed, and Board members confirmed they were comfortable with the FFR and the proposed direction of travel that this outlined. M Williamson commended the FFR as a clear and very well written document.

The FFR was approved for submission. **J Carnegie to progress.**

11. GOVERNANCE ITEMS

11.1 Strategic Risk Register

S Taylor explained that following discussions at Board and Committees, all had agreed that individual Risks be allocated to individual Committees for regular review and consideration.

S Taylor stated that two specific proposals had been made in respect of the further consideration of risk matters. To avoid the potential of a 'piecemeal' approach being taken to these, it was agreed that these would be considered by the full Board and a consistent approach applied thereafter.

S Taylor noted that the Board and Committees might want to undertake scenario planning in respect of the key strategic risk(s), and to include a link to the relevant risks within Board and Committee papers. The latter proposal was agreed, **S Taylor to progress**, and the use of scenario planning was discussed and would be considered further by the Audit and Risk Committee.

S Taylor noted that a query had been raised where a risk might sit across a number of Committees, and stated that he felt that this was inevitable (given that risks were managed through the operation of a number of different elements of College activity). It was noted that the overall responsibility for risk still sat as a delegated task with the Audit & Risk Committee.

A short discussion took place regarding the current items on the Risk Register with P Milne requesting that an additional risk be included alongside risk 3.3 "Legal actions; serious accident; incident or civil/criminal breach" to separate out Health, Safety and Wellbeing as a standalone risk. This was agreed. **S Taylor to progress.**

A McCusker noted significant recent discussion around risk arrangements and asked if the impact of this would be evaluated? G Robertson noted that he would pick this up with the Audit & Risk Committee. **G Robertson to progress.**

11.2 Board Metrics

The range of Board metrics produced were noted (with a check to the RIDDOR – Reportable Accidents noted)

11.3 Board Membership

S Taylor confirmed with the Board that the recruitment process for two new Board members would start in January 2020.

S Taylor also advised that Michael F Thomson has expressed his interest in continuing for a further year as a co-opted member of the Audit and Risk Committee and asked if the Board were happy to approve this.

Both proposals were agreed.

11.4 Chair of Board Appraisal

G Robertson outlined the questionnaire results received and thanked Board members for their input to the process and their feedback and comments that has been presented to the Chair.

12. MINUTES OF COMMITTEE MEETINGS

The minutes of the recent round of Committee meetings were summarised and discussions/outcomes noted.

13. CORRESPONDENCE

The list of recent communications was noted.

14. ANY OTHER BUSINESS

There was no other business.

15. DATE OF NEXT MEETINGS

Development Session on Tuesday 11 December 2019 at 9.00am

Board of Management Meeting on Tuesday 11 December 2019 at 10.00am, Seminar Room 5, Arbroath Campus followed by Christmas Lunch in Restaurant 56.

Action Point Summary

Action	Responsibility	Date
Future Strategy Update to include Metrics and Milestones	S Hewitt	11 December 2019
Update on Tay Cities Deal arrangements and progress to be included in future Board meetings	G Ritchie	11 December 2019
Progress with ROA timeline 2020/21	S Taylor	immediate
Two half day Board of Management strategy sessions to be organised	S Taylor /	Dates to be confirmed
Kingsway Campus & STEM Centre Development to be progressed as per timeline	J Carnegie	11 December 2019
Financial Forecast Return – Submission to SFC	J Carnegie	30 September 2019
Risk Register links to be incorporated as relevant within future Board and Committee papers.	Executive Team	immediate
Risk Register to be updated to create separate Health, Safety and Wellbeing risk	S Taylor	26 November 2019
Evaluation of revised arrangements for allocation of Risks	G Robertson	March 2020