

BOARD OF MANAGEMENT
Board of Management Meeting
Wednesday 11 December 2019



Final Approved Copy

Minute of the meeting of the Board of Management of Dundee and Angus College held on Wednesday 11 December 2019 at 10.00am in Seminar Room 5, Arbroath Campus

PRESENT:

A McCusker (Chair)	G Ritchie
G Robertson	H Honeyman
M Williamson	K Keay
S Mill	S Stirling
D Fordyce	B Carmichael
G Bisset	C Meldrum
N Lowden	A 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)	
A Ireland (ESRC Research Project)	

1. WELCOME

A McCusker welcomed members to the meeting.

2. APOLOGIES

Apologies were received from P Milne, D Mackenzie and T Pirie

3. DECLARATIONS OF INTEREST

There were no declarations of interest. G Robertson noted his role as Chair of the Board for Gardyne Theatre Limited

4. ESRC RESEARCH PROJECT

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

5. MINUTE OF LAST MEETING – 17 SEPTEMBER 2019

4.1 Adoption

The minute of the Board of Management meeting held on 17 September 2019 was signed and approved as an accurate record.

4.2 Matters Arising

(i) D & A Foundation

G Ritchie had met with the D & A Foundation on Friday 6 December 2019 to discuss the end of the G2G Project and the potential bid of c.£3.5m for the redevelopment of the Kingsway Campus Tower.

G Ritchie noted discussion around the possible use of some of the interest gained by the Foundation to support student projects, but that this was not being progressed at this stage.

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

6. STRATEGIC ITEMS

6.1 Future Strategy

S Hewitt presented the Board of Management with the 2025 Strategy “More Successful Students” for approval, noting the work that had taken place on this over the last year. It was noted that the strategy and the pledges and metrics within this had been developed as a clear transition from G2G to More Successful Students. The Strategy had been striped back and presented with final draft metrics for each strategic pledge.

A McCusker asked that the Board go through each of the Pledges:

i. Effective Partnership

The current Baseline for learners undertaking work experience was sitting at 26% with the expectation of this rising to 100% in line with Scottish Government aspirations. Discussion took place on how this information would be captured.

It was noted that the baseline Non-Core/Commercial Income figure had increased since the publication of the document and will be updated to £2.3M increasing to £2.95M.

Articulation to degree with advanced standing was noted as slightly below the sector average (by around 1% – 2%). Work was on-going to create new strong articulation agreements with universities including Robert Gordon and Abertay.

Positive destination after 3 – 6 months (a SFC measure) was highlighted as rising from 94% to 97%.

The Board noted interest in Customer Satisfaction and making D & A College a partner of choice. A suggestion around Community Perception was noted for inclusion in the Strategy document along with consideration around use of a Net Promotor Score (NPS).

ii. Future Focused

The Full-time Learner Attainment baseline was sitting at 71% with a Scottish Government aspiration of a rise to 75% proposed.

The increased baseline to deliver the outcomes from the Digital Strategy were discussed along with the potential increase of fully on-line digital course options to 28.

Policy around rationalisation of the College Estates was discussed and it was noted that this was not a specific driver of the College Estates Strategy, but that efficiency in the use of the estate was.

The metric around Credits per FTE was discussed and the importance of matching this with the needs of the finance strategy noted.

iii. **Thriving Communities**

Improvement in staff satisfaction from the baseline of 80% to a target of 85% was discussed. The desire to improve Learner Retention with a target of 95% was also discussed. Outcomes for Care Experienced students were noted as a key and on-going priority for the government. It was agreed that the wellbeing metric would be further reviewed to reflect outcomes rather than inputs.

The Board approved the 2025 Strategy, incorporating the changes required as a result of the discussion. **G Ritchie to progress.**

6.2 Good to Great Strategy (G2G) – Update

G Ritchie noted that this was the final update from the G2G project and highlighted some of the outcomes and impacts of the work undertaken. The project had been successful at all levels and had been fantastic in giving direction for the College. G Ritchie also highlighted the recognition received for the project in winning the Campbell Christie Public Services Reform Award earlier in the year. G Ritchie highlighted the very successful celebration event held on 10 December 2019 to mark the end of G2G. Board members agreed the event was an excellent showcase and praised the enthusiastic staff and student input to this on the night. A McCusker noted that this had been a great opportunity to see how far the G2G project had come.

A McCusker noted the Board's thanks to Tatiana Zorina and all who were involved in the Project for a job well done.

6.3 Tay Cities Deal Update

G Ritchie summarised the College's input and involvement in a range of Tay Cities Deal projects, highlighting that there had been no major developments since his previous update. G Ritchie noted that it was likely that the formal signing of the deal would take place in January/February 2020, but that a date for this had not yet been finalised.

6.4 Regional Outcome Agreement (ROA) Frist Draft

S Taylor summarised the first draft of the ROA, with the final version being presented to the Board at the March 2020 meeting for submission to SFC in April 2020.

S Taylor explained that the indicative funding allocation from SFC was still required to complete the Agreement, which will not be available until February 2020.

It was noted that any areas within the draft highlighted in yellow were still to be updated.

S Taylor noted significant changes in relation to the ROA structure and contents, with this now framed around three key areas: The Learner; The System; and Innovation, within the draft document.

S Taylor stated that an additional key outcome had been built into the draft document, highlighting the College financial and estates plans, including the Kingsway Campus Tower development, STEM Centre and Michelin developments. The inclusion of these key outcomes was welcomed by the Board.

S Taylor also noted the requirement for additional documentation to be included with the final draft including a new 2020 – 2013 Access to Inclusion Strategy and a Progress Report on Developing the Young Workforce.

A discussion around Mental Health took place with S Taylor confirming that the College would receive funding towards the provision of Mental Health Counsellors.

A McCusker congratulated S Taylor once again on providing a really good ROA document which was an interesting read.

The first draft was approved for submission to SFC. **S Taylor to progress.**

6.5 Strategy Day

A McCusker noted that the next Board of Management Strategy Day will be a joint event with the Students' Association using Service Design principles. This would take place on 4 February 2020 from 4.00pm – 7.00pm in the Gardyne Campus Atrium.

A date for a further session in 2020 was still to be agreed.

7. STUDENTS' ASSOCIATION REPORT

C Meldrum gave an update to the detailed Students' Association Report, noting the success of the 'Pizza with the Principals' events and the increased partnership with the Outreach Centres (where a Students' Association representative attended once a month).

The second Congress meeting of the year had taken place, where the Association's constitution had been reviewed and significant updates proposed. There was also good feedback received through a Service Design session including a possible information app for Students, rather than posters being displayed at each campus, with information specific for individual students.

Student Mental Health had been a priority with a start-up at Kingsway Campus where students could access support alongside trying yoga, t'ai chi and other relaxation techniques.

C Meldrum stated that it was hoped that the Students' Association had been successful in progressing three student nominations for Vice President at Kingsway Campus. Once submitted, an election would be scheduled.

A Monks noted work she was progressing in respect of Gender Action Plan school sessions, and stated that staff had been really keen to get involved and had been very supportive of her plans.

8. NATIONAL BARGAINING

G Ritchie gave a short update on National Bargaining indicating that the Job Evaluation process for Support Staff was now being progressed, but that it was expected that this would take at least a year to complete.

G Ritchie stated that the complexity of the Academic staff contract arrangements were still bedding in, and were subject of on-going discussion. G Ritchie also noted that the next staff pay claim would most likely be submitted in early springtime, with a settlement date of September 2020.

G Ritchie advised the Board that G Bissett had joined the NJNC Support Staff group in an advisory role. G Bissett noted that the next NJNC meeting he will attend will take place in January 2020.

9. PRINCIPALS REPORT

G Ritchie summarised his report noting the tables at the start of the report summarising trends in student recruitment and outcomes. It was noted that the College was successful in meeting its credit target in 18/19 and was on target to also meet this for 2019/20. G Ritchie did, however, note that recruitment was relatively static while in nearly every other college recruitment was down. The successful work undertaken with schools and the great relationships underpinning this had made a difference to D & A College recruitment.

G Ritchie noted his disappointment at the lower PIs for the College in 2018/19, although it was noted that these were likely to see the College in 2nd place in the 'tables' for FE and 3rd for HE. G Ritchie stated that it was anticipated that student outcomes across the whole sector would be down. It is noted that the strike action; action short of strike and the restructure may all have impacted on the College's PIs. G Ritchie stated that it was expected that outcomes would improve again.

S Hewitt noted that there were more check points in the process and that these changes would inform staff better in terms of student attendance and progress, and would support earlier interventions where necessary.

K Keay noted disappointment that the possible impact of restructuring activities had not been reflected within the risk register. This was noted.

G Ritchie summarised progress and opportunities arising from the Michelin Scotland Innovation Parc development and the College strategy and approach to this was discussed. It was noted that, in estates terms, this development was separate from the STEM Centre plans and that these would be kept separate as this was a unique strategic project opportunity when it came to potential funding.

G Ritchie acknowledged the fantastic range of awards achieved in recent weeks. In highlighting The National Green Gown Award for sustainability in campus health, food and drink G Ritchie noted that the Courier was planning to feature the sustainability work and awards success of the College in the near future.

The report and developments were noted.

10. FINANCE & ESTATES ITEMS

10.1 Estates Development Update

J Carnegie summarised the update noting the £100,000 approved to take forward the Outline Business Case (OBC) for the creation of a new STEM Centre on Kingsway Campus was now being utilised. A recent masterplan exercise had been very helpful and work was progressing well. J Carnegie stated that it was hoped that SFC would provide funding to cover the £100,000 costs.

J Carnegie stated that the timelines for the OBC were quite tight, with submission of this to SFC required by February 2020, for consideration for inclusion in the list of sector capital funding priorities sent to the Scottish Government in June 2020.

H Honeyman asked if the STEM Centre was to go ahead, when completion was expected. J Carnegie estimated, based on previous college sector builds, that (if approved) completion would be around 2025, but did note that a 'clean' site might allow the building to be delivered earlier.

J Carnegie outlined progress around the redevelopment of the Kingsway Campus Tower Building and hoped for approval of a funding bid from the Board in March 2020, with this then considered by the D & A Foundation in April 2020. Potential timescales for commencing work were discussed, and it was noted that it was hoped that summer 2020 would be possible. It was agreed that G Ritchie share this desired timeline with the D&A Foundation to support their planning. **G Ritchie to progress**

10.2 Annual Report from Audit & Risk Committee

G Robertson summarised the report from the Audit Committee to the Board outlining positive internal and external audit activities and outcomes over the course of the year. G Robertson praised the Executive and Finance Teams for their hard work in achieving these. The report was approved.

10.3 Audit Scotland Annual Report

J Carnegie noted the "clean statement" from Audit Scotland with all report actions cleared off.

10.4 Financial Statements to 31 July 2019

J Carnegie summarised the financial statements and the good outturn, giving the College confidence to look at opportunities.

The financial statements were approved for signature and submission.
J Carnegie to progress.

A McCusker congratulated the Finance Team and others involved on a fantastic job of the accounts, statements and audit outcomes.

11. HUMAN RESOURCE ITEMS

11.1 Voluntary Severance Scheme

S Taylor summarised the paper outlining the need for Board and SFC approval of the terms of any Voluntary Severance Scheme (VSS) to be offered. S Taylor advised that approval for the current VSS came to an end in December 2019. Arrangements and terms of the scheme were discussed, and the proposed scheme was approved for submission to SFC. **S Taylor to progress.**

12. GOVERNANCE ITEMS

12.1 Board Metrics

The range of Board metrics produced were noted.

12.2 Remote Attendance at Board Meetings

It was agreed that the opportunity to attend Board/Committee meetings via Skype for Business or similar should be available to Board members who are unable to attend in person due to other commitments. If required, a request to attend in this way should be raised with T D'All or S Taylor in advance of the meeting.

13. MINUTES OF COMMITTEE MEETINGS

The minutes of the recent round of Committee meetings were summarised and key points noted.

14. CORRESPONDENCE

The list of recent communications was noted.

15. ANY OTHER BUSINESS

G Ritchie announced to the Board his intention to retire from the role on 31 July 2020, after nearly 35 years at the College.

A McCusker sought delegation from the Board for the Recruitment of a new Principal to be undertaken by the Chairs Committee, noting that it was planned that this would follow a similar approach the recruitment undertaken in 2015. It was noted that this would include opportunities for full Board involvement. This was approved. **A McCusker to progress.**

C Watson noted her sincere and profound thanks to all Board of Management members for allowing access to Committee and Board meetings for the duration of the ESRC Research Project. A small presentation was made, and it was confirmed that the Board would receive feedback from the project in due course.

16. DATE OF NEXT MEETING

Strategy Day – Tuesday 4 February 2020 from 4.00pm – 7.00pm, Atrium, Gardyne Campus

Board of Management Meeting on Tuesday 17 March 2020 at 5.00pm, Room A305, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
Strategy document to be finalised with updated metrics as per discussion.	G Ritchie	17 March 2020
Regional Outcome Agreement first draft to be submitted to SFC and: Final draft to be considered by Board.	S Taylor	13 December 2019 17 March 2020
Timeline for possible Kingsway works to be shared with D&A Foundation	G Ritchie	20 December 2019
The financial statements to be finalised and signed for submission.	J Carnegie	20 December 2019
Voluntary Severance Scheme to be progressed to SFC for approval.	S Taylor	20 December 2020
Principal Recruitment arrangements to be progressed	A McCusker	17 March 2020