

**BOARD OF MANAGEMENT**  
**Board of Management Meeting**  
**Tuesday 29 September 2020**



*Draft, confirmed by Chair*

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Minute of the meeting of the Board of Management of Dundee and Angus College held on  
Tuesday 9 June 2020 at 5.00pm via Teams

**PRESENT:**

A McCusker (Chair)	S Hewitt
G Robertson	K Keay
N Lowden	S Stirling
S Mill	B Carmichael
D Fordyce	C Meldrum
P Milne	A Monks
D Mackenzie	M Thomson

**IN ATTENDANCE:**

J Carnegie (Vice Principal)	T D'All (Principal's/Board Chair PA)
S Taylor (Vice Principal/Secretary to the Board)	
A Ireland (ESRC Research Project)	
J Howie (observer undertaking Board Evaluation)	

**1. WELCOME**

A McCusker welcomed members to the meeting.

**2. APOLOGIES**

Apologies were received from and G Bisset, M Williamson, T Pirie & H Honeyman

**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. MINUTE OF LAST MEETING – 9 JUNE 2020**

**4.1 Adoption**

The minute of the Board of Management meeting held on 9 June 2020 was approved as an accurate record.

**4.2 Matters Arising**

All matters arising had been closed out.

G Robertson confirmed that all Committees were happy to continue to monitor Risks.

G Robertson advised there was no current requirement for training however, this would be considered again as new Board members took up their posts.

## 5. COVID-19 UPDATE

S Hewitt provided a summary of the work undertaken to support the safe reopening of campuses and services for students, and staff and our communities. S Hewitt also took the opportunity to note his pride in every single member of staff and student during the pandemic.

It was noted that the College was also working hard to influence national plans and approaches.

S Hewitt highlighted the new delivery methods and the ways of working introduced and noted the high levels of communication required to support awareness and understanding of all of the necessary arrangements. This included videoing virtual tours and undertaking empathy walks. The College was also actively supporting students on site.

S Hewitt noted that the 'D&A Way' had underpinned all of these developments with an approach and leadership around doing what was right for our students and staff.

J Carnegie stated that the College was playing a significant role in the Management Incident Team dealing with the Covid-19 student outbreaks in Dundee.

J Carnegie confirmed that Henderson Loggie had undertaken the Health, Safety & Wellbeing Audit as early as possible to identify any areas for development in respect of COVID 19 arrangements and mitigations. It was noted that this work had been completed and was pleased to report that the audit outcome was good; a very positive audit review with no significant recommendations.

J Carnegie advised that there had been a small number of positive cases, but none where there were any issues in terms of being on campus. It was noted that there were also staff and students currently undertaking self-isolation.

S Hewitt noted the huge size and scale of the work undertaken and the importance of communications to students and staff.

S Taylor noted that work was also progressing to look at different future scenarios and also to ensure that aspects like support for students could be scaled up were there to be larger outbreaks.

P Milne acknowledged the huge amount of work undertaken by the team and noted a job well done. K Keay echoed this sentiment noting how impressed the Human Resources & Development Committee with the incredible job being done.

J Carnegie took the opportunity to note that the Dundee COVID Management Incident Team are looking to progress a subgroup to include students to assist with the communication to their peer group.

C Meldrum said that the feedback received by the Students Association had been very positive highlighting communications via various social media platforms, the College website and the College App.

C Meldrum also highlighted the amazing support being given to the Students Association and their involvement in various College meetings including the Daily Check-ins – giving them a direct link to the College Senior Leadership Team. The Wellbeing Hub on the Staff Portal was also highlighted as a good resource.

A Monks noted her experience as a current student, highlighting how well prepared and student focused everything had been. While it had been strange it was great to be back at College she stated that it all felt safe and well organised.

The Board expressed their appreciation for all of the hard work undertaken to ensure that all campuses and services were COVID adapted and safe.

## **6. STRATEGIC ITEMS**

### **6.1 National Developments**

### **6.2 Regional Economic Recovery**

S Hewitt requested to take Agenda Item 6.1 and 6.2 together presenting the Board members with a diagram highlighting the key activities and linkages in terms of national and regional developments and opportunities.

S Hewitt stated that these arrangements were being progressed in line with the 2025 strategy, with partnerships at the heart of the work progressing.

S Hewitt highlighted the strengthening partnership working with Dundee & Angus Chamber of Commerce (DACC) with the Senior Team looking to prioritise business support needs and how best to work with DACC and its members moving forward.

S Hewitt highlighted the work currently being undertaken by the D&A Educational Leadership Group alongside Dundee City Council (DCC) University of Dundee and Abertay University.

S Hewitt noted the opportunities for D&A College not just to input to various Regional and National Groups / Initiatives but to lead – benefiting the Sector; D&A College and our students.

J Carnegie highlighted the Scottish Government's Kickstart Initiative collaborating with Angus Council and DACC to provide work placement opportunities and support to young people that were job ready. This "wrap around" service with work placements was likely to start in November 2020 and run for approximately 2 years. DACC as a "representative organisation" anticipate offering 200 placements.

S Hewitt highlighted the Scottish Government's Young Person Guarantee for 16 – 24-year olds. A £60m investment, over 2 years, for training, apprenticeships and employment. S Hewitt stated that he was a member of the National Group taking this initiative forward.

S Hewitt also noted the Flexible Workforce Development Fund (FWDF) funding had been increased to £20m.

A McCusker was also involved nationally on the Digital Short Life Working Group (SLWG) looking at additional funding for Digital Poverty. The work of the D&A College Students Association was noted, highlighting issues around digital poverty to the Scottish Government.

S Hewitt stated that two D&A 'investable propositions' had been taken forward under the PACE banner, these were Gateway provision and a project to supporting small and medium sized businesses.

S Hewitt highlighted the intention for a more joined up approach and conversations taking place with Ross Martin, Scottish Government Advisor on Regional Economies around the various funding opportunities under the National Training Transition Fund (£25m) and the Green Jobs Funding.

S Hewitt noted conversations with Robin Presswood, DCC, re Regional Digital Initiatives with D&A College being involved in 3 of the 4 workstreams looking at schools, the disabled community and upskilling.

S Hewitt stated that good work was progressing, but that many of the initiatives and opportunities were at an early stage. S Hewitt stated that a key approach from the College would be to help to shape these opportunities, rather than just implement them.

The update was welcomed.

### **6.3 Tay Cities Deal**

S Hewitt stated that there had been some progress made with the Tay Cities Deal with the possibility of signing taking place in late October 2020.

It was confirmed that the College remained involved in several projects (as noted previously) including Advanced Manufacturing and the Biotech & SME projects.

S Hewitt stated that the college would be a signatory to the overall deal and asked the Board for delegated authority to sign the Tay Cities Deal. It was confirmed that this would be with no commitment to costs.

S Mill stated that he was happy to support this, and noted that the Finance and Property Committee would be interested to see the Outline Business Case (OBCs) for each project as these develop and the financial implications. G Robertson noted the significance of the project and supported S Hewitt's request.

The Board of Management confirmed authority to sign the Tay Cities Deal.

### **6.4 Regional Outcome Agreement (ROA) Timeline**

S Taylor summarised the proposed process and timeline for the creation and development of the ROA for the College for 2021/22 noting that the College was still awaiting guidance.

S Taylor noted that a Board strategic event would usually be arranged during the autumn term and that it was suggested that a virtual event be held sometime in November 2020 with the main topic of the Tertiary Education Review - Phase 1 and following Phases.

A McCusker suggested that it would be a good idea that the SFC Chief Executive is invited to take part the strategic planning event. **Action: S Hewitt**

It was agreed that a Doodle Poll would be sent out to seek Board members availability for the Strategic Development Session. **Action: T D'All**

## 7. STUDENTS' ASSOCIATION REPORT

C Meldrum summarised the Students' Association Report, highlighting the Summer Festival. The Summer Festival had been the biggest event, hosted by the Students' Association, was held over 3 days involving bands and local businesses raising £1,000 for the creation of a Pay it Forward Fund. The main purpose of the Fund is to allow D&A staff and students to nominate individuals from across the College to receive a small treat to say thank you – pay it forward with acts of kindness.

D Fordyce noted the newsletters produced by the Students' Association and asked if these could be shared with the Board. This was agreed. **Action: A Monks**

A Monks highlighted the DASA Treasure Hunt that took place on 19 September continuing the Association's Community Engagement with students. The 'treasure' consisted of 25 goodies bags placed at different locations across Dundee and Angus with clues posted on social media.

A Monks also confirmed that the Students' Association now had a full complement of office bearers, with Crianna Smith joining as a representative for Kingsway Campus and Lee Paterson at Gardyne Campus.

C Meldrum highlighted the engagement DASA had had with virtual classes of the previous 2 weeks, noting their involvement in approx. 65 classes so far with a further 15 to go, giving access to almost 1,000 students. At the same stage last year, the group had only managed to visit a small fraction of this number. C Meldrum commented that everyone has worked extremely hard to facilitate this interaction and that staff had been very supportive of their efforts.

The update was noted.

## 8. FINANCE & ESTATES ITEMS

### 8.1 2020/21 Budget

J Carnegie noted the positive, balanced Budget for 2020/21 presented to the Finance & Property Committee on 8 September 2020 and summarised the changes arising from the initial £1.5M deficit projected in May 2020. This included moving some ICT spend into 2019/20 to better support students with access and better outcomes than initially projected in terms of SDS funding and the Job Retention Scheme.

J Carnegie stated that the draft budget included a prudent estimate of income from the range of economic recovery schemes outlined under agenda item 6. It was noted that Henderson Loggie had been asked to undertake an internal audit on the College's Economic Recovery responses.

J Carnegie asked the Board to approve the budget.

The potential impact of the library roof issue was discussed and it was noted that this should not impact adversely on the planned budget.

S Mill confirmed that the 2020/21 Budget has been approved for submission to the Board at the recent Finance & Property Committee and highlighted the positive work undertaken by Brian Ferguson and his Team and the monthly meetings that took place over the summer with S Mill, A McCusker, J Carnegie and B Ferguson.

S Mill noted that the Budget 2020/21 was a great starting point for this academic year.

The Board members approved the 2020/21 Budget.

## 8.2 Estates Development Update

### i) Kingsway Library

J Carnegie noted that, as confirmed with Board members, the structure of the old library building at Kingsway had been deemed unsafe and would have to be demolished. J Carnegie stated that conversations had already taken place with the Dundee & Angus Foundation and SFC both of whom were positive and supportive of plans moving forward.

J Carnegie stated that SFC had confirmed financial support for the demolition of the library and design costs for its replacement. It was also noted that SFC were supportive of the College utilising backlog maintenance funding for any planned new replacement build.

J Carnegie confirmed that inspections had been arranged in respect of the roofs of other buildings across Kingsway Campus.

Options for any new building would be progressed and fed through the Finance & Property Committee in due course. It was confirmed that this would include a further review of the Kingsway campus options given changes since this was completed previously.

K Keay requested that the capital risk associated with the Kingsway library building be added to the Strategic Risk Register. **Action: S Taylor**

### ii) MSIP & E-Sports

S Hewitt provided a recap to the Board on the Michelin Scotland Innovation Parc (MSIP) Project. Phase 1 – Skills Academy open from January 2021 (currently identifying schools' groups). Workshops, classrooms and students' social space are being created with the costs being covered by MSIP and some funding from SDS. Phase 2 – Integrate estate and plan new provision e.g. Wind and Hydrogen Technologies. A meeting is planned with SFC, D&A and MSIP on 30 September 2020 to discuss developments and potential SFC support for the project.

S Hewitt summarised the proposed development of an e-sports arena in Dundee and initial discussions with developers Northern Lights and Abertay University

It was proposed that the College, along with Abertay University, would be taking an Education Lead with upskilling, reskilling, apprenticeships etc. It was anticipated that the facility would help shape the Creative & Digital opportunities as well as bringing training and employment opportunities around marketing, business, events and hospitality.

S Hewitt noted there had been global interest for sponsorship of an E-Sports facility in Dundee with an expected opening date of 2025 - employing students who had completed new programmes of study being planned in advance of the opening.

A McCusker noted that this would be a one-off and the only one of its kind in the UK.

## **9. NATIONAL BARGAINING UPDATE**

S Taylor advised the Board that a 2% pay increase offer made to the Academic Unions had been send out to its members with a recommendation to accept. It was expected that an outcome of the indicative ballot would be known within a few days.

A similar offer to Support Staff Unions had been rejected, who were seeking a higher flat rate increase plus a move to a 4-day working week and other additional allowances. National discussions would continue.

S Taylor noted there were currently a small number of national disputes being progressed.

## **10. PRINCIPALS REPORT**

S Hewitt highlighted in 2.1 of his report in respect of session 2020/21 recruitment, noting that full-time student recruitment had now exceeded the 5,000 mark. S Hewitt stated that this was an important milestone and that although there was still a lot to do, student numbers were looking positive.

D Mackenzie enquired about any signs of early drop out and S Hewitt acknowledged that this was the biggest fear for the sector at present. S Hewitt noted that the College has developed a new engagement tracking system to support remote and on-line learning and was finalising 'live' dashboards and daily contact to combat this and to quickly pinpoint and target support.

The report and developments were noted.

## **11. GOVERNANCE ITEMS**

### **11.1 Strategic & COVID Risk Register**

S Taylor advised that both Risk Registers had been seen by all Committees. The Audit & Risk Committee had approved the Register requesting the following updates:

- Risk around the impact on ICT
- Risk around the whole COVID piece and any how any significant outbreak may impact on the delivery of services
- Risk around the library roof at Kingsway Campus

S Taylor noted that these would be built into the next update

### **11.2 Board Metrics**

S Taylor noted that the provisional student outcome data was very positive, with an increase in student success rates (despite COVID and the cyber-attack). These had increased on session 2018/19 and were consistent with the high level of success in other years. The metrics report was noted.

### **11.3 Board Membership**

S Taylor noted that recruitment for new board members is currently underway with a Come on Board Event taking place on 5 October 2020.

D Fordyce noted that she would come to the end of her 4-year period in spring 2021 and asked about the process to extend this. This was explained.

A McCusker advised that Steven Mill had agreed to form part of the interview panel for the Board positions and she hoped that new members would be identified by the next meeting.

## 12. MINUTES OF COMMITTEE MEETINGS

The minutes of the recent round of Committee meetings were noted.

## 13. DATE OF NEXT MEETING

**It was agreed that the time for the next Board of Management Meeting will move to 5.00pm on Tuesday 15 December 2020 via Teams**

### Action Point Summary

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
SFC Chief Executive to be invited to take part in the BOM Strategic Development Session	S Hewitt	30 October 2020
Doodle Poll to seek Board members availability for the Strategic Development Session in November 2020.	T D'All	9 October 2020
DASA Newsletters to be circulated to Board members via Teams	A Monks	9 October 2020
Risk relating to the Kingsway library roof to be incorporated into the Strategic Risk Register	S Taylor	30 October 2020