

# BOARD OF MANAGEMENT



**Tuesday 27 September 2022 at  
5.00pm in Enterprise Room 5,  
Gardyne Campus**

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*Draft confirmed by Chair*

**Minute of the meeting of the Board of Management of Dundee and Angus College held on Tuesday 27 September 2022.**

**PRESENT:**

L O'Donnell (Chair)	G Robertson
S Hewitt	M Williamson
N Lowden	D Mackenzie
K Keay	A Monks
B Lawrie	H Honeyman
B Carmichael	S Middleton
L Strukanova (virtually)	

**IN ATTENDANCE:**

J Carnegie (Vice Principal)	J Grace (Vice Principal)
S Taylor (Vice Principal/Secretary to the Board)	
M Sanderson (Executive Secretary)	

## **1. WELCOME**

L O'Donnell welcomed everyone to the Board Meeting, including L Strukanova (Student Vice President) to her first meeting. L O'Donnell noted this was his first Board Meeting as Chair.

## **2. APOLOGIES**

Apologies were noted from D Fordyce, R McLellan, S Stirling, and K Ditcham

## **3. DECLARATIONS OF INTEREST OR CONNECTION**

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

## **4. WELCOME FROM THE NEW CHAIR**

L O'Donnell welcomed the Board Members to his first meeting and outlined his role as Board Chair. He noted his thanks to A McCusker, previous Board Chair for her hard work and commitment over the last 8 years.

## **5. MINUTE OF LAST MEETING – 21 June 2022**

The Minute of the Board of Management meeting held on 21 June 2022 was signed and approved as an accurate record.

## **6. MATTERS ARISING**

Matters arising had been closed out. S Hewitt that he was not yet in a position to present on MSIP developments, with this moved on to the Board in December.

## 7. STRATEGIC ITEMS

### 7.1 Strategic Projects Update

S Hewitt summarised the update paper. S Hewitt highlighted the MSIP completion certificate was still being progressed for the facility, which had delayed final handover.

J Grace noted discussions and planning was progressing well around the facility and activity/curriculum plans.

S Hewitt noted there had also been slow progress (outwith College control) with the Tay Cities deal projects and no further update at this stage.

J Grace noted the Esports project was progressing well, including work towards the validation of new qualifications with the University of West London.

The impact of the delay in accessing the MSIP facility was discussed, and it was confirmed that whilst the College had targets to meet, that these were to be achieved within the first year of operation, which wouldn't commence until the facility was handed over.

The Board noted the progress of the various projects.

### 7.2 Board Strategy Metrics

S Hewitt noted discussions around the 2025 strategy metrics at the Board strategy day and last Board meeting, highlighting there had been really good progress with against these. It was noted the Executive Team had been asked to look at some of the metrics and propose updates to reflect the revised environment of 2022.

S Hewitt summarised the proposed changes, making use of national metrics available through Audit Scotland.

In respect of the non SFC income percentage target, G Robertson asked if the College could agree on a fixed number rather than base this on national averages. S Hewitt noted, internally it would be a value of non-core income that would be used, with the metric used for Board reporting. Following discussion, it was agreed that it would be useful to report on both figures.

S Hewitt noted the articulating with advanced standing percentage is sitting at 64% and it was proposed at LTQC to raise the percentage to 65%. This was agreed.

S Hewitt proposed the credits per FTE target be reduced to 180 from 190. This was discussed and it was agreed that this target remain at 190.

The revised metrics were approved, with amendment as noted above, **S Hewitt to progress.**

### 7.3 Strategic Risk Register

S Taylor noted the paper for information. This had been approved at the Audit and Risk Committee and conversations, around changes to some risks took place. These will be reviewed at the next round of Board Committees and considered at the next meeting of the Audit & Risk Committee.

S Taylor advised that the Audit & Risk meeting had agreed to discontinue to separate COVID-19 Risk Register.

## 8. STUDENTS' ASSOCIATION PRESENTATION

A Monks presented the report [presentation](#) to the Committee.

A Monks summarised the update to the Committee and noted key projects they were working on, including updates from team activities held over summer, for example, supporting groups of students to give them tours of campuses and introduce them to staff.

A Monks noted the team took part in the Kiltwalk for Cash for Kids and raised £650.

A Monks highlighted the concern of food insecurity for students. The team introduced a breakfast club this week and without advertising, 250 students attended over the course of a week. A Monks noted that food larders have been emptied across campuses and the Students' Association have a small budget to fund the breakfast clubs.

A Monks highlighted her recent attendance as a panel member at the College Development network (CDN) Poverty Symposium. S Hewitt praised A Monk's presentation at the event.

G Robertson noted it was great to see the transition the team had made, with students returning to campus from doing online sessions with them during lockdown and congratulated the team on moving forward. A Monks highlighted the lockdown provided a good chance for students to come together as a community and used the online sessions as a safe space for students to come too also. The team are still doing online events 3 nights per week.

H Honeyman asked how the Breakfast clubs are being funded. These were funded through the SA budget until October and J Carnegie was working with the team to identify a source of funding for after the October break.

S Hewitt noted that supporting students and staff with the Cost of Living crisis was key SLT priority. L O'Donnell noted that additional external funding might be sought to support this important work.

The detailed report was noted and welcomed by the Board.

## **9. NATIONAL BARGAINING UPDATE**

S Taylor summarised the update on the progress with National Bargaining, noting both Academic and Support staff pay awards for 2021/22 had been agreed.

S Taylor noted discussions have also started regarding the academic staff pay award for 2022/23. A proposed increase of £5000 on all salary points equated to an 11.7 increase % has been requested but wasn't affordable for the sector. No claims had yet been submitted by Support Staff unions.

Work was progressing slowly with the national job evaluation, but there remained significant areas of disagreement and significant work to be progressed.

## **10. PRINCIPAL'S REPORT**

S Hewitt summarised his report, noting the exciting projects happening within the College including the collaboration with the 'tri-group emergency services' across Scotland (Fire, Ambulance and Police). S Hewitt noted that D&A was supporting them with their transition to Electric Vehicles and had agreed an initial commitment is to upskill 100 technicians in level 2 and level 3 awards.

S Hewitt noted extensive estates work had been carried out by the Estates team, ensuring the campuses are ready for staff and students returning for a new session. He also praised College staff for the part they played in Operation Unicorn, providing hospitality for almost 400 Police Scotland staff, over the course of the weekend.

S Hewitt noted the Cost-of-Living Crisis is a huge priority on the Senior Leadership Teams

Agenda.

S Hewitt highlighted Gail Graham, Quality Manager has been shortlisted for College Colleague of the Year at the CDN awards this year. Students Association have also been shortlisted for their part in Student Retention calls.

M Williamson noted the fantastic work going on, especially during difficult times.

The report was noted with interest.

## **11. FINANCE ITEMS**

### **11.1 Financial Sustainability**

S Hewitt noted that it continued to be a challenging time noting the high-level points within the Financial Forecast Return in respect of future finances.

S Hewitt noted the final progress update on the savings plan was sent to the Board on 13 September, outlining the savings made and the removal of the risk of compulsory redundancy.

S Hewitt noted that, as a result, the EIS/FELA branch had advised that they would close their dispute and that discussions on this were progressing with support unions.

D Mackenzie commended the work carried out by the Team and praised them for the avoidance in compulsory redundancies.

The update was noted.

### **11.2 2022/2023 Budget**

J Carnegie summarised the 2022/23 Draft Budget, noting that this had been discussed in some detail with the Finance & Property Committee with the recommendation that the Board accept the planned budget despite this still showing a substantive deficit for the year.

J Carnegie noted that the financial position remained volatile and noted that there were anticipated areas of improvement (such as national insurance costs) but also areas of risk (such as the value of unfunded pay increases). Where possible, the Executive Team would take steps to improve the financial outturn over the course of the year.

It was noted the fuel cap was unlikely to have an effect on the budget as advanced price deals had already been procured.

Following further discussion, the draft budget was approved.

### **11.3 D&A Foundation Bid**

J Carnegie noted previous discussions around a bid to the D&A Foundation and stated that this had been trimmed back to only the replacement of the ICT Network Infrastructure.

It was noted that the estimated cost of the infrastructure renewal had increased significantly as the equipment involved was priced in US dollars.

J Carnegie summarised the proposed bid, noting that the College would seek funding in part only for this work and would aim to fund the remainder through capital funds and/or other available sources.

The timing and scheduling of the work was discussed, and it was confirmed that this would be split over up to 3 years as required to best fit the availability of funding and implementation of the project.

The bid was approved for submission to the D&A Foundation. **J Carnegie to progress.**

#### **11.4 Financial Forecast Return (FFR)**

J Carnegie summarised the FFR and requested that this be restricted for publishing given that it included significant forecasts based around unknown information and scenarios. This was agreed.

The approach adopted in developing the FFR was discussed, and it was noted that almost all of the assumptions were given by the Scottish Funding Council (SFC). The key assumptions were discussed, and it was noted that under all of these it was clear that future financial forecasts were very challenging and that the sector as a whole was unsustainable without significant national policy or funding changes.

S Hewitt noted the College's strength was in finding solutions and outlined discussions taking place nationally and directly with SFC to look at potential opportunities and solutions.

J Carnegie noted that changes to the text and content had been agreed at the Finance & Property Committee to reflect the funds currently held within the D&A Foundation and to model the impact of 5% pay increases over the next two years.

The submission of the FFR showing a significant 5 year deficit was agreed and it was agreed that the final version would be shared with Board members for information. **J Carnegie to progress.**

### **12. GOVERNANCE ITEMS**

#### **12.1 Membership Update & TU observers on Boards**

S Taylor summarised the paper noting the request to approve extension of Board membership for four Board Members. This was approved. **S Taylor to progress.**

The update highlighted the possibility of having Trade Union nominated observers on the board in advance of the anticipated change in legislation to introduce Trade Union Nominated Board Members (expected around August 2023).

M Williamson stated that she would welcome trade union observers but recognised that there may be a need for additional arrangements around confidential papers or discussions. H Honeyman agreed, noting that it may require amendment to board agenda to group together any confidential items.

It was agreed that these arrangements would be reviewed, and a proposal and timeline brought back to the December meeting. **S Taylor to progress.**

#### **12.2 Board Metrics**

Paper was noted.

### **13. COVID 19 UPDATE**

S Hewitt gave a brief update on COVID-19 situation, noting more detailed updates had been given to each Committee. It was noted that the College had transitioned well to having Staff and Students back onsite, with flexible approaches still in place and a general reminder that some individuals were still anxious about onsite activities.

S Taylor noted that it was planned that the COVID-19 update item be removed from future agendas. This was agreed.

#### **14. MINUTES OF COMMITTEE MEETINGS**

Updates from the Committees were noted.

L O'Donnell noted he had attended all four Committees and praised the detail and quality of the papers considered and the discussions held.

#### **15. CORRESPONDENCE**

The list of recent correspondence was noted.

#### **16. DATE OF NEXT MEETING**

Tuesday 13 December June 2022 **at 5.00pm** – on MS Teams.

The possibility of organising a Board Christmas lunch was discussed and would be investigated.  
**S Taylor to progress.**

#### **Action Point Summary**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
Board 2025 Strategy Metrics to be updated	S Hewitt	31 October 2022
D&A Foundation Bid to be submitted	J Carnegie	31 October 2022
FFR to be submitted and copy provided to Board members	J Carnegie	30 September 2022
Scottish Government approval to be sought to reappoint four Board Members	S Taylor	13 December 2022
Arrangements for trade union observers to be developed	S Taylor	13 December 2022
Board Christmas lunch arrangements to be considered	S Taylor	31 October 2022