**BOARD OF MANAGEMENT**

**Friday 13 December 2024 at 11.00am in Room K-TO-604 Kingsway Campus and Hybrid on Teams**

***Draft confirmed by Chair.***

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| **PRESENT:** | Laurie O’Donnell (Chair) | Margo Williamson |
|  | Derek Smith | Simon Hewitt |
|  | Adele Lawrence | Helen Honeyman |
|  | Brian Lawrie | Donald Mackenzie |
|  | Ged Bell | Kara Ramsay |
|  | Matthew Beattie | Donna Fordyce |

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| **IN ATTENDANCE:** | Julie Grace (Vice Principal Curriculum and Partnerships) |
|  | Steve Taylor (Vice Principal Support Services and Operations) |
|  | Scott Anderson (Board Effectiveness reviewer) |

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|  | **WELCOME**  L O’Donnell welcomed everyone to the Board of Management Meeting. |
|  | **APOLOGIES**  Apologies were received from Daniel Rosie, Carri Cusick, Neil Lowden, Stephen Oakley, Roy McLellan, Sally Middleton, J Buchanan and Penny Muir. |
|  | **DECLARATIONS OF INTEREST OR CONNECTION**  There were no declarations of interest or connection. |
|  | **MINUTE OF LAST MEETING – 18 JUNE 2024**  The minute of the Board of Management meeting held on 1 October 2024 was approved as an accurate record. |
|  | **MATTERS ARISING**  One item remains open. All other matters arising were complete or on the agenda. |
|  | **NATIONAL ACTIVITY UPDATE**  L O'Donnell provided a verbal update highlighting the recent budget announcement and discussions. The recent publication of Colleges Scotland Ambitions paper and work to better promote the value of the sector (and how essential it was to the economic and social development of Scotland) was noted.  S Hewitt noted the draft budget showed an increase in funding but this was limited and focused on meeting the additional costs associated with employers’ pension contributions and the ‘extra’ element of the academic staff pay award. Funding to support the increase in employers’ national insurance remained unclear.  It was noted that there had been no further government response to the Withers Review. |
|  | **EXTERNALLY FACILITATED REVIEW OF BOARD EFFECTIVENESS**  L O’Donnell welcomed S Anderson to the meeting and thanked him for the work undertaken to complete his review.  S Anderson summarised the review undertaken, highlighting the approach adopted and the key findings. From this he noted that his view is that the Board was operating effectively and was meeting the requirements of the Code of Good Governance.  S Anderson stated that he had identified four points for action and summarised these. It was noted that these were about improvement and that his opinion was that the Board was operating effectively.  S Anderson noted the first recommendation and stated that he felt that the Board needed to reflect on whether or not it was possible (given the limited number of Board places) for it to recruit members across the range of lived experience underpinning good diversity practice. Or if it was about ensuring that information around this was brought into discussions and decision making. This insight was welcomed.  The action point in respect of the tracking of CPD activity was discussed and M Williamson noted concern that this could be a task rather than an enhancement. S Anderson noted that was not the intention and that the intended focus was to support the Board to understand and strengthen the breadth of skills mix it was able to offer in support of the College.  The report was approved and points for action noted. These would be incorporated into the Board Development plan and progress noted at the June 2025 meeting. **S Taylor to progress.** |
|  | **FUTURE INFRASTRUCTURE VISION PROJECT UPDATE**  S Hewitt provided a verbal update on activity progressing around the future infrastructure vision and highlighted the very positive response to the public announcement of the vision and the positive discussions held with multiple stakeholders and potential funders around this.  It was noted that discussions with SFC and Scottish Government had been particularly positive, with support and encouragement to continue to develop arrangements and future plans for the College estate. This included positive comment from the First Minister.    S Hewitt noted that the bid to the D&A Foundation had been approved, with this funding the staff and specialist input that would be necessary to move the vision onto an outline and then final business case. This work would also include development of estimated timelines and identification of key decision points.  The key priorities for early 2025 would be to develop and embed the necessary governance arrangements for the next stage of the project alongside work to develop the strategic business case, outline business case, and final business case.  Very initial discussions had been held around what compliant future procurement processes might look like.  H Honeyman asked about the capacity within the senior team to progress these additional activities and tasks and S Hewitt stated that this was a challenge, hence the funding bid to the D&A Foundation and the appointment of Martin Kirkwood to draft the business cases and progress and identify funding opportunities.  D Fordyce asked about the input of the Board to project and decision processes and S Hewitt noted that planning this out was part of the work scheduled for early in the new year alongside the indicative timeline.  M Williamson noted that approach to communication of the vision and noted how well prepared and handled this had been. This was endorsed by the Board and S Hewitt stated that this had been a large team effort and planned for a significant time in advance of going public. The thanks of the Board would be passed on to those involved. **S Hewitt to progress.** |
|  | **STRATEGIC ITEMS**   * 1. **2030 Strategy Development Update**   S Hewitt highlighted the amendments made to the draft strategy to reflect the points discussed at the October meeting. This included changes to some of the terminology and the addition of metrics in areas such as care experienced learner outcomes.  The updates were welcomed and it was noted that the document (once finalised) would remain as a dynamic strategy to react to future change.  S Hewitt noted that the final comments would be incorporated and a finalised draft brought for approval at the March 2025 meeting for implementation for academic year 2025/26 onwards. **S Hewitt to progress.**   * 1. **Strategic Projects Update**   J Grace reported that all major projects were progressing well and highlighted a range of new projects agreed or being developed.  The update was welcomed. |
|  | **STUDENTS’ ASSOCIATION REPORT**  K Ramsay and A Lawrence presented the Student’s Association report.  She noted the completion of class representative recruitment with a total of 250 class reps, c180 of whom have completed training However, there are currently only ten department reps registered, and efforts are ongoing to fill the remaining spots.  The work of the class and department representatives was noted, with key themes being explored each month and these related back to the SPARQs student learning experience framework. This work was being supported by the publication of handbooks outlining the role of class representatives and their work with staff. These handbooks were openly shared to help support awareness of the class rep role and how valuable it was.  Thrive is promoting the collection of winter clothing and plans to gather donations for Christmas boxes while ensuring the food larder is stocked up in preparation for the upcoming Christmas break. K Ramsay stated the Thrive shop at Kingsway has been relocated and all three shops were open.  The recent visit by SPARQs was noted, with this also involving College quality staff and looking at how the student voice fits into the new tertiary sector quality activities and arrangements.  The work being progressed by each member of the team was noted alongside the plans in place to further develop activity and engagement in semester two.  The update on activity was warmly welcomed and H Honeyman noted that the range of activity and outcomes was inspiring. |
|  | **PRINCIPAL’S REPORT**  S Hewitt presented the paper for noting and highlighted the incredible range of work and successes being progressed across the College. The confirmation of funding through the UK Shared Prosperity fund was noted as an important step in terms of the infrastructure work and the very recent awards success for the College of Sanctuary work at the Scottish Public Service Awards was noted. S Hewitt also noted the success at the recent College Development Network Awards where the College won in each category they were shortlisted in as well as picking up the overall Judges award.  The Board welcomed the report. |
|  | **NATIONAL BARGAINING UPDATE**  S Taylor summarised the paper noting that resolution of the pay award discussions for Academic and Support staff negotiating groups had supported discussions to progress nationally around arrange of other matters, including the long-standing Lessons Learner review on bargaining arrangements.  S Taylor summarised changes taking place in respect of the Unison national FE Branch and emphasised that local arrangements and relationships were positive and productive.  S Taylor noted that appointment of a support union nominated member for the Board would be confirmed early in the new year.  The update was noted. |
|  | **FINANCE & INFRASTRUCTURE ITEMS**   * 1. **Financial Sustainability**   S Hewitt provided a summary of the current situation, highlighting that all signals were that future funding would remain very tight, with the additional funding outlined in the draft Scottish budget provided to cover the costs associated with increased employers pension costs and an element of the 2025/26 academic staff salary deal. Funding to cover the increases in employers’ national insurance costs was anticipated but was not yet confirmed.  S Hewitt noted that information on the budget had been shared with staff alongside confirmation of the need to be very prudent in respect of current year budgets and plan for the on-going ‘flat cash’ situation for 2025/26.  The most recent budget report for 2024/5 was showing an improvement, with the forecast deficit reducing from £1.3 million to c800k (including the loan repayment). S Hewitt noted that there remained risks around the split between CDEL/RDEL but that it was understood that this had been resolved although formal confirmation was still being sought.  S Hewitt advised that there were no plans to progress a major savings plan for 2024/5, but that finances remained exceptionally tight.     * 1. **Audit & Risk Committee Annual Report to the Board**   H Honeyman summarised the report noted that the key issue in respect of internal audit related to the procurement audit. It was noted that regular updates on improvement actions were being provided and that a follow up audit would be undertaken in 2025/26.  Concerns regarding delay in respect of the external audit had been discussed at the joint meeting and the report updated to reflect this.  N Anderson noted that there may be a final change to be made to reflect finalised wording from the external auditors. This was noted and the report approved.   * 1. **Audit Report & Annual Accounts**   N Anderson apologised for the delay in finalisation of the external audit report and the annual accounts, noting that there were two points still to be signed off. These related to a capital adjustment to reflect the reduced value of the Kingsway Tower due to the presence of RAAC, and adjustment to reflect the change in treatment of the funds held for implementation of the national job evaluation exercise.  H Honeyman noted that these points had been discussed fully at the joint meeting with the auditors and that she was pleased to see the prominence of wording given to explain the ‘paper loss’ associated with the national job evaluation item. G Bell asked if it would make sense to feature this wording within the opening part of the document. This would be looked at and it was confirmed that the college would be proactive in highlighting this technical adjustment in any press coverage.  B Lawrie noted the CDEL/RDEL (capital vs revenue funding) issue and highlighted the need to plan for this in the future.  Given the delay in receiving the final audit report the alternative sign off arrangements were discussed and agreed. **S Taylor/N Anderson to progress.**   * 1. **Management Accounts (for information only)**   The report was noted. |
|  | **CLIMATE EMERGENCY ACTION PLAN**  S Taylor summarised the plan developed by Billy Grace and his team, noting that 51 of the 53 actions in the 2021 plan had been closed off earlier in the year and that the new plan included a summary of activity and range of actions designed to take the College forward in its net zero ambitions to 2030.  The excellent progress made in respect of the reduction in scope 1 and 2 emissions was noted, as were the challenges in both quantifying and reducing scope 3 emission levels.  The action plan was welcomed and H Honeyman noted the challenges around scope 3 targets and reductions.  The action plan was approved and the board asked that their thanks and congratulations be passed on to B Grace and his team for the work underpinning this. **S Taylor to progress.** |
|  | **GOVERNANCE ITEMS**   * 1. **Membership Update**   S Taylor noted the appointment of Kelly McIntosh and Robert Young to the vacant Board positions as a result of the recent resignations of Sally Middleton, Roy McLellan and Daniel Rosie.  L O’Donnell noted that S Middleton has expressed an interest in being co-opted onto the Learning, Teaching & Quality Committee and this would be progressed in the spring/summer.  The Board minuted their thanks to Daniel and Roy for their service to the Board.  S Taylor noted that a current vacancy remained and that two further vacancies are likely to arise in spring 2025. Arrangements to recruit to these vacancies were delegated to the Nominations Committee. **S Taylor to progress.**   * 1. **Board Metrics**   S Taylor noted the usual range of Board metrics and highlighted the excellent response rate and increase in satisfaction rates in the most recent student survey. These figures were welcomed.  It was noted that there had been no RIDDOR reportable incidents since the previous meeting.  The report was noted. |
|  | **MINUTES OF COMMITTEE MEETINGS**  Updates from the Committees were noted, and it was noted that the Human Resource and Development meeting had been cancelled due to a number of call-offs. S Taylor noted that this was not a regular position and that there were no outstanding items from this meeting requiring approval.  B Lawrie noted on-going discussions at the Finance and Property Committee regarding the finances of GTL and noted that a small working group had been established to make recommendations to the March Board. |
|  | **CORRESPONDENCE**  The list of recent correspondence was noted. |
|  | **DATE OF NEXT MEETING**  Tuesday 18 March 2025 at 5.00pm Room A-IS-103 Arbroath Campus. The location was discussed and it was noted that it was important for the Board to have a presence in both Dundee and Arbroath. |

| **Action Point Summary** |  |  |
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| **Action** | **Responsibility** | **Date** |
| Actions from the Externally Facilitated Review to be incorporated and progressed within the Board Development Plan | S Taylor | 17 June 2025 |
| Board thanks to be shared with those involved in planning the infrastructure vision communications and publicity | S Hewitt | 31 January 2025 |
| Final Draft Strategy and Graphics to be developed for Board approval | S Hewitt | 18 March 2025 |
| Annual Accounts and Financial Statements to be signed off and submitted | S Taylor/ N Anderson | 31 December 2024 |
| Board Thanks to be shared with those involved in creating and supporting sustainability work and the CEAP | S Hewitt | 20 December 2024 |
| Board Recruitment to progress | S Taylor / L O’Donnell | 18 March 2025 |