Minute of the Board of Management Meeting
Held by Hybrid Attendance at Kilmarnock Campus and via Video Conference Using Zoom
on Tuesday 28 March 2023

Present:

Fiona McQueen	Chair
Steven Wallace	Vice Chair - Non-Executive Board Member
Norman Bone	Non-Executive Board Member
Beth Clelland	Non-Executive Board Member
Steve Graham	Non-Executive Board Member
Gillian Murray	Non-Executive Board Member
Mike Stewart	Non-Executive Board Member
Alison Sutherland	Non-Executive Board Member
Matthew Wilson	Non-Executive Board Member
Ellie Jamieson	Elected Student President
Angela Cox	Principal, Ex-Officio

In attendance:

Yvonne Melvin	Board Administrative Officer (Minutes)
Anne Campbell	Vice Principal – Curriculum
David Davidson	Assistant Principal – HR&OD
James Thomson	Acting Vice Principal – Finance

1. Welcome and Declarations of Interest

The Chair welcomed all present to the meeting.

The Chair also welcomed Gillian Murray to her first Board of Management Meeting in her new role as a Non-Executive Board Member. Gillian was previously a co-opted member of the Business, Resources and Infrastructure Committee.

There were no declarations of interest.

2. Apologies

Apologies were received from Sharon Morrow and Gordon Neil, Non-Executive Board Members, Janette Moore, Elected Member, Curriculum Staff, Lisa Keggans, Elected Member, Support/Service Staff, and Robert Kean, Elected Student Vice President.

The meeting was confirmed as quorate.

3. Minutes of the Previous Meeting held on 8 December 2022 *(Paper 1) (P)*

The minutes were approved as a correct record.

Proposed: Mike Stewart   **Seconded:**   Steve Graham

Board of Management Action & Decision Log *(Paper 1a) (P)*

All actions were noted as complete, included as a substantive agenda item or an update provided on progress.

It was noted that the action BoM40: A01 had been completed through the Learning and Teaching Committee and would be updated to state completed.

Minute of the Extraordinary Board Meeting held on 2 March 2023 *(Paper 1b) (R)*

The minutes were approved as a correct record.

Proposed: Alison Sutherland   **Seconded:** Ellie Jamieson

Minutes of the Board Decision (by circulation on 31 January 2023) *(Paper 1c) (R)*

The minutes were approved as a correct record.

Proposed: Alison Sutherland   **Seconded:** Angela Cox

4. **Matters Arising**

There were no outstanding matters arising from the minutes.

5. **Student Association Report** (*Paper 2) (P)*

E Jamieson introduced Paper 2 as presented and summarised key highlights from the report.

The Board noted:
- The provision of hygiene packs is ongoing and student uptake had been positive.
- The Student Association participated in the Blue Monday event on 16 January 2023 to support the mental health and wellbeing champions. Several activities were held across each of the campuses and the event was positively received.
- Following the successful 2022 pilot of the College's Preparing for College Programme, the Student Association has been given the opportunity provide opinions on the programme from a student's perspective and looks forward to being involved again this year.
- Increasing the visibility of the Student Association has been a recent focus for the team and participation in campus activities with students is proving beneficial.

The Board noted the report as presented.

6. **Chair's Report** *(Paper 3) (P)*

The Chair introduced Paper 3 as presented.

The Board noted that the purpose of this report is to update Board Members on activities carried out by the Chair since the previous Board Meeting on 8 December 2022.

The Chair highlighted some key points to the Board and provided an update on matters outwith the report:
- Stakeholder engagement continued in the period, partly by way of introduction as an incoming Chair, and also by way of ongoing dialogue. The Board noted that feedback received had been very positive with regards to Ayrshire College provision and relationships.
- The recruitment process for a Board Governance Adviser had concluded and pre-employment checks were being carried out by the College's HR Team.
- A revised Board Paper Template was developed and reviewed by the Executive Team and was used for this cycle of meetings. The Chair asked for member feedback on the effectiveness of the changes made.

The Board noted the report as presented.

7. **Principal's Report** *(Paper 4) (P)*

The Principal introduced Paper 4 as presented.

The Board noted that the purpose of the paper is to update Board Members on key activities and developments not covered elsewhere in the papers.

The Principal highlighted some key points to the Board:
- The indicative budget settlement for academic year 2023-2024 was anticipated prior to the Easter holiday period, however, SFC confirmed on 28 March 2023 that the budget will now be confirmed after the holiday. A further update would be provided later in the agenda.
- Staff consultation on the new Senior Leadership Team Structure was launched on 6 March 2023 and responses received were mixed. Some staff recognised the need for additional capacity and were positive and others did not see the requirement for more manager roles. Alternative structures had also been suggested. Following consultation with Trade Unions, it was agreed that the recruitment process for the Vice Principal roles would commence after the Easter break. A further review of the Senior Leadership Team Structure would be carried out once the recruitment process for VPs was completed and understood the skill set requirements for SLT roles.
- National discussions were ongoing with Trade Unions to agree a cost of living pay increase. This included the possibility of additional funding to support this with SFC and Scottish Government. Without this most colleges would post deficit budgets and need to make a higher number of redundancies.

The Board noted the report as presented.

8. **Board Matters**

   Board Performance and Improvement Plan *(Paper 5.1) (P)*

   The Chair introduced the Board Performance and Improvement Plan as presented.

   The Board noted:
   - The purpose of the paper was to provide the Board with the annual review of Board and Committee Attendance and an analysis of the Self-Evaluation of Performance 2021-22 exercise.
   - The Board Development Plan 2023-24 was updated following the evaluation exercise and the Chair's one-to-one meetings with members.
   - Next step will be submission to the Scottish Funding Council (SFC) by the deadline date of 31 March 2023.

   Decision - BOM41: D01: The Board approved the Board Performance and Improvement Plan 2023-24 for submission to SFC.

   Board Member Recruitment Process 2023 *(Paper 5.2) (R)*

   The Chair introduced Paper 5.2 as presented.

   The Board noted:
   - The purpose of the paper was to advise the Board of the final outcomes and recommendations from the Search and Nominations Committee following completion of the 2023 Board member recruitment process.
   - A total of 3 candidates had taken part in the interview process and staff and student session. One applicant had been identified for recommendation to the Board for approval.
   - If approved, the next step would be to seek Ministerial approval.

   Decision - BOM41: D02: The Board approved the recommendation from the Search and Nominations Committee to seek Ministerial approval for the individual identified.

   Draft Committee Structure 2023-24 *(Paper 5.3) (P)*

   The Chair introduced Paper 5.3 as presented and asked Board members to consider the Draft Committee Structure for AY2023-24.

   The Board noted that the Committee Structure had been updated following member feedback and the conclusions of annual self-evaluation of effectiveness reviews for AY2021-22. If approved, the updated Committee Structure would be implemented for the start of AY2023-34

   Decision - BOM41: D03: The Board approved the Draft Committee Structure for implementation in AY2023-24.

Draft Board & Committee Meeting Dates 2023-24 *(Paper 5.4) (P)*

The Chair introduced Paper 5.4 as presented and asked Board members to consider the Board & Committee Meeting Dates for AY 2023-24.

The Board noted the proposed later start dates for meeting cycles 1 and 2, following consultation with the Chair and ELT.

Decision - BOM41: D04: The Board approved the Draft Board & Committee Meeting Dates for implementation in AY2023-24.

Transfer to Microsoft Teams from AdminControl *(Paper 5.5) (P)*

J Thomson introduced Paper 5.5 as presented.

The Board Noted:
- Since the College procured AdminControl in 2015 there have been developments in existing systems which the College already has access to, namely Microsoft Teams as part of the Office 365 suite.
- The changes to working resulting from the impact of the Covid-19 pandemic have made Microsoft Teams a ubiquitous product.
- The use of Microsoft Teams as a meeting and file sharing platform has been trialed as College meetings are currently held using Teams.
- The switch to Microsoft Teams from Admincontrol would result in a monetary saving for the College of £8,357.
- Security protocols were in place to ensure document confidentiality.

The proposal was discussed, and the Board agreed that transferring to Microsoft Teams from Admincontrol would be beneficial.

J Thomson further advised that the initial work to move from AdminControl to Microsoft Teams had started and has been led with support from the Board of Management Office, the SLT's Executive Assistants, and the College's ICT Team.

The Board noted that the move to using Microsoft Teams for all meetings would commence from the May and June Board and committee cycle and that a guidance paper would be shared with all board members and committee attendees prior to the May 2023 cycle commencing.

The Board noted the paper as presented.

9. **Key Performance Indicator Dashboard** *(Paper 6) (P)*

A Campbell introduced Paper 6 as presented.

The Board noted:
- The College is predicted to be under the SFC Core credit target but is predicted to exceed the Foundation Apprenticeship target.
- SFC introduced a number of flexibilities aimed at addressing some of the current and future challenges affecting colleges in AY 2022-23, which includes a 2% leeway against core activity targets.

- Contingency planning is ongoing to minimise the shortfall and to try to ensure that the College SFC core credit target is within the 2% tolerance level.
- Overall student retention was positive on previous academic years.
- School programmes have been underperforming on retention, but a number of discussions were ongoing to improve this area.

The Board discussed the Key Performance Indicator Dashboard further. When the college has national benchmarks, these will be added to the dashboard for reference. In response to a query regarding College Leaver Destinations, A Campbell advised that College systems used to analyse student progression were based on guidelines and definitions provided by SFC, but alternative options to analysing the data could be explored in advance of AY2023-24.

J Thomson provided an update on the figures presented in sections 3 and 4 of the Dashboard. The Board noted that the year-to-date position and potential financial pressures were reported at the recent meeting of the Business, Resources and Infrastructure Committee.

J Thomson highlighted that the figures presented were based on a 2% pay award and that the college sector continues to lobby SCF and the Scottish Government for additional funding for any pay award agreed above 2%.

The Board noted that the College prepared the Mid-Year Return (MYR) to SFC based on 5% pay award that is <u>unfunded</u> by the Scottish Government to demonstrate the material impact on Ayrshire College. J Thomson advised that this approach was supported by the Business, Resources and Infrastructure Committee.

Action - BOM41: A01: Alternative options to analysing student progression to be explored in advance of AY2023-24, plus national benchmarking data on retention.

The Board noted the paper as presented.

10. **Mainstreaming Equality and Equality Outcomes Progress Report (2022-25)** *(Paper 7) (P)*

D Davidson introduced Paper 7 as presented, advising that the Mainstreaming Equality & Equality Outcomes Progress Report (2022-25) had been considered by the Business, Resources & Infrastructure Committee at their meeting in March 2023. D Davidson confirmed that the Committee had commended the Report to the Board for approval.

The Board noted:
- The Mainstreaming Equality 2021-2023 and Equality Outcomes 2021-25 report is a legislative requirement, to highlight the College's progress in meeting the requirements of the public sector equality duty (PSED).
- The paper was accompanied by a presentation by Sara Turkington, Equality and Inclusion Adviser, at the Business, Resources and Infrastructure Committee.
- The Equality Outcomes identified reflect persistent areas of inequality impacting staff and students.

- Female attainment in certain curriculum programmes with a male or female gender imbalance greater than a 75:25 ratio had improved.
- Rates of disclosure, retention and attainment of male students with a mental health condition have improved.

M Stewart, in his capacity of Chair of the Business, Resources and Infrastructure Committee, advised that the presentation and report had been positively received by the Committee.

Decision – BOM41: D05: The Board approved the Mainstreaming Equality & Equality Outcomes Progress Report (2022-25).

11. **College Strategic Transformation Projects** *(Paper 9) (R)*

D Davidson introduced Paper 9 and provided members with an update on the six key strategic projects identified to support the sustainable transformation of the delivery of learning and teaching and support services for the College over the next two years.

The Board noted:
- An investment of £3.5m over a two-year period was previously approved by the Board to support the development and delivery of the transformational projects and will be monitored by the Project Team.
- A Project Board has been established together with project leads, projects owners and project sponsors.
- Project workstreams are being formed to further develop and deliver the projects.
- Sequencing of the projects has been considered and three projects will be prioritised due to their strategic significance and synergy across the other project areas and wider College.

D Davidson further advised that the Board of Management are invited to support each project as a 'critical friend' which will involve testing and challenging assumptions, providing feedback and supporting the project plans. It was noted that an email would be issued to members providing further information and inviting expressions of interest.

The proposal for the Board to be involved in the projects as a 'critical friend' was positively received and members looked forward to receiving further information.

Action - BOM41: A02: D Davidson to provide Board members with further information, including Project Scope, via email.

The Board thanked D Davidson for the informative update and noted the paper as presented.

12. **Committee Chairs' Reports on 3rd Quarter Committee Meetings** *(Papers 10.1, 10.2 & 10.3)*

The Board received a written report from each Committee Chair outlining a summary of key issues considered by the Standing Committees since the last meeting of the Board.

The confirmed minutes of these meetings will be received by the Board at its next meeting.

The Board noted the report from each Committee Chair.

13. **Confirmed Minutes: Standing Committees** *(Papers 11.1, 11.2 & 11.3)*

The following confirmed Standing Committee Minutes were received by the Board:

- Learning, Teaching & Quality Committee 10 November 2022
- Business, Resources & Infrastructure Committee 15 November 2022
- Audit & Risk Committee 22 November 2022

The Board received the above minutes from noting.

14. **Board Responsibilities and Standing Orders – update to V11** *(Paper 12) (P)*

Updated to reflect previously approved changes and provided for information.

15. **AOCB**

The Chair advised that a query had been raised by non-Executive Board Member, Sharon Morrow, in relation to Safeguarding and Child Protection training for members of the Board of Management.

It was noted that Board members do interact with students and staff of the College and, as such, Safeguarding and Child Protection training for members would be under consideration going forward.

16. **Date of Next Meeting: Thursday 15 June 2023 at 4pm.**

(*C/P*) *Confirmed minutes will be published on College Website; (P) – Paper will be published on the College Website; (R) – Paper is reserved, because it contains data or information of a personal nature, which is restricted by legislation, or because it contains commercially sensitive information, and will not be published on the College Website*

Reserved items on next page