

Board of Management

Minutes

Meeting reference: Board 2016-17/04
Date and time: Wednesday 14 June at 5.30pm
Location: Room 019

Members present: Brian Crichton, Harold Gillespie, Sharon Hammell, Ian Jackson, Grant Myles, Donald MacLean, Sharon McGuire, Holly Scrimgeour, Charlie Shentall

Apologies: Jim Crooks, Ann Irvine, David Littlejohn, John McDonald, Lindsey McLeod, Lorna Nicoll

In attendance: Margaret Munckton, Principal and Chief Executive
Jackie Mackenzie, Vice Principal, Finance and Estates
Pam Wilson, Vice Principal, Academic
Susan Bald, Vice Principal, HR and Communications

Prince Honeysett, PCSA Student President Designate
Nurina Sharmin, Vice President Designate (Education and Engagement)

Chair: Grant Myles
Minute Taker: Maureen Masson
Quorum: 6

Summary of Action Items from Board meeting on 22 March 2017			
Ref	Action	Responsibility	Time Line
*8	Equalities Reports Progress in Achieving Equality Outcomes 2013-17 Circulate the online training link to new Board members.	Clerk	ASAP
Summary of Action Items from Board meeting on 14 June 2017			
*9	Chair's Report Report back to Board on Development Trust and Campaign Board revisions to Terms of Reference and constitution. Keep under review the timing for an invitation to the VP for International and External Engagement to meet the Board.	Chair Chair	Next Board meeting Consider at next Board meeting
10	Principal's Update Clarify HE budget allocations and governance issues.	Chair	By next Board meeting

Summary of Action Items from Board meeting on 22 March 2017			
Ref	Action	Responsibility	Time Line
	Review the College Governance Manual against the recently updated HE governance code.	Clerk	By next Board meeting
*11.1	Keep under review 'Amber' outcomes in the Balanced Scorecard.	PW	ongoing
*11.2	Keep under review trends vs targets in looking at performance aspects in the Balanced Scorecard. Consider the introduction of a Health and Safety Balanced Scorecard measure.	PW PW	Autumn Committee cycle
*16	Estates Update Identify 'shovel ready' estates projects ready for submission should any capital grant become available. Develop College long term strategic vision to inform the development of the Estates Strategy. Meet with senior executives and PKC to share planning insights.	JM Chair and Principal Chair and Principal	Start of AY 2017-18 Further update at next Board Meeting
17.1	Chair's Committee Board approval of policies to be undertaken at the start of next session.	Clerk	For start of next session
*17.5	AST Board – 24 May 2017 Ensure the Terms of Reference are reviewed against business at the end of each AST Board meeting. Review the wording of clause 6.1 in the AST <i>Memorandum of Understanding</i> and pass comments to Chair by 20 June 2017.	Clerk AST Board Chair and JM	Next AST Board meeting 20 June 2017
18	Schedule of Meetings for 2017-18 Circulate the final schedule for the Board and Committees.	Clerk	early July 2017

Minutes

Item

1

Welcome and Apologies

Action

Item	Action
<p>Apologies were noted.</p> <p>Margaret Cook, Principal Designate was given a warm welcome to her first meeting of the Board of Management. PCSA President Designate Prince Honeysett and Vice President Designate (Education and Engagement) Nurina Sharmim were also welcomed, together with Graeme Kirkpatrick, CEO of HISA, who was in attendance for item 7.</p>	
<p>2 Additions to the Agenda</p> <p>There were no additions to the Agenda. However, the Chair indicated that item 7 would be taken at the start of business and an item on National Bargaining would be taken at the end of the agenda.</p>	
<p>3 Declaration of Interest in any Agenda Item</p> <p>There were no declarations of a conflict of interest in any agenda item.</p>	
<p>4 Minutes of Meeting held on Wednesday 22 March 2017</p> <p>The minutes were approved as accurate record.</p>	
<p>5 Actions arising</p> <p>9 Board of Management Effectiveness Review</p> <p>Action Update: The final report on the 'Board Effectiveness Review' was on the Board Agenda. Extensive discussions had been held at the last Board meeting and the Board noted that suggestions had been incorporated where appropriate.</p> <p>The item regarding Board of Management engagement with students and staff would be picked up at the next Board Development Day which had been re-scheduled for 23 September 2017.</p> <p>9 Annual Health and Safety Update</p> <p>Action Update: This item had been discussed at the recent Audit Committee and was on the agenda for the Board meeting.</p> <p>12 Update on FE Funding across the partnership</p> <p>Action Update: A paper was included in the agenda for the Board meeting.</p> <p>8 Equalities Report</p> <p>Action Update: The online training link would be circulated to Board members.</p>	<p>Clerk</p>

Item	Action
<p>*6 Students' Association Update</p> <p>Holly Scrimgeour (HS) introduced the report which provided an update on recent student activity. PCSA had been busy in recent weeks finalising the HISA/PCSA proposal following the points raised by the Engagement and Audit Committees. Louis McNaught had resigned on 16 May and Rachel Daniel had also resigned. A handover to the PCSA Designate Officers was ongoing in preparation for the new academic session.</p> <p>The Board noted this was Holly's last meeting and the Chair thanked her on behalf of the Board for her considerable commitment and contribution over the last year.</p>	
<p>*7 Student Representation: HISA and PCSA</p> <p>Graeme Kirkpatrick (GK) introduced the paper indicating that the Board was being asked to ratify the proposal that PCSA be disbanded and that HISA becomes the student representative body at Perth College. The Board noted the background outlined in the paper and that HISA and PCSA had worked closely together over the last several months to agree the proposed way forward.</p> <p>The Board noted that the Engagement and F&GP Committees had considered the proposals at their recent meetings and had asked for further clarification of governance/staffing and financial aspects. These had been addressed in the paper now brought before the Board and an outline timeline and next steps was set out. GK updated the Board on the final figures and noting that, overall, the proposal was cost neutral, but brought additional benefits in terms of administrative support and an opportunity to increase the regional voice.</p> <p>The Board formally agreed the proposal. GK left the meeting following conclusion of this item.</p>	

Item		Action
8	Chair's Reports	
	<p data-bbox="252 212 766 257">The Chair reported on the following:</p> <ul data-bbox="268 291 1284 1702" style="list-style-type: none"> <li data-bbox="268 291 1284 369">• Margaret Cook had been appointed as Principal and the timing was helpful in terms of managing a handover with Margaret Munckton; <li data-bbox="268 369 1284 481">• National bargaining continued and the Chair and Principal had attended numerous meetings, most recently with the Employers Association and the Deputy First Minister; <li data-bbox="268 481 1284 772">• A successful Strategic Dialogue meeting had been held with two SFC Council members, the Acting Chief Executive Officer and regional Outcome Manager alongside the College staff, the Chair of FERB and PVC UHI. The Board noted that positive feedback had been received about the work of the College. A vote of thanks was extended to all who had been involved in organising and participating in the meeting. It was expected that the SFC would prepare a note of the meeting; <li data-bbox="268 772 1284 851">• GM reported that his performance review had been completed by the Chair of Court and FERB in February. <li data-bbox="268 851 1284 963">• Board members 1:1s had been ongoing and provided some useful feedback that would be summarised and shared with the Principal and Principal Designate; <li data-bbox="268 963 1284 1332">• A meeting of the Development Trust and Campaign Board had been held. The Board noted that the Perth College Development Trust 2004 was to appoint a new Chair. The Board noted that the Development Trust was a charitable organisation whose sole purpose was to raise funds for the College whilst the Campaign Board was a sub-committee that ran most fund raising activities. Discussions were ongoing on possible revisions to the work and interactions of the Committees to improve overall fundraising potential. It was expected that any revisions would require to come back to the Board for approval. <li data-bbox="268 1332 1284 1590">• A part-time Vice-Principal, International and External Engagement, Stuart Gibb had been appointed to the UHI Executive Team with effect from mid-July. There would be merit in fostering a close working relationship with the VP to build the important international agenda. It was agreed that he would be invited to a meeting of the Board in 2-3 months, through the Principal and CEO or the BOM Chair; <li data-bbox="268 1590 1284 1668">• UHI had been granted research degree awarding powers in the last month. This was a significant achievement for the University; and <li data-bbox="268 1668 1284 1702">• A successful OBI awards event had been held. 	<p data-bbox="1316 907 1420 952">Chair</p> <p data-bbox="1316 1019 1420 1064">Chair</p> <p data-bbox="1316 1489 1420 1534">Chair</p>
9	Board Member Recruitment	
	<p data-bbox="252 1825 1300 1915">The Board noted that an open evening for prospective Board members would be held on 28 June 2017 from 5-6.30pm.</p>	
10	Principal's Update	

Item	Action
<ul style="list-style-type: none"> • FE prizegiving had been held in the Academy for Sport and Wellbeing (ASW) for the first time. The space had been transformed for the event and worked well. Ann Gloag delivered an engaging and positive speech that was well received and students had provided excellent catering; • A promotional national STEM event had taken place in the ASW and Brahan Lecture theatre organised by P&KC and those involved in the Developing Young Workforce initiative. This was a great opportunity to showcase the work of the College to numerous school pupils who attended as well as giving employers an insight to the work of the College; • The Board noted that the College was to host a 'Big Bang Blood Hound' Car Racing event. There would be over 40 stands and many speakers and guests and provided another opportunity to showcase the College; • The Principal had participated in a UHI partnership meeting in June on the learner journey, with representatives from the government. The main purpose of the meeting was to elicit feedback from various stakeholders; • The constitution of the Campaign Board had been agreed and a former Provost was being considered as a trustee of the Development Board; • The Principal and Principal Designate would attend a meeting of the Tayside Regional Board to hear about the latest on the Tay Cities Deal and other key enterprise developments; • Efforts to agree the UHI HE budget through proper governance channels were ongoing. Partnership Council neither agreed nor recommended the draft budget. However, UHI Court and its F&GP had held separate meetings where the budget had been approved. GM had spoken with the Chair of Court and agreed that a flexible approach would have to be taken and that this had been noted by Court and F&GP. The discussions had raised some concerns around non-executive HE governance that would be discussed in detail at the next Board meeting. GM would raise this with the Chairs of other Partner Colleges and would report back to the next Perth College Board meeting; • An AST Strategy Day would be chaired by the Principal on 20 June. The main agenda item would be the development of a recovery plan for AST, reviewing possible alternative ways for managing AST business; and • The College Governance Manual should be reviewed against the recently updated HE governance code. 	<p>Chair</p> <p>Clerk</p>
*11	<p>Balanced Scorecard</p> <p>11.1 Balanced Scorecard 2015-16</p>
<p>The Board noted the Balanced Scorecard outcomes had been reviewed and discussed by a number of its Standing Committees and noted, in particular, the positive destination outcomes for HE and FE students at</p>	

Item		Action
	<p>Perth College. The College had also made an outstanding contribution to the UHI Regional Outcome agreement.</p> <p>A watching brief would be maintained on the amber outcomes particularly the financial outturn and CPD staff measures.</p> <p>The Board commended the new Balanced Scorecard format and agreed that it was much clearer, easier to understand and glean trend information.</p>	PW
	<p>11.2 Balanced Scorecard 2016-17</p>	
	<p>The Board noted the new format for Balanced Scorecard reporting linking to the new Strategic Plan. The format had been tweaked to improve the reporting of measures to various partners and to allow for more in-year/real-time reporting. The new approach would also help the Board review and reflect on performance matters.</p> <p>The Board commended the new format and noted that it would be used more actively by the College Management and Senior Management Teams as a management tool, particularly with the availability of real time data. More measures were also noted, namely on gender action, inclusion and research and research publications. It was noted that Item 3.c was a combined measure that would demonstrate contribution to dissemination.</p>	
	<p>The Board discussed occasions where it would be more appropriate to measure against targets rather than trends. It was noted that this may be true for some measures but that SFC encouraged trends in measuring some activity measures. This would be kept under review.</p>	PW
	<p>Some concern was expressed about the lack of a Health and Safety measure in the Balanced Scorecard given the size and scale of operation at PC. The Board agreed this was this was a valid point and SMT would review.</p> <p>In terms of financial measures it was noted that the contribution of commercial activity to College business would be set against the overall outturn for the College.</p>	PW
*12	<p>Allocation of FE Funding across the partnership</p> <p>Jackie Mackenzie introduced this paper which set out the allocation of FE funding across the partnership for SFC grant allocation and capital and maintenance funding. The Board noted that a new approach to the allocation of funding had been accepted in principle by FERB which had agreed to its use for the allocation of the 17-18 budget. This new approach was built on a more objective review of needs and moved away from the previous approach to roll forward last year's budget. Some adjustments to ELS and access and inclusion funding may yet be</p>	

Item	Action
<p>made altering the final allocations.</p> <p>In terms of Perth College's overall allocation it was increased by a figure of £152k, an increase of 2.3%.</p> <p>The Board noted the capital and maintenance allocations but that further work was needed that would probably alter final allocations.</p> <p>The Board commended JM for the work she had led amongst partner College to develop a more objective based budgeting approach.</p>	
<p>*13 Access and Inclusion Strategy</p>	
<p>The Board approved the Access and Inclusion Strategy and noted that it had been endorsed by Academic Affairs and Engagement Committees.</p> <p>The Board noted that Student Records had developed a wide range of data which would greatly assist in reviewing progress and monitoring outcomes for access and inclusion. The data would also provide improved insight for modelling and understanding the student journey.</p> <p>The Board discussed whether the College was properly resourced to implement the report and deliver outcomes. In the absence of additional funding it was acknowledged that there may be ways to work smarter and more efficiently, and this work would be taken forward in the coming months. The work that had already started in developing student records would help with modelling and data analysis.</p>	
<p>*14 Corporate Parenting Plan</p>	
<p>The Board approved the Corporate Parenting Plan, and noted that the structure was common to all UHI Colleges. The plan had been prepared jointly with other partner organisations. It identified actions at key stages in the student journey and would be helpful in monitoring measures contained in the Balanced Scorecard. A vote of thanks was extended to Richard Ogston who had been instrumental in developing the plan.</p>	
<p>*15 National Bargaining</p>	
<p>A tabled paper on national bargaining was discussed in strictest confidence. The paper set out the background to the current position on national bargaining, recent exchanges between the Employers Association (EA) and the Scottish Government and some options outlining possible approaches related to the ongoing negotiations.</p> <p>Given the nature of this item staff and student Board members were invited to remain for the discussion but if any individual felt that they would feel in any way conflicted they were given the opportunity to leave the meeting. All of the staff and student members remained.</p>	

Item**Action**

Following a full discussion of the issues the Board agreed on the approach to be supported by our delegates at the EA meeting on 19th June.

At the end of the meeting the Chair reminded all members of the requirement for absolute confidentiality on this matter.

*16

Estates Update

Jackie Mackenzie (JM) introduced the paper which had been prepared for the recent Strategic Dialogue meeting. The paper set out the current position with the estate and the key considerations for the Board. Perth had committed considerable investment to the estate in terms of maintenance and development but there were still areas that were not fit-for-purpose. Of the 4 main buildings across the Estate, the Goodlyburn was of the greatest concern.

In order to meet College goals and aspirations, estate infrastructure had to remain fit-for-purpose to meet the needs of the changing education landscape including the increased use of IT. Estate investment in development and maintenance was related to the level of funding made available from the SFC and the means of distribution, as that was typically via a competitive process. Often shovel ready projects were those that were funded but that approach to funding tended to discourage strategic thinking and did not always promote value for money.

In the light of these considerations, the Board was asked for its view on how best to develop and maintain the estate for the 21st Century. The Board agreed that the College needed to focus on business continuity and keep the estate maintained in a way that allowed that. However, the College should also begin to think about longer term strategic aims and objectives to address changing needs, digital transformation and wider city/regional developments. It was noted that over £500M was being invested in the Tayside and Perth City deal. In addition, there major local development plans taking shape and there may be opportunities worth exploring with the City Council. There were many variables to consider such as the nature of the PC site, plans for wider transport links, estates condition and the like.

The Board recommended a two pronged approach:

- To identify 'shovel ready' projects that could be submitted to the SFC at short notice should funding become available including maintenance priorities; and
- The Board and SMT to begin to look at the long term (20 years) direction for the College with the aim of developing a strategic vision to inform the College Estates Strategy. Senior level engagement with the local authority should be progressed to explore all opportunities within in the surrounding locale.

JM

Action
Chair
and
Principal

Item	Action
<p>The outputs from these deliberations would be taken through appropriate Committees as the new Committee cycle starts.</p>	
<p>17 Minutes of Standing Committees (unconfirmed)</p>	
<p>17.1 Chairs Committee – 18 April 2017</p>	
<p>Noted that the Board approval of policies would be undertaken at the start of the next Committee cycle.</p>	Clerk
<p>17.2 Engagement Committee – 11 May 2017</p>	
<p>Noted.</p>	
<p>17.3 Academic Affairs Committee – 17 May 2017</p>	
<p>Noted</p>	
<p>17.4 Audit Committee – 23 May 2017</p>	
<p>Noted - although the wording of item 9.2 'Proposal for Annual Health and Safety Update to the Board' may need revised – to be picked up at next Audit meeting.</p>	
<p>*17.5 AST Board – 24 May 2017</p>	
<p>Terms of Reference</p>	
<p>The Board noted that the Terms of Reference had been adjusted to reflect that fact the two independent board members were on the Board.</p>	
<p>Consideration of the Terms of Reference at the end of AST Board meetings would now become standard governance practice.</p>	Clerk AST Board
<p>Memorandum of Agreement</p>	
<p>The Board noted that the memorandum of agreement was drafted several years ago and required updating. The memorandum sets the direction for AST Executive staff and is on the agenda for discussion the AST Strategy meeting on 20 June 2017. The Board approved the <i>Memorandum of Understanding</i> subject to a re-wording of clause 6.1 about gift aid. Board Members were invited to pass any comments on this item to the Chair by Tuesday 20 June 2017</p>	JM
<p>Brian Crichton (BC) asked if there was rigorous approach to ensuing</p>	

Item		Action
	<p>staff and student health and safety and wellbeing when coming onto the AST premises. The Principal confirmed that robust procedures were in the place to safeguard all staff and students.</p> <p>The Chair thanked the Principal for stepping in mid-year to Chair the AST Board until a new Chair was appointed.</p>	
17.6	<p>Finance and General Purposes Committee – 31 May 2017</p> <p>JM indicated that future years were likely to be more difficult because of funding constraints. Analysis of 3 year forecasts highlighted a growing gap between income and expenditure. A review of business processes across the College would be started to review opportunities for growing areas of the business or identifying areas for improvement in operational efficiency.</p> <p>The Board further noted that the gap would be impacted (negatively) by the outcome of national bargaining and would have to be kept under careful review.</p> <p>Otherwise minutes noted</p>	
17.7	<p>Board Effectiveness Review Final Report</p> <p>The Board noted the final Board Effectiveness Review Report.</p>	
*18	<p>Schedule of Meetings for 2017-18</p> <p>The Board noted the draft outline schedule of meetings for academic year 2017-18. Any comments on timing should be fed back to the Clerk by 21 June.</p>	Clerk
*19	<p>Review of Meeting</p> <p>Members agreed it had been an interesting meeting covering the range of Board business.</p> <p>A presentation of flowers and gifts was made to the Principal and the Vice Principal for Human Resources and Communications as this was the last Board meeting they would attend. The Chair thanked them both for their significant contribution to the life and work of the Perth College and beyond that to the wider College sector.</p>	

Information recorded in College minutes are subject to release under the Freedom of Information (Scotland) Act 2002 (FOI(S)A). Certain exemptions apply: financial information relating to procurement items still under tender, legal advice from College lawyers, items related to national security.

Notes taken to help record minutes are also subject to Freedom of Information requests, and should be destroyed as soon as minutes are approved.

Status of Minutes **Open** ☒ **Closed** ☐

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A **closed** item is one that contains information that could be withheld from release to the public because an exemption under the Freedom of Information (Scotland) Act 2002 applies.

The College may also be asked for information contained in minutes about living individuals, under the terms of the Data Protection Act 1988. It is important that fact, rather than opinion, is recorded.

Do the minutes contain items which may be contentious under the terms of the Data Protection Act 1988? Yes ☐ No ☒