

Board of Management

Draft Minutes

Meeting reference: Board2016-17/03
Date and time: Wednesday 22 March at 5.30pm
Location: Room 308

Members present: Brian Crichton, Jim Crooks, Sharon Hammell, Ann Irvine, Louis McNaught, Grant Myles, Holly Scrimgeour, Donald MacLean, Lindsey McLeod, Sharon McGuire, Harold Gillespie, David Littlejohn, John McDonald, Ian Jackson

Apologies: Charlie Shentall

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

David Archibald, Henderson Loggie

Chair: Grant Myles
Minute Taker: Carolyn Sweeney-Wilson
Quorum: 8

Summary of Action Items			
Ref	Action	Responsibility	Time Line
4	<p>Board of Management Effectiveness Review</p> <p>R2: DA to expand and generalise this recommendation. Specific examples to be removed.</p> <p>R3 & R4: An item on 'Methods to improve Board of Management engagement with students' should be added to the Agenda for the June Development Day.</p> <p>R6: DA to reword the recommendation to reflect and make clearer, that a review of the level of administrative support for PCSA should be carried out to establish if there was an operational need for it.</p> <p>R8: DA to amend the recommendation to indicated that the Remuneration Committee would work around a set of principles; reviewing them each year to ensure they were still within those parameters.</p> <p>R10: DA to ensure that the involvement of staff and student consultation is explicit in this</p>	David Archibald, Henderson Loggie	ASAP

Summary of Action Items			
Ref	Action	Responsibility	Time Line
	<p>recommendation.</p> <p>R11 & 12: The Board agreed that it was appropriate for the Clerk to maintain a record of Board members' skills and DA was to amend the recommendation accordingly.</p> <p>R13: DA to update the recommendation to reflect that student members rotate annually.</p>		
6	<p>Actions arising from 14 December 2016 Meeting</p> <p>9 Review how best to present an annual H&S update to the Board of Management from CEO</p> <p>AP: The Clerk to ensure this item is on the next Audit Committee agenda – 23 May 2017 meeting and on the agenda of the following Board meeting.</p> <p>12 An update paper to be presented to the Board in relation to the allocation of FE Funding across the Partnership.</p> <p>AP: The Clerk to add this item to the agenda for the June Board of Management meeting.</p>	<p>Clerk</p> <p>Clerk</p>	<p>23 May 2017</p> <p>14 June 2017</p>
*8	<p>Equalities Reports</p> <p>Progress in Achieving Equality Outcomes 2013-17</p> <p>SB to ensure that Linda Lamont sends the online training link to new Board members.</p>	Susan Bald	ASAP

Minutes

Item

1 Welcome and Apologies

Apologies were noted. Grant Myles (GM) (Chair) particularly welcomed Donald MacLean (DM), as the new Staff Support Representative to the Board of Management.

Action

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2	<p>Additions</p> <p>There were no additions to the Agenda.</p>	
3	<p>Declaration of Interest in any Agenda Item</p> <p>There were no declarations of a conflict of interest in any agenda item.</p>	
4	<p>Board of Management Effectiveness Review</p> <p>This document was tabled and circulated to members.</p> <p>David Archibald (DA), from Henderson Loggie, gave background to the report. The updated Code of Good Governance for Scotland's Colleges, indicated the "board must keep its effectiveness under annual review". The reviews were to be carried out every 3 years and this review had to be completed by 31 March 2017. This report represented the externally facilitated evaluation described in the updated Code for 2016-17.</p> <p>The Engagement Committee agreed that a facilitated workshop would be held that would result in an agreed summary of views. The issues arising from this workshop were then pressure tested, as part of a desktop review, to identify areas of strength within the College's governance arrangements and to identify proposed improvement actions. The workshop was held in February 2017 and consideration was given to the Board questionnaire. On top of that there was a need for one to one interviews with specific Board members who had been unable to attend the workshop.</p> <p>The facilitator (DA) was also invited to attend this meeting of the Board of Management, as required by the Guidance Note.</p> <p>This report was the final output from the workshop, telephone discussions and desktop review.</p> <p>DA said that the report was very positive in terms of high levels of compliance with the code.</p> <p>DA went on to discuss the Action Plan, where there was potential room for improvement and the risks and recommendations were discussed and members were asked to amend or approve the recommendations.</p> <p>Recommendations:</p> <p>R1 The Board approved this recommendation.</p> <p>R2 The Board suggested DA should expand and generalise this recommendation, rather than site specific examples. With</p>	

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	that amendment, the Board approved this recommendation.	
AP:	DA to expand and generalise this recommendation. Specific examples to be removed.	DA
R3 & R4	A number of suggestions were made, however, it was agreed that a fuller discussion should take place, regarding how Board members engage with students and what methods to use to disseminate information on the key issues arising from the Board of Management. It was agreed that the Board should look at options to improve engagement with students and that it should be discussed more fully at the next Development Day in June, rather than go to a specific action at this time. With that requirement, the Board approved this recommendation.	
AP:	An item on 'Methods to improve Board of Management engagement with students' should be added to the Agenda for the June Development Day.	Clerk
R5	Pam Wilson (PW) noted that most students associations will want oversight of their own elections and she thought it would not be appropriate to have the College responsible for the student elections, but may support for example in returning officer (as per PCSA Constitution) . The Board agreed that this recommendation should be amended accordingly. DA to change his recommendation to reflect that it is the PCSA through its constitution who are responsible for the elections. Subject to that amendment being made, the Board approved this recommendation.	
R6	PW advised that it would be prudent to review the level of administrative support to the PCSA and operating requirements before allocating resource. She suggested this could be done through their Operational Planning process. The Board agreed to the recommendation remaining but, in approving this, the Board wanted work to be done to establish if there was an operational need.	
AP:	DA to reword the recommendation to reflect and make clearer, that a review of the level of administrative support should be carried out to establish if there was an operational need for it.	DA
R7	The Board approved this recommendation.	
R8	Susan Bald advised that this recommendation should be a set of guiding principles, rather than just about what the Principal's actual salary was. SB said she would also flag up equality issues in relation to this. DA indicated that if there was an agreed set of principles then the Remuneration Committee	

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	<p>would be able to have an annual check to ensure they were within the parameters, rather than specifically discussing the salary. The Board asked for the recommendation to be amended to indicate that the Remuneration Committee would work around a set of principles; reviewing them each year to ensure they were still within those parameters. Subject to that amendment, the Board approved this recommendation.</p>	
AP:	DA to amend the recommendation to indicated that the Remuneration Committee would work around a set of principles; reviewing them each year to ensure they were still within those parameters.	DA
R9	<p>It was noted that Recommendation 9 was the same text as in Recommendation 8.</p> <p>This recommendation indicated that the College carry out a risk appetite exercise and update it. The Board approved this recommendation.</p>	
R10	<p>There was some discussion about this recommendation and SB advised that questions could be added to the staff and students' surveys; that the JNCs, where the College meets with union representatives, and the Staff Consultation Forum, could be asked to seek the views of the people they represent. HS suggested that this could also be put to the SRC in a similar manner.</p> <p>The Board agreed that a process/procedure should be designed around the timing of the Principal's objectives. These would then go as draft to the staff and student committees, which response would be recorded in their minute and would be fed back to the Board. This would then provide an appropriate audit trail. Subject to this amendment, the Board approved the recommendation.</p>	
AP:	DA to ensure that the involvement of staff and student consultation is explicit in the recommendation.	DA
R11 & 12	The Board agreed that it was not appropriate for the Clerk to conduct a formal skills assessment to identify any training required by Board members. However, the Board agreed that it was appropriate that the Clerk should maintain a record of Board members' skills. With this amendment, the Board approved this recommendation.	
AP:	DA to amend the recommendation accordingly.	DA
R13	HS pointed out that student Board members rotate every year and, if the matrix was to be reviewed annually as part of the	

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	<p>appraisal process, was concerned how the Core Skills Matrix would work for them. The Board approved this recommendation, but it was to be amended to reflect the nature of student membership.</p> <p>AP: DA to update the recommendation to reflect that student members rotate annually.</p> <p>R14 GM confirmed it was the Chair of FERB and Chair of Court who would jointly carry out a review of the College Chair of the Board. The Board agreed with this recommendation.</p> <p>R15 It was noted that there was no agreement yet on the ROA and the Board's oversight of this was not clear on FERB. The Board agreed, therefore, that this recommendation should be removed.</p> <p>DA advised that once this report was finalised it will be sent to the SFC and it would then also need publishing on the College website. GM asked JM to agree any of the actions coming in for the new Clerk.</p> <p>JM asked if this was now the complete information and DA advised that he was still needing the staff survey action plan. SB said she would provide DA this information.</p> <p>Grant Myles, Chair, recorded his thanks on behalf of the Board of Management to David Archibald, for his excellent report.</p>	
5	<p>Minutes of Meeting held on Wednesday 14 December 2016</p> <p>The minutes of 14 December 2016 were approved as a true and accurate record of discussions.</p>	
6	<p>Actions arising</p> <p>9 Review how best to present an annual H&S update to the Board of Management from CEO</p> <p>Action Update: GM clarified that this was about the process and timing of what was to be reported to the Board. The Board agreed that all that was required was a brief report describing the process of how this would work and associated timings. This should then go to the Board meeting in June.</p> <p>AP: The Clerk to ensure this item is on the next Audit Committee agenda – 23 May 2017 meeting.</p> <p>12 An update paper to be presented to the Board in relation to the allocation of FE Funding across the Partnership.</p>	
		DA
		Clerk

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<p>Action Update: This item to be discussed at the June Board meeting.</p>	
<p>AP: The Clerk to add this item to the agenda for the June Board of Management meeting.</p>	Clerk
<p>12 A discussion paper to be presented to the Board in relation to the overall development requirements of the College Campus.</p>	
<p>Action Update: The overall Estate Report was due to be discussed at the June Board meeting.</p>	
<p>*7 Students' Association Update</p>	
<p>Holly Scrimgeour (HS) advised that she had been appointed HISA President in the recent elections and so would be stepping down as PCSA President at the end of the academic year.</p>	
<p>GM, on behalf of the Board of Management, congratulated HS on her appointment.</p>	
<p>Holly Scrimgeour presented the PCSA Update and highlighted the following points:</p>	
<ul style="list-style-type: none"> • VP Welfare and Activities – Rachel Daniel had now been appointed to this post. HS advised that Rachel had already attended some national conferences. • The OBI awards were currently underway with nominations being received. Nominations will close on Friday. • PCSA elections – Voting opens on 3rd April and is open until 7th April. There were 2 standing for President and 3 for the 2 Vice President posts. • HS and Louis McNaught (LM) had attended the recent HISA Regional Council. • HS advised that she had been lobbying MSPs regarding student support and had met with some MSPs. • The first set of student ambassadors had now been trained to attend college events, school careers fairs etc. They will be a positive role model for students looking to come to the College. • HS advised that she had attended an event run by NUS Scotland on 'next steps' for College SAs. • A Fresher's Committee meeting had been held to gather ideas, to help shape activities for the Fresher's Fayre in September. • There had been a visit to the College from HISA Moray to learn and observe, as well 2 other Colleges. • The new HISA VP FE was also a Perth College student Callum Stephen 	

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<p>PW advised that an NUS Report reviewing PCSA had been completed and PCSA / College management will now be taking forward some of the outputs from this and the next Engagement Committee meeting in June will receive a report on this.</p>	
<p>*8 Equalities Reports</p>	
<p>SB explained that some of these reports were previously combined, but advice received from the ECU was that this information should now be split into separate reports, hence why there were now 5 reports. SB wished to record a huge thank you to Helen Duncan, who wrote the first 3 reports.</p>	
<p>Progress in Achieving Equality Outcomes 2013-17</p>	
<p>AP: SB to ensure that Linda Lamont sends the online training link to new Board members.</p>	SB
<p>The Board approved this report.</p>	
<p>Equality Mainstreaming 2017</p>	
<p>PW noted that this report also included a Draft Access and Inclusion Strategy mapping services, which the funding council required Colleges to have this year. This was due to changes to the audit report requirements for personal learning support and was also part of a bigger national agenda.</p>	
<p>The Board approved this report.</p>	
<p>Equality Outcomes 2017-21</p>	
<p>The Board approved this report.</p>	
<p>Equal Pay Statement</p>	
<p>The Board approved this report.</p>	
<p>Annual Employee Information 2016-17</p>	
<p>SB noted that some additional information was still to be included in this report and the updated, revised report would be sent out in the next week to the Board. SB was asked to provide the information 'by exception' with the updated information highlighted in red.</p>	
<p>Noted.</p>	
<p>The Board of Management acknowledged the amount of work that</p>	

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	<p>had gone into producing these reports and thanked SB and Helen Duncan for these and for all the work that has gone on across the College.</p> <p>DA said he would reflect this in the front end of his Board report on Effectiveness.</p>	
9	<p>Overview of Student Support Funding Policy</p> <p>PW recapped that this was a matter raised at the last Board of Management meeting. The main concern was regarding the Government's policy requiring 100% attendance in order to receive payment for both EMA and Bursary. Where this failed was if the student had not responded to communications from Student Services or PATs and in those circumstances where no reason for absence was given the funding would be stopped. PW advised that Celcat was being set up to enable students to receive their own attendance record and it was anticipated that this would help address this.</p> <p>GM said it would be useful to have an update at future meetings on how the reminder system was working.</p> <p>Noted.</p>	
10	<p>Chair's Report</p> <p>The Chair (GM) updated the Board of Management on the following:</p> <ul style="list-style-type: none"> • GM wished to record his thanks to all Board members he contacted about moving their Committee responsibilities, to cover the gaps. GM will advise members the evenings when he could have one to one discussions/meetings with them. GM anticipated that these meetings would be done face to face, but if that was not possible, then he would conduct telephone meetings. The purpose of these one to one meetings was to review member's skills and views, along with what committees they were on. GM wanted to link this to a Board recruitment activity, so that Board membership could be refreshed over the summer. • The Employer's Association has had a number of meetings. They made some minor changes to their constitution, one of which was to allow 2 members from each college, rather than just one (x1 non-executive and x1 executive). The Perth members were GM and Margaret Munckton (MM). GM reported that the current issue was still with EIS, who were balloting their members for industrial action. • A meeting of the Chairs of UHI APs had taken place. Discussions were around the outcomes of the Strategy Working Group. Other discussions were on the regional approach to capital bids to 	

enable more co-ordination between EO and FERB.

- FERB meeting: The ROA wasn't available at the time and so wasn't discussed. There was discussion about the FE credit targets regionally and our progress as an institution. Targets have always been achieved regionally, but quite frequently this was on the back of over delivery by Perth. GM said that he had wanted to make it clear to other Colleges and FERB that it would be likely that Perth would not be able to further over-deliver this year and that the Region shouldn't look to Perth to over deliver on its FE target for this year.
- Strategy Working Group Outcomes: The review group, which GM was a member of, meets again on 29 March. Progress seems to be being made with the meetings of the Partnership Council and the appointment of 3 of the 4 new VP's to UHI's senior team. GM felt that the pace at which the behavioural change programme was moving was disappointing. GM said that Perth and the Chair of SAMS had been pushing for some time to have objectives, timescales and measures set out in a high level plan. GM planned to raise this issue again on 29th March.
- Campaign Board meeting: GM indicated that this committee was a sub-group of the College's Development Trust. Their big activity to-date was raising funds for the ASW and they were now looking for their next project. GM had advised the Campaign Board that the Board of Management would be reviewing the Estates plan at their June Board meeting and thereafter they would be able to give them some guidance, in terms of raising funds to develop the Estate.
- Clerk to the Board: GM advised that Maureen Masson, the new Clerk to the Board, will take up post on 1st May. Maureen recently joined GM on a Board of Management Governance Training Day. GM asked Board members to ensure they kept a record of when they had attended the external, College's Scotland, one day workshop and let the Clerk know, so it would be recorded.
- AP Court/Principals Strategy Workshop: GM advised this workshop was a feedback session to the DFM and Minister for HE and Science further to their interventions some months ago. They were both supportive and wished to remain involved. This workshop linked with the Chair of Court visiting academic partners.

11

Principal and Chief Executive Recruitment

GM named the selection panel members and advised that the initial interviews were scheduled to take place tomorrow (Thursday 23 March). There were a total of 8 candidates being interviewed. All

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candidates were scheduled to attend a student/staff Q&A session, as well as have a tour of the College. GM advised that all candidates were asked to complete psychometric tests prior to interview. GM anticipated that there would be a further 'short leet', which would consist of 2-3 candidates, who would be invited back for a further interview, prior to making an offer before Easter.

12 Board Member Recruitment

Due to the recent resignations from the Board, GM said he would like to suggest that another recruitment exercise was undertaken for membership of the Board. For the last recruitment exercise, existing Board members were asked to identify potentials and these prospective members were then invited to an Information Evening. GM suggested that some thought should be given as to how the recruitment programme was structured for this round.

GM advised that he would like the new Clerk to the Board (Maureen Masson) to organise this round of recruitment, when she joins on 1st May, and that GM would like to run some activities in late May for prospective Board members, with a view to making appointments in June. This would mean that over the summer the arrangements for committee membership could be made following the 1:1s with current Board members in May.

GM asked SB for advice on how to attract more female applicants and also asked Board members to think about how this could be done.

Approved.

The Board agreed with this suggestion and with the suggested timescale for recruitment.

13 Update – UHI Court Visit

BC gave background to the recent visit of Garry Coutts (GC), Chair of UHI Court, to Perth. Perth Board members indicated to Garry that a fundamental review of Court membership should take place. The membership of the UHI Court and the number of people on it and Perth's reservations about AP representation was discussed. Garry and Fiona Maclean (FM) (a Court member) advised that now was not the time to amend Court membership for a variety of reasons.

Other matters discussed included:

- Higher education and how the potential schools concept would be evolved and that Perth would like to have an influence on how these evolved. GC agreed to review this.
- Perth & Highland Enterprise discussed and that Perth was

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between the two. Perth being part of UHI was being seen as a weakening as Perth was not part of the Tayside Region group.

- Funding – UHI no longer at forefront of rurality funding. All agreed that had to find smarter ways of finding the funding re distributed learning.
- Estates/Residences – concern about our aging estate. Not clear how we will be able to access capital in future. No useful guidance received.
- Financial efficiency/viability – good discussion. Pointed out our record of over delivery and that this was unlikely to continue. Stressed that we'd prefer to help colleges in kind, rather than give them money if they were in difficulty. Generally GC and FM were in agreement with this.
- National Bargaining – talked about and noted where we were in that and that it was likely to cost more than local bargaining would cost.
- Discussion around funding for colleges in need of support and the rurality funding. GM indicated that the College could not keep putting higher funding into rurality funding; despite that, there was a need to maintain activity in these areas and the College would need to be smarter about how this was achieved.

14 Principal's Update

MM reported that the official opening of ASW was a great success and was well attended. Positive feedback was received from the guests. MM gave thanks to the team who organised this event.

Other items that MM reported on, included:

- Tay Cities Deal – MM has reported to and updated Board committees. The College has lodged and been named in several bids and are waiting the next phase in the process. The College has marked its support for the City of Culture bid.
- A positive meeting had been held with LiveActive Leisure and it was agreed to meet every 6 months.
- National Bargaining – EIS ballot is out and they have signalled that should they have a mandate for industrial action, the first day of that will be 26th April.
- IIP – This review took place in February and the feedback received indicates the College has retained the standard. The report is due next week and will come to Board committees in due course.
- Operational Planning process is currently in full flow, with all College managers involved.
- Consultations on the ROA – SMT have looked at the next 3 year plan and there has been a major re-shaping of the ROA.
- Partnership Council meetings - have been heralded today as being one of the methods of change within the partnership. However, there is the need to ensure there is a balance between

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	<p>FE and HE. Three VPs have been appointed and, for the first time, they presented their thoughts on how they would take their role forward.</p> <ul style="list-style-type: none"> The next time the Board meets it will be in the new meeting room on the ground floor of Brahan. 	
15	Minutes of Standing Committees (unconfirmed)	
15.1	Chair's Committee – 25 January 2017 and 15 February 2017	
	Noted.	
15.2	Academic Affairs Committee – 22 February 2017	
	<p>MM advised that she would be looking across the Partnership as to what their TORs are for Academic Affairs.</p> <p>Noted.</p>	
15.3	AST Board – 28 February 2017	
	<p>MM referred to recovery plan which was in place for AST. The recovery target outturn was going to be significantly lower than anticipated due to the contract in China failing as it was suspected to be not genuine. This was a significant blow in the recovery plan. However, MM said they had confidence that AST will recover and this had been expressed to Peter.</p> <p>MM advised that there will be interim updates.</p> <p>Noted.</p>	
15.4	Engagement Committee – 2 March 2017	
	Noted.	
*15.5	Finance and General Purposes Committee – 8 March 2017	
	<p>DL highlighted that F&GP agreed to withdraw from the financial systems convergence project and seek upgrades to the College's current financial system.</p> <p>Perth College Group Forecast to year end 31 July 2017</p> <p>JM advised that this year, due to various pressures, they were seeing a reduction, in real terms, in income and seeing increases in costs due to various issues.</p> <p>The message to budget holders was that they must hit budget and must aim to maximise income. JM advised that the forecast indicates where the College would be if no further action was taken. However,</p>	

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<p>the College is taking action to reduce the deficit, but JM indicated that it would be prudent to advise UHI that Perth will have a deficit of £176K.</p> <p>GM asked JM to let DL know if there was any slippage from the action plan.</p> <p>Noted.</p>	
<p>15.6 Audit Committee – 14 March 2017</p> <p>Noted.</p>	
<p>16 Date and time of next meeting</p> <p>The next meeting will be Wednesday 14 June 2017.</p>	
<p>*17 Review of Meeting</p> <p>The Chair, on behalf of the Board of Management, wished to record his thanks to the Executive PA team, in particular to Janette Tosh and Carolyn Sweeney-Wilson, for providing support to the Board, in the absence of a Clerk to the Board.</p> <p>Members agreed it had been a very interesting meeting covering the range of Board business.</p>	

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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 ☒