

Board of Management

Minute of the Meeting of the Board of Management, Dumfries & Galloway College held on Tuesday, 20 October 2020 at 12.00 noon, Remote via Microsoft Teams.

Present:

Hugh Carr (Chair)	Susan Livermore
Delia Holland (Vice Chair)	Robbie Thomas
Janet Brennan	Ian White
Bronwyn Brown	
Joanna Campbell (Principal)	
Amy Farley (Student Association)	
Ros Francis	
John Henderson	
Ann Hill	
Naomi Johnson	
Pat Kirby	

In Attendance:

Douglas Dickson, VP Learning, Skills and Student Experience
Keith Ross, HR Consultant
Lorraine Grierson, Board Secretary
Dorothy McMinn, PA to the Principal and Board of Management (Minute taker)
Steve Uphill, VP Finance & Commercial Services

1 **Welcome and Apologies for Absence**

The Chair welcomed everyone to the meeting and introduced SU, Interim VP Finance & Commercial Services.

Apologies were intimated on behalf of AG, BG and RO.

2. **Declaration of Interest**

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

3. **Minute of the Meeting held on 7 July 2020**

The Minute of the meeting held on 7 July 2020 was approved.

4. **Matters Arising**

Item No. 9 Budget 2020/21 – It was noted that staff breakdown data was still being analysed by the HR Department and Finance Department.

5. **Chair's Report**

The Chair confirmed that the SFC Phase 1 Review had been published on 20 October 2020 and this could be viewed on the SFC website - [SFC Phase 1 Review](#).

Meetings of the Convention of the South of Scotland were continuing.

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It was noted that the College now participate in the South of Scotland Regional Economic Leadership Group

It was confirmed that the recruitment process for a new permanent Chair to the College Board of Management had been delayed until February 2021. HC had agreed to remain in post until a new chair is appointed. PK had intimated that she intends to stand down from her Board role in December 2020. The selection process for a new Senior Independent Member (SIM) would be discussed at the next full Board Meeting. Also, the Learning & Teaching Committee would be required to select a new Chair when it next meets.

ACTION: Further discussion to take place regarding SIM Recruitment and L&T Committee Chair at the next Board Meeting.

The use of an external consultant for the recruitment of new Board members was considered (3 or 4 new members required, with varied backgrounds, including HR, Finance, Legal and Education skills). NJ suggested using <https://changingthechemistry.org/>, to assist with the Board recruitment.

BG had requested a leave of absence from Board duties for the current academic year and the Board were asked to consider this request. Following discussion, members voted on the request and the majority voted that B be asked to step down from the Board for this period and re-apply when he is in a position to be a proactive member of the Board. RT agreed to join as a member of the Learning & Teaching Committee.

ACTION: The Chair would ask BG to step down from his current role as Board Member.

6. Principal's Update

Redacted – confidential to the board ...

6.2 Transformation Update

It was reported that the new leadership structure was now in place and focus is on the delivery on the first year of Ambition 2025. The next phase is the development of baseline information held within the College. At present, the management information system was not digitised and work was being undertaken to address this.

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The new Director of Marketing & Commercial Services would commence on 23 November 2020 and his focus would be split between marketing and external development. ... It was suggested that the Marketing Department should perhaps come under the remit of a Board Committee and feedback would be taken from the new Director, and a decision taken on which Committee would be most beneficial.

ACTION: Consideration to be given to the Marketing Department reporting to a Board Committee.

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The College had concentrated its efforts on cyber and infrastructure but not on systems. This was an item on the College Risk Register and SU considered that this was an opportunity for improvement systems rather than a risk. A progress report would be presented at the December 2020 Board Meeting.

ACTION: A systems progress report would be presented to the next Board Meeting.

6.3 Strategic Initiatives

The report provided outlined the approach for three strategic initiatives to deliver Year 1 of Ambition 2025.

- Tertiary Education Model
- Business Systems Transformation
- Commercialisation

An Executive Lead had been attached to individual strategies.

Board members were asked to note and consider the report, with a view further discussion taking place at the forthcoming Board Development Day.

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6.4 Ambition 2025

The Principal advised that three of five strategies had been drafted and these were being presented to the Board of Management for approval. Being:

- Student Experience (Lead: DD)
- People and Culture (Lead: Andy Glen)
- Systems and Infrastructure (Lead: Andy Glen)

Appropriate KPIs would be developed and presented to the appropriate Committees as a monitoring device.

The strategies would be taken before the relevant committee for ratification. Janet Brennan voiced concern at the visuals included in the strategies and it was agreed that a range of new photographs would be developed. Hard copies of the strategies would be available through the Executive Office.

The Board recommended approval of the strategies, subject to content feedback from the relevant committees and an agreed monitoring process being put in place.

ACTION: The strategies would be presented at relevant Board Committees.

6.5 COVID-19

A COVID-19 update was provided by the Principal, who confirmed:

- The Business Continuity Team continued to meet on a fortnightly basis.
- ICT equipment had been procured and made available to students. AF, Student Association Vice President stated that our students had been grateful for the provision of equipment.
- A digital training programme for academic staff was being developed.

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- Student Advisors were working with curriculum teams to ensure that students were engaged and retained.
- A digital marketing campaign was held to launch “Togetherall”, which was an online resource which benefits mental health.
- Additional resource had been received from SFC to fund additional counsellors. Further funding had been received for the procurement of ICT equipment for students.
- Work was ongoing with SQA, looking at the 2021 assessment structure.

SU, together with the Finance Team, have been working on the financial impact to the College of COVID-19.

RF asked for further detail on any work being carried out on assistance for staff and students on mental health and wellbeing. The Principal advised that a local, external company, would be invited to present to the Senior Leadership Group on this subject.

7. **Draft Budget 2020/21**

Redacted – confidential to the board ...

8. **Board Secretary Update**

The Board of Management were asked to approve the appointment of CDN as external evaluators and the report provided detail of the intended timescales.

The Learning and Teaching and Remuneration Committees had made amendments to their Terms of Reference. It was agreed that the Learning & Teaching Terms of Reference would take in to account the remit of the Academic Council.

The Chairs for the remaining Committees would feedback any proposed amendments after the next round of meetings and would be presented to the Board for approval. J B believed that all Committee Terms of Reference should align. The amendments were approved and would be revisited in 12 months.

Approval was sought for three changes to membership:

- KM would join the Remuneration Committee
- AH and RT would join the Learning & Teaching Committee
- DH would join the HR Committee

As PK was standing down from the Learning & Teaching Committee, Senior Independent Member (SIM) recruitment would commence and the process was duly noted. PK reminded members that a new College nominee would be required for The Crichton Foundation Board.

EA, Regional Chair at Borders College, had agreed to be involved in the Board recruitment process. It was noted that either SL or IW would also participate. L G agreed to circulate recruitment information to Board members for networking purposes.

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9. Review of Pay Policy/Benchmarking for Senior Management
Confidential item – separate minute
10. **Committee Minutes for Noting:**
Remuneration Committee
HR Committee
F&GP Committee
Audit Committee
Learning & Teaching Committee – PK offered thanks to LG and AE for their swift turnaround of the draft Minute
Board Development Committee
- Members noted the content of the various Minutes. No questions raised.
11. **Strategic Risk Register**
The Risk Register had been reviewed in an attempt to streamline the document and amalgamate risks where appropriate. The headings remained as is and more detailed risk information would be presented to the appropriate Committees. No risks had changed since the previous meeting. RF asked why Risk 2.1, Failure to reach sustainability remained so high. The Principal advised that a cautious approach was being taken and the rating had been set at the same time last year and there had been no change, so remained in place.
12. **Any Other Business**
The College has been shortlisted for two Green awards and winners will be announced in March/April 2021.
13. **Date and time of next meeting**
The next Board of Management Meeting was scheduled for Tuesday, 8 December 2020.