

**Minute of the Board of Management Meeting  
Held by Hybrid Attendance at Kilmarnock Campus and  
via Video Conference Using Microsoft Teams  
on Tuesday 31 October 2023**

**Present:**

Fiona McQueen	Chair
Steven Wallace	Vice Chair
Faroque Hussain	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
Lisa Keggans	Elected Member, Service/Support Staff
Tim Chan	Elected Student Vice President
Linda Corbett	Elected Student President
Angela Cox	Principal, Ex-Officio

**In attendance:**

Chris Boyce	Trade union nominee, EIS- FELA, observer status
Anne Campbell	Vice Principal – Vice Principal, Skills and Enterprise
David Davidson	Vice Principal – People, Performance and Transformation
Hilary Denholm	Board Governance Adviser
Alan Ritchie	Vice Principal – Finance & Infrastructure
Angela Scoular	Executive Assistant to the Principal and Chief Executive (Minutes)
Richard Simson	Head of Business Intelligence and Information Systems (to Agenda Item 6 only)

**1. Welcome and Declarations of Interest**

The Chair welcomed all present to the meeting and welcomed to their first Board meeting new Non-Executive Board member, Faroque Hussain; Student Vice President, Tim Chan; Alan Ritchie, Vice Principal – Finance and Infrastructure; Chris Boyce as an observer in his role as EIS union representative; and Angela Scoular, Executive Assistant to the Principal and Chief Executive who will be assisting with the administration of the Board meetings.

The Chair welcomed Richard Simson, Head of Business Intelligence and Information Systems who will be demonstrating the new Performance Dashboard.

The Chair advised of the following Board Member Resignations from Steve Graham and Beth Clelland, and extended thanks for their services to the College and to the Board. The Chair advised that the Search and Nominations Committee met on 07/9/22 and approved the Board Member recruitment process, for which the closing date for advert is today, 31/10/23, with interviews planned for Fri 24<sup>th</sup> Nov.

There were no declarations of interest.

## 2. Apologies

Apologies were received from Non-Executive Board Members Sharon Morrow, Gordon Neil and Norman Bone, and Janette Moore, Elected Member, Curriculum Staff.

The meeting was confirmed as quorate.

## 3. Minutes of the Previous Meeting held on 15 June 2023 (*Paper 1*) (*P*)

The minutes were approved as a correct record.

**Proposed:** Angela Cox

**Seconded:** Gillian Murray

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

All actions due in the period were noted as complete.

The minutes were approved as a correct record.

## 4. Matters Arising

There were no outstanding matters arising from the minutes.

## 5. Performance Dashboard – Demonstration

D Davidson advised that, following discussions at the previous Board meeting in June, work had been undertaken over recent months to develop a dashboard using the Power BI platform. The platform would enable reporting on both qualitative and quantitative KPIs, focusing on the four tests set by SFC, which would be demonstrated by R Simson today.

R Simson provided members with a demonstration on the functionality of the dashboard and highlighted the key information that it provides. R Simson informed members that they had all been given a licence to access the dashboard via MS Teams and urged members to test out their access and provide feedback.

The Board noted:

- The system provides members with access to the right level of information without being overwhelming and can eventually signpost members to particular measures and relevant Board papers for easy reference which members would find helpful.
- The tool was very useful and user friendly.
- All the measures featured in the College's ROA are linked to the measures featured within the dashboard.

**The Board noted the demonstration as presented.**

**Action - BOM43: A01:** Board Members are requested to access, test and feedback to David Davidson on the performance Dashboard available via the Teams App Power BI

*R Simson left the meeting at this point.*

A Campbell provided members with an update on the College's performance in relation to Student Experience and reported the following:

- With regards to retention, the census date for short full-time programmes had passed with the remaining full-time programmes census date being 1 November. Retention figures looked to be above target across all modes of delivery.
- The credit position had a shortfall of around 10,000 credits but A Campbell was confident that the target would be met, subject to successful recruitment to Winter Start programmes.

## **6. Student Association Report (*Paper 2*) (*P*)**

T Chan advised that himself and L Corbett had undertaken various training activities such as:

- Sparqs training
- CDN Board induction
- Various online training modules
- Suicide prevention and awareness training.

L Corbett introduced Paper 2 as presented and summarised key highlights from the report.

The Board noted:

- The recent Education Scotland report noted that there were issues around Student Association visibility across the campuses, and from this, strands of development areas were identified such as:
  - Social media communications (particularly Instagram)
  - Campus presence (Stop and Talk Wednesdays and rotation around campuses and also online interaction)
  - Branding (refresh of Student Association branding which would be launched at Refreshers events)
  - The all-student email address had been moved over to the Student Association account.
  - Class ambassadors (a new programme was due to commence).

The Chair thanked T Chan and L Corbett for their update and wished them well in their future activities.

F Hussain raised a question around the conflict in Israel and wondered if any conversations were taking place with students who originate from Israel and Palestine to offer support. A Campbell updated that students had been identified, and that the College was liaising with them to offer support.

**The Board noted the report as presented.**

## **7. Chair's Report (*Paper 3*) (*P*)**

The Chair provided an update on activities carried out since the previous Board Meeting on 15 June 2023.

The Board noted:

- The plan for the sector to fully implement trade union nominees on boards, i.e., formally elected to boards, by the middle of January 2024.
- One to one meetings had taken place between the Chair and each board member and these reports would be used to facilitate the board effectiveness review.
- The schedule of Board meetings would be discussed within each committee to determine whether a three or four meeting cycle would be more beneficial.

**The Board noted the report as presented.**

## **8. Principal's Report (Paper 4) (P)**

The Principal updated the Board on activities carried out since the previous Board Meeting on 15 June 2023, and highlighted some key points to the Board:

The Board noted:

- A Think the Unthinkable session consisting of the Project Leads was due to take place on 3 November and following this, a paper would be put forward to Graeme Day, Minister for FE, HE and Veterans.

A Cox then handed over to other members of the ELT to provide some updates within their areas.

A Campbell reported the following:

- The College had taken the Chair for the AGD Ayrshire Skills Group workstream.
- With regards to the Ayrshire Skills Investment Fund (ASIF), this had now been launched and was available to a specific cohort of people such as: 16 – 19 year old, females, people with long-term health issues and people in low paid jobs. The College had submitted a bid to access funding for this initiative and early indications suggest that this would be granted. A Campbell would provide an update at a later date.
- The College was also looking to submit a joint bid with UWS around digital in order to try and obtain a cohesive approach.

D Davidson reported the following:

- With regards to national bargaining, during a discussion session with College Employers Scotland on 25 October which himself and A Campbell attended, a strategy moving forward with regards to pay negotiations and job evaluation was considered. The following key points were noted:
  - A revised offer had been made to both EIS-FELA and UNISON which added a 3<sup>rd</sup> year to the pay deal which had been presented as 3.5% uplift on all salary points for 2024-25.
  - EIS-FELA had submitted a counter claim of £8,000 over the three-year period and requested a guarantee of no compulsory redundancies. EIS-FELA have not balloted as yet for further industrial action.
  - UNISON did not submit a counter offer but also requested a guarantee of no compulsory redundancies. They have however opened a ballot for further industrial action.
  - D Davidson stressed that these matters had not formally been agreed and would be considered further at a follow up meeting on 1 November however it had been indicated that there would be no further movement

with regards to guarantees of no compulsory redundancies and perhaps moving away from the 3.5% to a cash offer for the 3<sup>rd</sup> year.

With regards to the national job evaluation process, which currently applies to support staff, further negotiations with the trade unions were planned to explore a new national agreement on job evaluation. This would involve colleges more closely in the delivery of the job evaluation process, at local level.

A Campbell took the opportunity to add that in relation to the ASOS action by EIS-FELA, the deadline for outstanding results for students was due today and the majority have now been recorded.

The Chair expressed her gratitude to staff for their endeavours to try and get positive outcomes for the students.

C Boyce wanted to clarify that EIS-FELA did offer to negotiate from the £8,000 counter claim and they were looking for assurances more on the pay offer. A ballot for further industrial action would be considered soon.

**The Board noted the report as presented.**

#### **9. Board of Management and Committee Membership 2023-24 (*Paper 5a*) (P)**

H Denholm updated the Board on the changes to the membership.

**The Board noted the updated membership structure.**

#### **10. Board & Committee Terms of Reference & 2023/24 Work Plans (*Paper 5b*) (P)**

H Denholm updated the Board on the changes to Terms of Reference and workplans.

Discussion took place on the draft Schedule for AY 2024/25. It had been suggested that the meetings could be condensed into a three-meeting cycle as opposed to four, however this would be dependent on the requirements of each of the committees. It was suggested that each committee should include this on the respective agendas to obtain some feedback on members' views.

**Decision - BOM43-D01:** The board approved the Board and Committee Terms of Reference and 2023/24 Work Plans

**Action - BOM43: A02:** ARC, LTQC & BRIC Committees are requested to consider the option of reducing the number of meetings by discussing the requirements of workplans for AY24/25, feeding back to the Board for the March meeting.

## **11. Board Effectiveness Report 2022-23 & Development Plan 2023-24 (Paper 5c) (P)**

H Denholm updated the Board on the 2022-23 Annual Board Effectiveness Report and the resulting updated Board Development Plan that will be submitted to the Scottish Funding Council.

The next External Effectiveness Review is being organised to commence June 2023, with the final report planned for the first Board meeting in AY24/25.

**Decision - BOM43-D02:** The Board approved the Board Effectiveness Report 2022-23 & Development Plan 2023-24

## **14. Education Scotland Update 2022-23 and 2023-24 – Presentation**

A Campbell provided an update to the Board, highlighting the following key areas:

- Engagement with Education Scotland 2022-23
  - Thematic Review – February 2023
  - Annual Engagement Visit (AEV) – May 2023
- AEV – Strengths
- AEV – Main points for action
- Retention 2022-23
- Education Scotland Action Plan 2023-24 – Key Themes
- Engagement with Education Scotland 2023-24

A Campbell advised that with regards to the Action Plan for 2023-24, the LTQC would be kept up to date on progress with points 1 – 4 throughout the year, and the Digital Infrastructure aspect would be reported on through the College projects.

As Chair of LTQ, A Sutherland stated that she thought it was brave of the College to participate in the Thematic Review, being one of only two colleges to take part. A Sutherland added that the College is on a journey and the key actions identified would help the College to improve on outcomes for students.

The Chair raised a query regarding the out-of-date statistics which were required to be used as an evidence base and the fact that Education Scotland may not fully appreciate the level of improvements that have been made. A Campbell confirmed that the areas highlighted would still be monitored and the focus on having the right students on the right courses in order to improve retention, would still be a key aim.

**The Board noted the update as presented.**

## **16. College Transformation Projects Update – Presentation**

An update was presented to the Board regarding the three priority transformation project areas – Aerospace, Digital Transformation and Workforce Skills as well as the Willie Mackie Skills Hub.

With regards to the Willie Mackie Skills Hub, a lessons learned evaluation would be undertaken to ascertain whether there were any actions that could have been taken to avoid the challenges encountered. This would also inform the management of the other transformation projects moving forward.

A Ritchie provided an update to the Board regarding the Digital Transformation project.

**The Board noted the update as presented.**

D Davidson provided an update to the Board regarding the Workforce Skills project.

**The Board noted the update as presented.**

## **17. Committee Chairs' Reports on 1st Quarter Committee Meetings**

*(Papers 09, 10,11) (P)*

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.**

## **18. Confirmed Minutes: Standing Committees (Papers 12, 13,14) (P)**

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

- Learning, Teaching & Quality Committee 25 May 2023
- Business, Resources & Infrastructure Committee 30 May 2023
- Audit & Risk Committee 06 June 2023

**The Board received the above minutes from noting.**

## **19. AOCB**

NB change of venue for 28 March 4pm Board meeting to Kilwinning, with opportunity prior at 3pm to tour the Willie Mackie skills hub, led by A Campbell.

## **20. SFC College and University Outcome Agreement Guidance 2023-24**

*(Paper 15) (P)*

This paper had been provided for information.

## **21. Date of Next Meeting: Thursday 14 December 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**