



**Board of Management
Meeting of 15 March 2016**



NOTICE OF MEETING

A meeting of the Board of Management will take place at 1300 hours on Tuesday 15 March 2016 in Room G10 at Aberdeen City Campus.

MEMBERS OF THE BOARD OF MANAGEMENT

Mr. D Anderson
Ms. K Anderson
Ms. A Bell
Ms. S Brimmer
Ms. S Cormack
Mr. D Duthie
Mr. I Gossip
Prof. J Harper
Mr. J Henderson
Ms. C Inglis
Ms. S Masson
Mr. R McGregor
Mr. K Milroy (Chair)
Mr. D Russell
Ms. A Simpson
Mr. A Smith
Mr. R Wallen
Ms. K Wetherall

IN ATTENDANCE

Mr. R Scott, Vice Principal - Finance
Ms. P May, Secretary to the Board of Management
Ms. P Kesson, Minute Secretary
Mr. S MacKenzie, BDP

15 March 2016

Agenda

- 1 Apologies for absence**
 - 2 Minute of previous meeting**
 - 2.1 Minute of the meeting of 22 February 2016 (paper enclosed)
 - 3 Matters arising from previous meeting (paper enclosed)**
 - 4 Estates Strategy – BDP Session (paper enclosed)**
 - 5 Summation of Business and Date of Next Meeting**
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Draft Minute of Meeting of 22 February 2016

The meeting commenced at 1300 hours.

PRESENT: D Anderson, A Bell, S Brimmer, S Cormack, D Duthie, I Gossip, J Harper, J Henderson, C Inglis, R McGregor, K Milroy (Chair), D Russell, A Simpson, A Smith, R Wallen, K Wetherall

IN ATTENDANCE: P May, P Kesson

1. Apologies for Absence

Apologies were received from K Anderson and S Masson.

2. Presentation on Charity Trustee Responsibilities

The Board received a presentation from Ms Clarke of Burness Paull on the responsibilities of Charity Trustees.

Topics covered included Regulation; and Overall Responsibilities of Trustees, of which there are four general duties and five specific duties. Areas of best practice were highlighted, as was the importance of compliance with regulations.

Mr Milroy thanked Ms Clarke for her contribution and she left the meeting at this time.

3. Minute of previous Meeting

The Minute of meeting held on 07 December 2015 was approved.

4. Matters arising from previous Meeting

4.1 IT Strategy

Mr Wallen informed Members that the paper on the College's IT Strategy and IT projects would be submitted for consideration at the Board's meeting in June.

4.2 Opportunity North East (ONE)

Mr Wallen provided an update on discussions relating to ONE membership.

5. Report to the Board by the Regional Chair

Members noted a report by the Regional Chair providing information on: Colleges Scotland Board meeting with Cabinet Secretary for Education and Lifelong Learning; lunch with MPs and MSPs; Public Audit Committee; Developing the Young Workforce (DYW) Annual Report; and attendance at meetings.

Mr Milroy said that he had attended the first Workshop of the Code of Good Governance Induction Programme organised for all Board Members of Scottish colleges by the College Development Network (CDN) and had found it very informative. He encouraged Members to book onto the Workshops. Several Members commented that they had tried to do so and had been informed that there were no places left. Ms May said that additional dates would be set and she would circulate these to Members as soon as they are released. Following a short discussion on the time commitment required to undertake the two Workshops, it was agreed that a formal approach would be made to CDN requesting possible weekend delivery of the Induction Programme.

6. Report to the Board by the Principal

Members noted a report by the Principal providing information on: national bargaining; estates strategy; joint Board meeting; Crimond Health Centre; Fraserburgh Campus; and national living wage for contractors.

Mr Wallen commented that it was good to see that so many Board Members are able to attend the forthcoming Joint Board Event with RGU.

Mr Wallen made reference to the issue raised by Aberdeenshire Council on the prospect of an accommodation facility at Fraserburgh Campus and said it was difficult to see how this could be financed.

Mr Wallen provided an update on developments relating to National Bargaining and the potential industrial action planned by the EIS. Members were assured that plans were in place, including a Communication Strategy, to ensure that the student learning experience is not disrupted if there is strike action. Mr Wallen also reported that the support staff representatives have tabled their 2016-17 pay claim for the period from 01 April 2016.

7. Reports by Chair and Committee Chairs

7.1 Meetings of Standing and Ad Hoc Committees

Members were informed that approved minutes of meetings of Standing Committees that had been held since the last meeting of the Board of Management had been circulated in hard copy to Members as appropriate.

Mr Milroy invited Members to comment or request further information on the business transacted in the Standing Committees and Ad Hoc Committees of the Board of Management.

There were no matters arising.

Mr Scott joined the meeting for discussions on Agenda Items 8.1 and 8.2.

8. Matters for Decision

8.1 ASET Memorandum of Understanding

The Board considered the operation of the Memorandum of Understanding established between the Board of Management and Aberdeen Skills and Enterprise Training Limited (ASET), its wholly owned subsidiary company.

Mr Duthie, Mr Gossip and Mr Smith declared an interest in this item by virtue of their roles as Directors of ASET.

The Board reviewed the operation of the Memorandum of Understanding; agreed that no changes were required at this time; and adopted the Memorandum of Understanding for the coming year.

A discussion was held on the current composition of the Board of Directors of ASET. Whilst noting that ASET is a commercial operation and effectively a stand-alone enterprise, Members agreed that the Board of Directors of ASET be requested to consider issues of diversity and succession planning in relation to membership of the Board of ASET and bring these issues forward for discussion at a future meeting of the Board of Management.

8.2 ASET Policy on the Appointment of Directors

The Board considered a paper on the governance arrangements of ASET.

Mr Duthie, Mr Gossip and Mr Smith declared an interest in this item by virtue of their roles as Directors of ASET.

Information was provided on the Policy on the Appointment of Directors; Articles of Association; and composition of the Board of Directors.

Mr Milroy noted recent discussions held with the Board of ASET regarding the alignment of Directors skills sets with the Company's objectives.

Members reviewed and adopted the Policy on the Appointment of Directors of ASET as presented.

Mr Scott left the meeting at this time.

8.3 Governance Steering Group Update

The Board noted a paper providing information on matters considered by the Governance Steering Group.

Information was provided on matters discussed by the Group in relation to the operation of the Board and its Committees; and on matters in relation to developments in the FE sector associated with governance.

Members noted the value of establishing the Steering Group and welcomed the volume of work undertaken to date.

In relation to the requirement for the Board to undertake an External Independent Evaluation, Mr Milroy advised that there would be an opportunity at the Board's mid-year planning event to discuss external assessment. It was noted that the evaluation is to be completed by Summer 2016 and that guidance on the process to be adopted was due to be issued shortly.

It was agreed that the Steering Group would, going forward, discuss matters relating to OSCR and diversity.

Mr Milroy thanked Ms May for her diligence in the work of the Steering Group.

The Board noted the proposals relating to the circulation of draft minutes; the format and contents of Board and Committee Meeting papers; and the introduction of matters arising reports. It was agreed that, where relevant, specific discussion points might be highlighted in Board and Committee papers.

Ms Cormack joined the meeting during discussion of the above item.

8.4 Observers at Board Standing Committee Meetings

The Board considered the arrangements for College managers attending Board Standing Committee meetings as observers.

Members were pleased to note that managers who have so far attended a Committee meeting have said that they have found the experience to be of great interest and value to them.

The Board decided to continue arrangements whereby members of the Leadership Team attend Board Standing Committee meetings as observers.

8.5 Equality Outcomes

The Board considered and endorsed the College's Equality Outcomes, subject to confirmation of deadlines for items 4 and 11.

Members requested details of the membership of the College's Equality and Diversity Strategy Group and Mr Wallen said he would ascertain this information.

It was agreed that a paper on the College's equality pay gap would be prepared for consideration by the Board's Human Resources Committee. It was also agreed that relevant strands of the Equality Outcomes would be considered by the Human Resources Committee and the Learning & Teaching and Student Services Committee.

Mr Scott rejoined the meeting at this time.

8.6 Aberdeen Business Improvement District

The Board considered its support of the renewal of the Business Improvement District (BID) Aberdeen.

Information was provided on the background to a BID; the Aberdeen BID; and College participation in the BID.

After some discussion on potential implications of voting in favour and against renewal, Members agreed that the Chair and Principal should give further consideration to the Board's future support of the BID, taking into account, if possible, the views of other Member organisations.

9. Presentation on Prevent Duty – Police Scotland

The Board received a presentation from Detective Sergeant Lamb of Police Scotland on "Prevent Duty".

DS Lamb provided details on the aims of the Counter-Terrorism and Security Act 2015, including information about the current situation in the UK; what is expected from Board Members, staff and students; and the progress of authorities and partners. Members were advised that the College is one of only two organisations in the local area which are meeting their full responsibilities relating to the Prevent Duty.

Mr Milroy thanked DS Lamb and said it was good to know that the College was playing such an active role. DS Lamb left the meeting at this time.

10. Matters for Discussion

10.1 The Prevent Duty

In conjunction with the presentation given by DS Lamb, the Board considered a paper and accompanying Position Statement providing details of the ongoing work that is being undertaken by the College to meet its responsibilities relating to the Prevent Duty.

Information was provided on the established arrangements; Prevent Duty Guidance; the College's approach; and other activities associated with the project.

It was agreed that the Board would receive an update in six months' time.

10.2 SFC Letter of Guidance AY2016-17

The Board considered and noted the Letter of Guidance from the Cabinet Secretary for Education and Lifelong Learning to the Scottish Funding Council (SFC).

Mr Wallen informed Members that the College's Outcome Agreement Manager would visit the College on 11 March to discuss the position. It was noted that the College's activity target for next year was not yet known.

10.3 Report by the Investment and Project Committee

The Board considered the work of the Investment and Project Committee.

Mr Milroy reported on the business conducted by the Committee at its meeting on 26 January 2016, at which the project to redevelop engineering technologies training facilities at the Fraserburgh Campus was discussed; together with an update on matters related to the sale of the former Balgownie Centre site. Mr Milroy commented it was good to note that, despite recent adverse weather conditions, the work at Fraserburgh is progressing as planned.

11. Matters for Information

11.1 Credit Based Funding

The Board considered and noted a paper providing information on the credit-based funding arrangements for the College.

Members noted the new system of funding which is based on credits, compared to the previous funding allocations which were measured in Student Units of Measurement (SUMs).

12. Summation of Business and Date of next Meeting

The Secretary gave a summation of the business conducted. Members were advised that an additional single-item meeting of the Board to discuss matters relating to the College's Estates Strategy will take place on Thursday 07 April 2016 at 1400 hours. The next scheduled meeting of the Board will take place on Monday 06 June 2016 at 1400 hours.

Reserved Items of Business

13. Matters for Discussion

13.1 Meetings of Standing and Ad Hoc Committees – Reserved Items of Business

13.2 ASET – Report by Nominated Officer

13.3 Baseline Budget, 3 years to AY2018-19

14. Matters for Decision

14.1 Sale of the Former Balgownie Centre

14.2 Remuneration Committee

15. Summation of Reserved Items of Business

The Secretary gave a summation of the reserved items of business.

The meeting concluded at 1555 hours.

Matters Arising from the Minute of the Previous Meeting

1 Introduction

- 1.1 This paper is to update the Board of Management on matters arising from the minute of the meeting of 22 February 2016.

2 Matters Arising

- 2.1 The following provide an update on matters discussed at the last meeting of the Board of Management:

5 Report to the Board by the Regional Chair

Further dates for CDN Board Member Induction Workshops are yet to be received. As agreed at the last meeting, a formal approach will be made to CDN to ask for consideration to be given to possible weekend delivery of the workshops.

6 Report to the Board by the Principal

A Joint Board Event with RGU was held on 25 February 2016 with 33 Members of the two Boards and Senior Management Teams in attendance. The Event included an overview of the two institutions and their existing relationship, a presentation on curriculum links and discussion of future developments and opportunities for the partnership between the College and University. Feedback received from the Event has been positive. A meeting of the Joint Management Steering Group, scheduled for 30 March 2016, will discuss the Event and related actions further.

8.3 Governance Steering Group

Guidance on the process to be adopted for the Board's External Independent Evaluation is yet to be received.

8.4 Observers at Board Standing Committee Meetings

A schedule for College managers to attend Board Standing Committee meetings for the remainder of AY2015-16 and AY2016-17 has been prepared.

8.5 Equality Outcomes

In response to a request from Members, Mr Wallen confirmed that the membership of the Equality and Diversity Strategy Group is as follows:

- Vice Principal HR (Chair)
- Vice Principal Learning and Quality
- Head of Student Services
- HR Manager
- Head of Organisational Services
- HR Manager – Organisational Development
- Director of Curriculum.

The membership of this group includes managers within the College whose role includes a particular strategic responsibility for aspects of equality and diversity. They have not been selected on the basis of any protected characteristics. There is a broader Staff Equalities Group.

In relation to the deadlines set for the Equality Outcomes, Ms Hart advised: The deadline set for outcome 4, gender pay gap, ties into the legal publication date for gender pay gap information - April 2017. The deadline for outcome 11 was missing through oversight and has now been re-entered.

Information on the College's gender pay gap, will be considered by the HR Committee in due course. The HR Committee will consider an update on progress in relation to staff equality issues at its meeting on 15 March 2016 and information on student equality will be provided to the Learning & Teaching and Student Services Committee as appropriate.

8.6 Aberdeen Business Improvement District

The Chair and Principal are currently giving further consideration to the Board's future support of the BID.

14.1 Sale of the Former Balgownie Centre

14.2 Remuneration Committee

3 Recommendation

3.1 It is recommended that the Board note the contents of this paper.

Rob Wallen
Principal

Estates Strategy – BDP Session

1 Introduction

- 1.1 This paper is to provide the Board of Management with information on the format of the session to be held at the meeting on 15 March 2016 regarding the development of the College's Estates Strategy.

2 Background

- 2.1 The session scheduled for 15 March 2016 follows on from the Board of Management workshop, facilitated by BDP, which was held on 22 February 2016.

3 Format of Session

- 3.1 The following summarises the proposed format for the session with BDP:

1. **Programme Progress**

2. **Where do you want to be?**

The Spiritual Brief: a short summary of the headline issues and aspirations that emerged out of the baseline study and consultation process.

3. **How do we get there?**

Overview of Options for the Estate: a brief overview of the various options that emerged from the consultation process to illustrate the breadth of possibilities and opportunities that were considered. This item is not about re-opening the option-eering process, but instead will serve to re-assure the Board that:

- a. BDP listened to the stakeholders
- b. BDP have investigated a broad range of potential estate options.

The Preferred Option/s: presentation of the preferences that emerged from the Workshop on 09 March 2016. The intention is to allow the Board to understand the rationale behind the selection of the preferred option (s) and input their thoughts on opportunities / threats. This in turn will allow BDP to capture opportunities as the final strategy is developed, and suggest ways to mitigate risks.

4. **Next Steps:** programme to completion.

4 Recommendation

- 4.1 It is recommended that the Board note the contents of this paper.

Rob Wallen
Principal

Roddy Scott
Vice Principal - Finance