



BOARD OF MANAGEMENT

Minute of the Board of Management of Dundee and Angus College meeting held on Tuesday 19 March at 5.00pm, Seminar Room 5, Arbroath Campus

PRESENT:

A McCusker (Chair)	G Ritchie
G Robertson	A O'Neill
S Mill	D Humphries
M Williamson	K Keay
P Milne	H Honeyman
G Bisset	D Mackenzie

IN ATTENDANCE:

C Blake (Vice Principal)	S Hewitt (Vice Principal)
S Taylor (Vice Principal/Secretary to the Board)	
T D'All (Principal's/Board Chair PA)	
P Connolly (Education Scotland)	
H Young (ESRC Research Project)	

1. WELCOME

A McCusker welcomed members to the meeting noting that this was Donald Mackenzie's first meeting since being appointed to the Board of Management.

A McCusker also took the opportunity to advise the Board that this would be both Alan O'Neill's and Catriona Blake's last meeting and thanked them both for their contribution.

A McCusker also advised the Board that Jaki Carnegie would take up her post as the new Vice Principal Corporate Services from 7 May 2019.

2. APOLOGIES

Apologies were received from N Lowden, C Clinkscale, D Fordyce, T Pirie & S Watt

3. DECLARATIONS OF INTEREST

There were no declarations of interest. G Robertson noted his role as Chair of the Board for Gardyne Theatre Limited

4. ESRC RESEACH PROJECT

It was noted that the meeting would be videoed as part of the ESRC Project.

5. EDUCATION SCOTLAND QUALITY REPORT FEEDBACK

P Connolly thanked the Board for the opportunity to present on Dundee and Angus College's recently published [Evaluative Report and Enhancement Plan 2017-18](#).

P Connolly commented that this was a concise, well-written, honest and accurate report acknowledging the work carried out by the Executive Team in producing this.

P Connolly noted it was clear that Dundee & Angus College was one of the leading Colleges in Scotland. The College had a very strong Quality Culture with staff engaged in the drive for improvement.

P Connolly acknowledged the College's focus on retention, attainment and assessment with positive practice in Career Management Skills, Work Placements and progression.

P Connolly intimated that there would be College HMI progress monitoring visits on the Quality Enhancement Plans prior to publishing and update in October 2019.

S Mill asked (as one of Scotland's leading Colleges) how excellent practice was shared with other institutions. P Connolly confirmed that Education Scotland are currently looking at a new digital way of sharing information.

S Hewitt noted that Dundee & Angus College had a number of Associate Assessors undertaking work on behalf of Education Scotland and feedback took place to share practice seen elsewhere within the sector. G Ritchie noted that informal discussions also take place with other college networks and groups.

M Williamson noted on behalf of the Board of Management the fantastic evaluation report, and asked P Connolly if Education Scotland were being proportionate in their visits to the College in light of this report. P Connolly confirmed the reduction in the number of formal review visits under the current review model and noted that the next full report would be not need to be produced until 2 years' time.

The feedback and positive endorsement was welcomed.

6. MINUTE OF LAST MEETING – 11 December 2018

6.1 Adoption

The minute of the Board of Management meeting held on 11 December 2018 was signed and approved as an accurate record.

6.2 Matters Arising

- (i) **Fairlie House** – the sale will be in conjunction with Angus Council who own part of the building.

All other actions had been progressed or were included within the agenda.

7. STRATEGIC ITEMS

7.1 Strategic Register

G Robertson explained the current format of the Risk Register and plans to update the format / headings in light of discussions at the Audit & Risk Committee meeting on 5 March 2019.

G Robertson advised that H Honeyman had offered to deliver a BOM Development Session on 11 June 2019 at 4.00pm on risk culture; our own personal responsibility; and the tone from the top. It was hoped that the session would give members a better understanding of the College's "Risk Maturity Level" and "Risk Appetite". It was agreed that this date be circulated alongside a doodle poll to identify possible alternatives if required. **T D'All to progress.**

G Robertson noted discussions with Henderson Loggie had highlighted approaches to risk management where high level risks were 'delegated' to the relevant Board Committees to oversee. This was discussed and it was agreed that a proposal on this be considered at the next Audit and Risk Committee. **S Taylor to progress.**

A McCusker noted recent discussions in respect of business continuity planning and highlighted the importance of the practical and operational information needed to ensure business continuity should an incident arise. This as noted and it was highlighted that business continuity was on the internal audit schedule for 2018/19.

7.2 Good to Great Strategy Project Report

G Ritchie noted that the Good to Great Project (G2G) was progressing well and that Twitter continues to play a big part in communication with staff, students and wider audiences using hashtags #DAG2G, #DAWellbeing, #moresuccessfulstudents, and #morethanjustacollege

On project sustainability G Ritchie noted that most elements of G2G will be self-sustainable as they were funded for a specific period of activity only and do not require further investment.

G Ritchie highlighted the online Digital Toolkit, one stop shop for digital support that has proved to be popular and is added too regularly by the Learning and Digital Resources team. Work on "training for trainers" in Mental Health First Aid; WRAP (Wellness Recovery Action Planning) involving staff and student was also noted as positive development that would support sustainable activity going forward.

G Ritchie noted the intention to undertake an independent evaluation a year after the project's completion for discussion at the full Board.

7.3 Regional Outcome Agreement

S Taylor updated the Board on the final draft of the Regional Outcome Agreement (ROA) based on the detailed Guidelines from SFC in October 2018 and feedback on the draft discussed at the Board Meeting in December 2018.

S Taylor noted several areas of high priority including:

- Gender Equality – contextualised admissions arrangements to increase conversion rates for applicants in curriculum areas where a gender imbalance is evident
- Gender Based Violence (GbV) – support for the campaign to expand awareness of gender based violence issues
- Social Inclusion and plans to further increase the proportion of learners from SIMD 10 postcodes
- Graduate Apprenticeships – raising awareness of the GA as a career pathway for school pupils and College learners through the Foundation and Modern Apprenticeships.
- Care Experience Commitment – to guarantee a course place to all care experienced young people that apply for a place at College.

Measurement Framework – Trends and Targets – S Taylor intimated the College’s desire to remain at 109,500 credits, with all of these allocated as ‘core’ credit activity.

Gross carbon footprint (tCO²) – S Taylor highlighted that this was currently sitting at 2,900 tonnes per annum, well ahead of the 3,700 tonne target.

S Taylor noted a correction required to deduct the value of the ESF activity from the total funding as this was recorded separately.

A McCusker congratulated the Executive Leadership Team on a fantastic ROA document highlighting the challenging targets and acknowledging the desire to achieve these.

The final document (as updated) was approved for submission to SFC.

S Taylor to progress.

7.4 Future Strategy – Strategic Session

S Hewitt explained that as both Good to Great and the 2020 strategic ambitions move into their final phases, the Board of Management were asked to consider a revised vision and strategic direction through to 2025 and to clearly define what this would look and feel like for our learners, staff, partners and wider stakeholders.

Discussions with the Board around this were summarised and S Hewitt sought the Boards approval on:

- The content of this update accurately reflected the discussions held as part of the January 2019 event.
- The high level direction of travel for the vision, themes and ambitions (pledges).
- The actions and timelines set out in section three.

S Hewitt also noted that the Learning & Evaluation from the G2G project would be finished by September 2019 and outlined the need for a seamless transition between the old and new strategies.

S Hewitt highlighted the new academic structure going forward and the new Vice Principal for Corporates Services. The re-structure exercise is to be completed by August 2019.

Following discussion on the key elements of the future strategy and timescales the Board approved the proposal. **S Hewitt to progress.**

7.5 Board Development Session

A McCusker explained that there had been a number of Development Sessions organised prior to the start of each Board of Management meeting however, attendance had started to tail off. The Board were asked to consider if the sessions were useful.

After discussion it was agreed that there should be a note of the Development Sessions included on the 2019/20 Board of Management Meeting Calendar and that the sessions would be highlighted at the top of each Board Meeting Agenda.

S Taylor / T D’All to progress

8. FINANCE ITEMS

8.1 Financial Strategy

C Blake noted that the Financial Strategy was a 5-year rolling strategy coming to the Board in March each year. The Finance and Property Committee considered the Financial Strategy at its meeting on 12 March 2019 and were now asking the Board to consider and approved this.

C Blake outlined a communication received regarding the SPPA pension contribution increase will affect the strategy going forward, squeezing the contribution increase over a shorter period (from September 2019) and resulting in a higher contribution rate in the longer term.

The range of sensitivities within the financial strategy were discussed, and the potential negative impact of these noted.

A McCusker noted the discussions held at the Finance and Property Committee and outlined the request that the Executive Leadership Team consider different options that might be available to achieve the required saving in 2019-20.

G Ritchie to progress

The Board approved the Financial Strategy.

8.2 Estates Strategy

C Blake noted that the Estates Strategy document was different from previous versions, with this setting out the strategic context and external environment, along with the curriculum requirements which drive it. It described the existing estate in detail, providing a clear assessment (positive and negative) of its current physical condition and the suitability of accommodation for our learners and for staff. Finally, it sets out an overall plan to inform estates priorities and developments over the coming 5-year period.

C Blake noted that work on business cases for the Kingsway Campus Tower had already started and that the broad parameters for the master plan were as set out in the Strategy.

Following some discussion, the Board confirmed they were happy with the vision of “three Campuses, one College” and the prioritisation of the Kingsway redevelopment whilst noting the significant backlog maintenance needs, particularly at the Arbroath Campus.

The Board asked if C Blake could find out what the ratio of student social space would be at Kingsway Campus in comparison to Gardyne & Arbroath Campus.

C Blake to progress.

Potential opportunities to receive small amounts of additional capital funding were discussed and it was agreed that this would be discussed further with SFC.

G Ritchie to progress.

The Board approved the Estates Strategy 2019 – 2024.

9. NATIONAL BARGAINING

G Ritchie gave an update on National Bargaining indicating that academic staff's next strike day would be 21 March 2019. G Ritchie also noted that the Academic unions were currently balloting their members on industrial action short of strike action (not processing results for students). Concern was expressed that, if successful, this may impact seriously on student certification and progression.

S Taylor noted that the Job Evaluation process for support staff has started with Dundee & Angus College having 173 roles to be evaluated by June 2019.

10. PRINCIPALS REPORT

G Ritchie summarised his report noting that SFC had offered an additional 1,500 credits (approximately £230,000) for session 2018/19. These would be used to increase Future Talent and other activities with local schools and target retraining for workforces in Dundee & Angus as a result of the closure announcements at Michelin and McGills.

G Ritchie noted that the College had received over 1,000 additional full-time applications more than at the same time last year and that direct applications from schools had trebled.

G Ritchie intimated that Dundee & Angus College was the only college in Scotland to receive funding from the Scottish Government's Child Poverty Action Fund. This was an ambitious project to address under-employment and under-attainment as key drivers of poverty.

G Ritchie noted that Board members had been working alongside College staff to bring together a specific Business Plan for the Service Design Academy (SDA). SDA has real potential to grow commercial income focusing initially on leads in the UK.

G Ritchie said that he was recently invited to attend a meeting at the Dundee Central Mosque to discuss possible links with the College. The meeting is to be followed up with an information and recruitment session.

Developments were noted with interest.

11. STUDENT ASSOCIATION REPORT

D Humphries summarised the range of work being undertaken by the Students' Association. (see enclosed report).

12. GOVERNANCE ITEMS

12.1 Board Membership

The extension of appointment for G Robertson, P Milne & S Watt were noted and the formal appointment date for D Mackenzie confirmed as April 2019.

12.2 Governance Update

S Taylor highlight a national proposal to introduce two trade union nominees to college boards in addition to the two existing staff representatives. Potential issues in respect of conflict of interest were noted.

12.3 Board Metrics

The range of Board metrics produced were noted.

12.4 2019/2020 Board Meeting Dates

As a result of earlier discussions it was agreed that the Board Meeting dates will also include the dates for the Development Sessions. The meeting dates were approved. **S Taylor / T D'All to progress**

13. MINUTES OF COMMITTEE MEETINGS

The minutes of the recent round of Committee meetings were noted.

14. CORRESPONDENCE

The list of recent communications was noted.

15. ANY OTHER BUSINESS

There was no other business.

16. DATE OF NEXT MEETINGS

Development Session on Tuesday 11 June at 4.00pm with Helen Honeyman

Board of Management Meeting on Tuesday 11 June 2019 at 5.00pm, Room A305, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
Board development session to be organised/date confirmed	T D'All	18 April 2019
ROA final draft to be submitted to SFC	S Taylor	29 March 2019
Future Strategy discussions and document to be progressed	S Hewitt	11 June 2019
BOM Development Session Dates to be included on the BOM Calendar of Meeting Dates for 2019/20	S Taylor / T D'All	18 April 2019
Paper on 'delegating' risks to Board Committees to be developed	S Taylor	14 May 2019
Executive Leadership Team to review and report on plans to achieve necessary savings in 2019-20. Report to F&P Committee	G Ritchie	21 May 2019
Comparison data on ratio of social space per student at each campus to be provided	C Blake	11 June 2019
Discussion with SFC on estates plans and potential for funding	G Ritchie	11 June 2019



Student Representation

The class rep system is working well and we are gaining feedback and making changes across the college, the 'Split course' have had their funding extended to take them over the Christmas holiday period and Simon has agreed to contact the councils to see if there is anything that can be done to lessen the Council Tax burden.

Quiet spaces – quiet spaces are being brought up across all three campuses of the college, Gardyne being the most voiced by the students. Sarah Rennie, is working with Craig Nicoll in order to carry this out for the students. Sarah Rennie will contact Billy Grace to ensure a suitable location is found and utilised.

Hot water has become another topic of feedback from students. Students are being charged 40p for a cup of hot water at the canteens in the College. They have no other way to access hot water and are being charged for obtaining it and also being charged 10p extra for sugar etc if they are purchasing the hot water. It has been brought to light that there are no kitchen facilities for students to use, ie. No hot water, no microwaves etc etc, however there are a number of staff areas in which staff can use these types of facilities. Students have recently asked the Students' Association to look into this for them.

Recruitment

The Students' Association has recruited two new members to the Team in the role of Students' Association Supply, Colin Ogilvie and Cher Meldrum. Both Colin and Cher are making a positive impact on the Students' Association at the Gardyne Campus and across the college.

We have a new student representative on the new Steering Group. The aim of the group is to prioritise the Systems team's workload to ensure that the priorities of the College and the priorities of team are aligned. Our lead representative Roland Doyle has enthusiastically taken on this role and looks forward to working with different teams from across the college.

Health & Wellbeing

The breakfast club at Gardyne has proved to be popular with students on a Monday morning and are attracting around 12 students each Monday morning. The breakfast club at Arbroath Campus is maintaining its numbers on a Friday morning with regular students arriving for tea and toast. Crack Open has very much increased its number of participants and now is attended regularly by at least 16 or more students each week, Monday afternoon. SocieTea is also increasing in number of individuals attending each Wednesday. The introduction of "Walk a Mile in My Shoes" on a Friday at Gardyne Campus will be closely monitored to ensure that we are providing the best options for our students. It is based on walking with someone you have never met across the college and walking the Daily Mile and talking about different experiences, it is aimed at tackling the stigma of mental health.

Both the Students' Association and Sports Union launched the 'Cigs for Gigs' campaign to reduce the amount of cigarettes being smoked by both staff and students across the college throughout the wellbeing week at the start of January. The idea is that for each whole cigarette deposited into our 'cigarette' containers each person will be provided with a raffle ticket corresponding to their campus and will go into a prize draw to win vouchers for Ticket Master. There has been a good uptake from both students and staff across the college with the number of cigarettes being deposited into the containers. Sarah Rennie and Craig Nicoll will make the first draw shortly. The Students' Association has been working with #DAWellbeing group, Sarah Rennie has been involved with discussions with the group and takes forward the views of the student body on behalf of the Students' Association. Through this collaboration the positive moves forward with health and wellbeing will benefit both staff and students from across the college.

Students' Association Restructure consultation

The Students' Association held an initial consultation with the Students' Association Advisory Board with regards to a possible restructure of the Students' Association with regards to the role of the VPs, President and Staff members. Four models were chosen from across the country including the current model of operation and evaluated using the traffic light system. Once complete the information and models were further discussed with the Student Congress who leaned towards having four VP's and staff member to ensure the smooth running of the Students' Association. Discussion were then held again with the Advisory Board and it was decided that Sarah Rennie would collaborate with Steven Taylor to facilitate the next meeting with a proposal paper after reviewing and evaluation both past 'Stop & Review's" with the "Framework for the Development of Strong and Effective College Students' Associations in Scotland". Sarah Rennie is completing this and will call another Student Congress meeting in order to discuss the proposals for the Students' Association before bringing it back to the Advisory Board.

Students-Led Teaching Awards

Last year the Students' Association launched their own student-led teaching awards which broke the record of nominations fourfold through a 6-week period, gaining 326 nominations in total. This year the Students' Association are currently sitting at just over 450 nominations and still have two weeks to push before closing the nominations. Almost reaching our 500 target for the year. The team at the Students Association will push this out over the next two weeks to ensure that all students have the opportunity to nominate both academic and support staff across the college.