



## 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	B Carmichael
P Milne	K Keay
G Bisset	D Mackenzie
N Lowden	D Fordyce
T Pirie	

**IN ATTENDANCE:**

J Carnegie (Vice Principal)	S Hewitt (Vice Principal)
S Taylor (Vice Principal/Secretary to the Board)	
T D'All (Principal's/Board Chair PA)	
H Young (ESRC Research Project)	C Watson (ESRC Research Project)

### 1. WELCOME

A McCusker welcomed members to the meeting noting that this was Jaki Carnegie's and Barry Carmichael's first meeting since being appointed as Vice Principal, Corporate Services and Academic Staff Representative respectively.

A McCusker also took the opportunity to advise the Board that Chrissie Clinkscale, Support Staff Representative, had resigned as a member of the Board. The appointment process to replace Chrissie will take place over the summer.

#### **S Taylor to progress**

A McCusker conveyed her personal thanks to Diane Humphries, out-going Student President, for her contribution to the Board of Management and Committees

### 2. APOLOGIES

Apologies were received from S Mill, M Williamson, S Watt, D Humphries and H Honeyman

### 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. MINUTE OF LAST MEETING – 19 March 2019

### 5.1 Adoption

The minute of the Board of Management meeting held on 19 March 2019 was signed and approved as an accurate record.

### 5.2 Matters Arising

- (i) **Student Social Space** – a short paper was provided showing the comparison data on the ratio of social space per student at each campus at the request of the Board as part of the wider discussion surrounding the Estates Strategy and the redevelopment of the Kingsway Tower at the March 2019 meeting.

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

## 6. STRATEGIC ITEMS

### 6.1 Good to Great Strategy Project Report

G Ritchie highlighted the work with secondary schools and the rise in applications from school pupils and noted that this was not necessarily reflected in other colleges across Scotland.

G Ritchie noted how well the work surrounding The Digital Strategy was also developing.

G Ritchie highlighted the Escape Room funded through the G2G Project, designed and built by students and staff, and the hope to create a further Room over the summer, based on a 1950's Bank Heist.

G Ritchie noted that there had been various equipment upgrades funded through G2G along with a new website which is now complete and ready to go live at the start of the new academic year.

G Ritchie confirmed that there would be a greater focus on Commercial / Income target up to December 2019. While S Hewitt noted that discussion on a Commercial Strategy would be develop with the members with commercial responsibility within the new Academic Structure.

G Robertson noted that on the G2G Outcome Metrics 185 Courses were below the National Average PI. G Ritchie confirmed that it was difficult to get a clear picture at the moment due to the level of recent disruptions. S Taylor confirmed that both College and national average PIs would shift and that the final measure for this metric would be based on the national PI data published in January 2020.

T Pirie intimated that she attended a meeting of the Dundee & Angus Foundation earlier today and conveyed to the Board members how impressed the Foundation were with the Summary Report of the G2G Project and are keen to know more about future strategies.

A McCusker congratulated the G2G Team on a well written, comprehensive report.

A short discussion took place on the different levels of participant from secondary schools from the region's local authorities and N Lowden noted that this was useful in terms of informing discussion with his colleagues.

## 6.2 Future Strategy

G Ritchie set the scene for a group discussion surrounding the Future Strategy paper for the College highlighting a recent comment made by John Swinney MSP:

*To achieve collective impact on the common good, we need collective and cohesive action; deep collaboration; citizen empowerment; increased pace of change. John Swinney, Scottish Leadership Forum, 3 June 2019.*

A McCusker asked that Board members split into groups to consider and give initial feedback on the Pledges, Aims and Delivery suggestions of the Future Strategy. This feedback was positive, with some areas and suggestions for improving the final document.

S Hewitt confirmed that he would collate the information provided by each group to further develop the Future Strategy and provide a more details version in September 2019. **S Hewitt to progress.**

## 7. NATIONAL BARGAINING

G Ritchie gave an update on National Bargaining indicating that a settlement had been agree in relation to the Academic Staff pay deal to August 2020.

G Ritchie noted that the Job Evaluation process for support staff was well under way, but that timescales were challenging.

## 8. PRINCIPALS REPORT

G Ritchie summarised his report noting that staff were working really hard to reach the additional 1,500 credits (approximately £230,000) for session 2018/19 secured from SFC.

G Ritchie noted that "Prepare Me" events were taking place on all campus sites for students starting in the new academic year and that applications were up in both FE & HE areas which was as a result of the extensive work being done with schools.

G Ritchie noted that there were significant opportunities for the College through the Tay Cities Deal but nothing confirmed specifically at the moment. G Ritchie intimated that he would keep the Board up to date on progress. **G Ritchie to progress.**

G Ritchie confirmed that the College had secured a further two years of funding from the Child Poverty Fund and that a range of positive opportunities for lone parents, carers and care experienced young people had been set up for the summer.

G Ritchie noted that the Academic Restructure was well under way with CPD being offered for all newly promoted posts including a Development Day in June. The CPD will also be available to other academic and support staff interested in developing their careers.

G Ritchie highlighted the work undertaken by the College with Michelin including digital skills upskilling programmes. G Ritchie also intimated a major announcement in relation to the Michelin site of plans to develop an Innovation Park & Skills Centre and that discussions had already started with the College, Dundee City Council and Skills Development Scotland and while it is early days the development is looks really promising.

D Mackenzie took the opportunity, on behalf of Michelin, to note their appreciation for the work being undertaken by the College for the Michelin Workforce.

G Ritchie highlighted the exciting new cutting edge programme (Zoo Animal Behaviour & Welfare Course) and the great work being undertaken by the College in partnership with the Camperdown Wildlife Centre in Dundee.

## 9. FINANCE ITEMS

### 9.1 Budget 2019/20

J Carnegie highlighted the good progress achieved in 2018/19 in relation to College Finances with an outturn of £2.147m and the draft Budget prepared for the year to 31 July 2020 projecting a cash surplus of £637k.

J Carnegie noted that the Budget was still quite prudent with some uncertainties remaining in respect of expenditures and income streams.

J Carnegie intimated that funding guidance from SFC suggested that they will cover 50% of the increase in employers' contribution into the teachers' pension scheme, but that this was not yet confirmed.

J Carnegie noted that work was progressing with the Service Design Academy to build business and focus further on key sources for commercial income.

J Carnegie also noted that she was still waiting to hear about other sources of income and proposed to present a revised Budget to the Finance & Property Committee in November 2019. **J Carnegie to progress**

J Carnegie confirmed that a break-even Budget for Gardyne Theatre Limited (GTL) was approved with opportunities for the coming year.

Discussion followed regarding the Lecturers' Pay Award and it was noted that the final deal was c.£92k more than budget for. This would have to be managed within the agreed budget parameters.

J Carnegie indicated that she would be looking at the line headings in the Budget report to better reflect the areas of spend and income. **J Carnegie to progress**

A McCusker noted the fantastic position the College and such a change in 12 months.

The 2019/20 Budget was approved.

### 9.2 Loan Repayment

J Carnegie outlined various proposals to spend the current budget surplus including a preferred option to make a repayment towards a loan the College currently has with Santander for Gardyne Campus. J Carnegie intimated that she

had already had discussions with Santander who would be happy for such a payment to be made in increments of £250k.

Following discussion by the Board approval was given to make up to £1m repayment on the Santander loan. **J Carnegie to progress**

## 10. STUDENT ASSOCIATION REPORT

D Humphries was not presented at the meeting however, A McCusker noted the following on behalf of the Student Association: a new Students President had been appointed along with Vice Presidents for Gardyne and Arbroath Campuses. Elections for the new Vice President for Kingsway campus will take place at the start of the new Academic Year.

A McCusker also noted the high increase in the number of students taking part in the nominations for staff for the College Staff Awards.

S Taylor noted that an up to date Student Association Strategy Plan (with areas for progress noted) was presented at the Student Association Advisory Board a copy of which will be included in this note (see below).

A McCusker noted that the Student Association was making great progress with a relatively small number of staff.

## 11. GOVERNANCE ITEMS

### 11.1 Board Evaluation

S Taylor recommended that over the course of the next Academic Year the Board undertakes an externally facilitated evaluation of the Board. This was agreed.

**S Taylor to progress**

Progress made in respect of the Board Development Plan was noted.

G Robertson advised that he would be asking Board Members to complete a questionnaire as part of the review of the Board of Management Chair and that responses would be confidential. On completion G Robertson intimated that he would collate responses for discussion with the Chair and feedback results to the Board in September 2019.

G Robertson reminded Board members of P Milne's role as the Board's Senior Independent Member. P Milne intimated that she would be happy to be approached by any member of the Board and would be more than happy to listen (door is always open).

### 12.3 Board Metrics

The range of Board metrics produced were noted.

## 12. MINUTES OF COMMITTEE MEETINGS

The minutes of the recent round of Committee meetings were summarised and discussions/outcomes noted.

**13. CORRESPONDENCE**

The list of recent communications was noted.

**14. ANY OTHER BUSINESS**

There was no other business.

**15. DATE OF NEXT MEETINGS**

**Development Session on Tuesday 17 September 2019 at 4.00pm with Helen Honeyman**

**Board of Management Meeting on Tuesday 24 September 2019 2019 at 5.00pm, Room A305, Kingsway Campus**

<b><u>Action Point Summary</u></b>		
<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
Recruitment of new Support Staff member to the Board	S Taylor	24 September 2019
Collate responses from Board Member discussion re the Future Strategy paper and prepare an update for the Board	S Hewitt	24 September 2019
Keep Board up to date on progress with the Tay Cities Deal	G Ritchie	On-going
Update Budget report line headings to better reflect the areas of spend and income.	J Carnegie	26 November 2019
Revised 2019/20 Budget	J Carnegie	26 November 2019
Re-payment to be made to Santander Loan of up to £1m	J Carnegie	31 July 2019
Board of Management externally facilitated evaluation	S Taylor	June 2020
Questionnaire to Board Members as part of the Review of the Board of Management Chair	G Robertson	24 September 2019

## **Board of Management – Students’ Association Review 2018/2019**

The Students’ Association Strategic Plan of work was generated and implemented in the academic year 2017/2018, it was developed by the Students’ Association Elected Officers of that year in conjunction with the Students’ Association Development Officer on behalf of Dundee & Angus College Students’ Association. The Strategic Plan of work for the Students’ Association is based around the Principals and Themes of the “*Framework for the Development of Strong and Effective College Students’ Associations in Scotland*”. The purpose of the Strategic Plan document is to provide a disciplined approach to the planning and execution of activities key to engaging, representing and supporting students throughout their college experience at Dundee & Angus College.

### **PARTNERED:**

- Increased partnership with departments across the college
- Increase links with other institutions, associations and unions to positively promote best practice and create support networks to the benefit of the students’ association and college as a whole
- Continued partnership with Dundee University Students’ Association (DUSA)
- Increased collaboration with Sports Union – Jointly submitted Healthy Body, Healthy Mind Award submission. Jointly carried out activities and campaigns with regards to physical activity, mental health and smoking cessation. This positive partnership is set to continue over the next academic year and grow stronger

### **SUSTAINABLE:**

- The number of Class Representatives and Lead Representatives have increased and the visibility of the Students’ Association has risen year on year. Increasing the number of representatives across the Students’ Association will provide a strong base for the association to become stronger and more sustainable
- The introduction of #FEEDBACKFRIDAY has also provided a platform for both staff and students to see the value in working with the Students’ Association which further promotes the sustainability of the Students’ Association. Gaining quality feedback from our students to ensure that we are involved in providing the best possible college experiences year on year highlights the value of the Students’ Association as well as encourages other students to be a part of the association.

### **ACCOUNTABLE:**

- Student Congress holds the elected officers and students’ association accountable through monthly congress meetings. The increase and sustained numbers throughout this year has further held the SA to account
- Students’ Association Advisory Board further holds the association to account through an ethos of respect and support to ensure that the association is developed in a direction that best suits both the student body and the college as a whole

### **REPRESENTATIVE:**

- Increase in visibility of the students’ association has ensured that the student body and the college are aware of the associations existence and that they understand its representative role and are able to play an active role within it.
- Increase in representation of the student voice through the class representative system, for example, the impact of split course on student funding
- #FEEDACKFRIDAY has further promoted the voice of the student by providing an avenue for our learners and staff to positively impact and promote quality enhancement throughout the college

- Increase in the number of departments across the college have ensured that they implement student perspectives through including the students' association in their service design workshops or decision making processes
- Student engagement with the students' association has increased with more and more students coming to the association with issues or concerns therefore enabling the association to function effectively on behalf of the student body.

#### AUTONOMOUS:

- Continued support and encouragement from the college for the students' association to act and speak autonomously has benefitted the association to remain and work autonomously for the benefit of our student body
- The students' association is encouraged to develop its activities, plans and other works in order to aim and improve the college experience for the lives of our student body

#### STRATEGIC PLAN – YEAR 1:

All aspects of the plan completed, however continued improvement with student representation and engagement at the Kingsway Campus is required from the point of the Students' Association.

#### STRATEGIC PLAN – YEAR 2:

- Continue to increase social events across campus through the Students' Association. – completed but could be improved
- Work alongside the Sports Union to promote Clubs (sports clubs) available for students – completed and ongoing
- Maintain continuity through an increased quality handover at the end of each academic year – completed and ongoing
- A fully functioning and fully engaged Students' Association – ongoing, increase number of class and lead representatives
- Increased knowledge and understanding of the role of the Students' Association and all areas of participation on offer to the students of the college – completed and ongoing, the association has increased the number of nominations in the staff awards from 63 (year 2016/2017), to 326 (year 2017/2018), to 833 this year!
- Introduction of chosen charities to raise funds for across the year – completed and ongoing, fully present going into 2019/2020
- Introduction of working in the wider community through stronger links with the Students' Association – This has not been a priority of Student Congress and therefore has not been introduced this year
- The Students' Association to work with the college to fully embed the D&A attributes Scheme – Completed, the Students' Association has engaged 315 students this year in the D&A Attributes scheme
- Increased rewards of participation through a strong and effective Students' Association – Completed and ongoing