



## BOARD OF MANAGEMENT

Minute of the Board of Management of Dundee and Angus College meeting held on Tuesday 11 December 2018 at 10.00am in Room A305, Kingsway Campus

**PRESENT:**

A McCusker (Chair)	Grant Ritchie
George Robertson	Alan O'Neill
Steven Mill	Diane Humphries
Gary Bisset	Donna Fordyce
Steve Watt	Trisha Pirie

**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)	
K Keay	H Honeyman

### 1. WELCOME

A McCusker welcomed members to the meeting including Kirsty Keay and Helen Honeyman as observers pending appointment as full Board members.

A McCusker also took the opportunity to advise the Board of C Blake's intention to retire in April 2019 and thanked her for her service.

### 2. APOLOGIES

Apologies were received from P Milne, M Williamson, C Clinkscale & R Walker.

### 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. MINUTE OF LAST MEETING – 25 September 2018

#### 4.1 Adoption

The minute of the Board of Management meeting held on 25 September 2018 was signed and approved as an accurate record.

#### 4.2 Matters Arising

- (i) **SDA Short Life Working Group**  
S Hewitt confirmed that a first draft Business Plan had been prepared and would be discussed at the next SDA Advisory Group meeting.
- (ii) **Stakeholder Advisory Boards**  
S Hewitt highlighted work progressing on the creation and operation of stakeholder advisory boards.

It was confirmed that this work would progress to ensure that all curriculum teams had active advisory boards in place. A summary of the current active boards is included as an appendix to this minute.

- (iii) **Budget Revision & Timescale – D & A Foundation**  
C Blake confirmed that the D & A Foundation had received the revised budget.
- (iv) **Board Session – 21 January 2019**  
G Ritchie confirmed that the discussion at the Strategic Planning Event on 21 January 2019 would include future strategy and the Kingsway campus estates strategy.
- (v) **Discussion with SFC on Sharing FFR Benchmarking**  
C Blake advised that the College Development Network's (CDN) Finance Director's Group had agreed to share FFR details with each other.
- (vi) **Financial Strategy**  
C Blake confirmed discussion on the strategy at the Finance and Property Committee meeting and advised that there would be a refresh of the Financial Strategy in March each year.
- (vii) **VS Scheme**  
S Taylor confirmed that the VS Scheme would be open until the completion of the Restructure Project

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

## 5. STRATEGIC ITEMS

### 5.1 Good to Great Strategy Project Report

G Ritchie summarised progress on the Good to Great Project and the progress report provided highlighting:

- The Digital Strategy and the good progress in assessing the Digital competency of staff.
- The purchase of new technology for the curriculum e.g. robotics arms and hologram tech.
- Future Talent talking to approx. 3500 young people in schools about job opportunities and skills.
- The continuing development of the Help Point initiative in to 2019.
- Staff & Student Wellbeing Project with new activities promoted regularly.
- Gateway Programmes as an introduction to studying for some students that were helping to retain students and rationalising the college offer.

G Ritchie confirmed that the College is starting to realise the benefits of the Good to Great Strategy, and highlighted the range of interim measures reflected within the report along with national recognition by winning the Campbell Christie Public Services Reform Award, presented at the Scottish Government Event in Holyrood.

Discussion took place around the communication & engagement of staff in the G2G project. G Ritchie confirmed that while the #dag2g was less regularly used in social media a number of projects were moving forward under different hashtags, including #DAWellbeing or #moresuccessfullstudents. It was agreed that further work be undertaken to support promotion of the G2G work taking place, with this reported back at the next meeting. **G Ritchie to progress.**

S Taylor confirmed that the sustainability of activities, and the evaluation of the overall project, were being discussed. It was noted that this would feature within the G2G update to the March 2019 meeting. **S Taylor to progress**

S Hewitt noted that the College continued to strengthen its partnerships with schools. Two recent big events for secondary school staff were acknowledged as a good improvement by attendees. S Hewitt said that there were a number of other promotion campaigns planned in respect of the new website and information for parents.

The achievement of a number of targets was noted, and targets around income per FTE staff and the number of courses with student outcomes below national average were discussed. A McCusker requested that all of the G2G theme and overall project metrics be updated for the next Board meeting. This was agreed. **S Taylor to progress.**

A McCusker noted that the progress made, and the winning of the Campbell Christie award, were phenomenal achievements and congratulated everyone involved.

## **5.2 Regional Outcome Agreement (ROA) Frist Draft**

S Taylor summarised the first draft of the ROA, with the final version to be presented to the Board at the March 2019 meeting.

S Taylor explained that we still required the indicative funding allocation from SFC, which will not be available until February 2019, to complete the document.

S Taylor noted key areas within the ROA including the intensification of the processes, and a focus on areas including equalities; senior phase school provision, skills development and apprenticeships (Modern and Foundation).

The impact of the closure of the Michelin factory on ROA content/targets was discussed and it was confirmed that the most up to date information on this would feature within the final version. The approach to expanding schools provision was discussed.

S Taylor advised that the College would receive feedback from SFC in January on the first draft document which would inform the final version.

S Mill highlighted a minor typo on page 17. A McCusker congratulated S Taylor on a really good ROA document which was a very interesting read.

The first draft was approved.

## **5.3 Annual Quality Evaluation and Enhancement Plan**

S Taylor noted that the first draft of the Evaluation Report and Enhancement Plan (EREP) had been discussed at the Board meeting in September 2018 and noted that he had been tasked with finalising the documents by October 2018. It was confirmed that this had been done and that feedback on the EREP was very positive. The EREP would be published by Education Scotland in January 2019 and will be circulated to the Board on publication. **S Taylor to progress.**

## **5.4 Board Strategic Development Session**

As intimated by G Ritchie earlier in the meeting, the emphasis on the session would be to discuss the Kingsway Estates Strategy and the 2025 College strategic direction/vision.

## **6. NATIONAL BARGAINING**

G Ritchie gave an update on National Bargaining indicating that Academic Staff were currently being balloted on industrial action in respect of their 2017/18 pay claim. The ballot would close on 19 December 2018. The College should know the outcome of the ballot before the Christmas break with possible industrial action taking place in January 2019.

G Ritchie confirmed that Support Staff had agreed a 3-year deal, with work progressing on various technical implementation points around premium payment rates.

S Taylor summarised progress on Job Evaluation nationally which will be rolled out next year.

## **7. PRINCIPALS REPORT**

G Ritchie summarised his report noting an overall healthy performance with Retention up and student outcomes for full-time FE above the national aspirational target of 75%.

Discussion took place in respect of the Michelin closure and G Ritchie's expectation that the College would be involved in future dialogue and action groups.

G Ritchie also noted that an invitation had been extended to the Deputy First Minister, John Swinney, to visit the College with the main topic of discussion being the College's vision for STEM highlighting partnership with employers and the regional needs.

G Ritchie confirmed the appointment of a new Head of ICT (who will be starting work in early February 2018) as well as the appointment of the new Academic Partnership Manager (taking up post before the Christmas Break).

G Ritchie noted the recent announcement re the Tay Cities Deal and that D&A College's involvement in various project would become clearer in the New Year.

G Ritchie explained that D & A College students and staff had been recently involved in WorldSkills competitions with great success, winning gold and silver medals as well as a 4<sup>th</sup> place. He noted that there was an opportunity for D&A students to progress further in WorldSkills events and the hope that our students can progress to the finals in Shanghai.

G Ritchie also acknowledged the fantastic haul of awards, noted in his report, won so far this year.

## **8. ACADEMIC RESTRUCTURE**

S Hewitt talked through the different elements of the restructure paper, highlighting progress over the last 5 years but noting that there were things that need to be addressed.

S Hewitt explained the proposed structure changes and the additional roles.

The first part of the consultation process was completed in November 2018 with good feedback being received. A second consultation stage will commence in January 2019.

S Hewitt advised that around 40 promoted academic staff and support managers had taken part in helping design the new job roles and job descriptions for the new structure, and stated that the session had been very productive with some really good thoughts.

A discussion with Board Members took place re what will happen to academic staff not wishing to apply or unsuccessful in securing one of the new posts. S Hewitt confirmed that there would be lecturing posts available to these staff (with 4 years of conserved pay) and stated that no redundancies were planned as a result of the changes.

It was confirmed that there would be very minimal financial savings resulting from the restructuring exercise, and that it had not been developed as a cost saving exercise. S Mill noted this, but noted that the recent update to the financial strategy had also made clear the need for future savings. This was discussed, and the balance between developing the correct structure, and achieving financial sustainability, was recognised.

G Bisset noted the need to also increase future commercial income, and planned structure changes in respect of the commercial forum and the new role of Sector Development Leader were discussed in respect of this.

## **9. FINANCE ITEMS**

### **9.1 Financial Statements to 31 July 2017 and Audit Reports**

C Blake noted the financial statements produced alongside the external audit report and confirmed that she would not go through these page by page. Attention was drawn to the range of metrics on page 8 of the financial statements, and C Blake summarised the outturn achieved and different factors impacting on each of these.

C Blake summarised the external audit report, noting that there had been no adjustments made, resulting in an overall 'clean' report by Audit Scotland.

Comments from Audit Scotland in respect of the content of the performance and governance reports were noted and would be considered for the 2018/19 financial statements.

C Blake said that there had been significant work undertaken by Audit Scotland on the accounting treatment of the Dundee & Angus Foundation, with this concluding for 2017/18 that there was no need for the Foundation to be treated as an associate of the College.

The financial statements were approved for signature and submission. **C Blake to progress**

A McCusker congratulated the finance team and others involved on a fantastic job of the accounts, statements and audit outcomes.

### **9.2 Annual Report on Audit**

G Robertson summarised the report from the Audit Committee to the Board outlining internal and external audit activities over the course of the year. The report was approved.

### 9.3 Disposal of Asset - Fairlie House

C Blake outlined the background leading to the request for approval for the sale of Fairlie House in Kirriemuir. The Board of Management approved the disposal of this asset. **C Blake to progress**

Arrangements for seeking approval to retain the receipts of any sale were discussed and would be progressed.

## 10. STUDENTS' ASSOCIATION REPORT

D Humphries summarised her report, highlighting the following:

- The Vice President for the Gardyne Campus was no longer at College and that 2 paid volunteers had been recruited to replace the VP role for the remainder of the year.
- There had been increased student representation on the Student Wellbeing Group and also student involvement with the College Digital Group.
- Most Course Representatives had now attended training and were carrying out their duties.
- The uptake of the new Students' Association hoodies had generated an income of approximately £300, with a further order to be placed in February 2019.
- A new "Cigs for Gigs" campaign would be launched as a New Year Resolution to help reduce the amount of cigarettes being smoked by both students and staff. For each whole cigarette deposited in the cigarette container the person will be entered in to a prize draw for Ticketmaster vouchers.
- Pizza with the Principal had returned again this year and saw an increase in the number of students taking part.
- The launch of #feedbackfriday had been a great success with 112 responses between 9 – 16 November based on the Students' Experience. D Humphries noted that the next #feedbackfriday question will be on Student Funding.

A McCusker noted that this was a great way for staff to get feedback from students. She also said that the 'Cake with the Chair' event had been a success. The last event being hosted along with S Mill where students from ESOL, ICT Accounts etc had come along to chat and ask questions. A McCusker and S Mill stated that they had been struck by the comments from students about how passionate, committed, and supportive staff were.

Developments and activities were noted with interest.

## 11. CYBER RESILIENCE – PUBLIC SECTOR ACTION PLAN UPDATE

C Blake noted her report and stated that the College was well placed in relation to Cyber Resilience and that work was ongoing re governance and training. It was confirmed that the College had received its 'Cyber Essentials' certification.

## **12. GOVERNANCE ITEMS**

### **12.1 Board Membership**

The appointment of new Board members was approved, alongside the extension of appointment for P Milne. **S Taylor to progress.**

### **12.2 Risk Register**

It was agreed that this item would be discussed at the next Board meeting in March 2019 as an early agenda item. **S Taylor to progress.**

### **12.3 Board Metrics**

The range of Board metrics produced were noted. S Hewitt confirmed that the College was well on target to achieve its Credit target.

## **13. MINUTES OF COMMITTEE MEETINGS**

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

## **14. CORRESPONDENCE**

The list of recent communications was noted.

## **15. ANY OTHER BUSINESS**

There was no other business.

## **16. DATE OF NEXT MEETING**

**Strategic Planning Event – Monday 21 January 2019 from 9.00am – 1.00pm,  
Gardyne Campus, D & A Enterprise Centre**

**Board of Management Meeting on Tuesday 19 March 2019 at 5.00pm, Seminar  
Room 5, Arbroath Campus**

## **Action Point Summary**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
Good to Great progress report to be prepared, including: <ul style="list-style-type: none"><li>• G2G communication/promotion arrangements to ensure on-going awareness of developments.</li><li>• Information on plans to make G2G supported activities/outcomes sustainable after the end of current funding.</li><li>• Arrangements for the evaluation of the G2G project and impact.</li><li>• Confirmation of interim progress across all metrics.</li></ul>	G Ritchie/ S Taylor	19 March 2019
Regional Outcome Agreement (ROA) final draft to be considered by Board.	S Taylor	19 March 2019
Copy of the Annual Quality Evaluation and Enhancement Plan to be sent to the BOM Members on publication by Education Scotland.	S Taylor	January 2019
The financial statements to be finalised and signed for submission.	C Blake	21 December 2018
Sale of Fairlie House to progress alongside arrangements to confirm/support the retention of the proceeds of the sale.	C Blake	19 March 2019
Board membership arrangements to be progressed.	S Taylor	21 December 2018
Risk Register to feature as first agenda item at next meeting.	S Taylor	19 March 2019



## Appendix 1 Stakeholder Advisory Board Updates



The establishment of the stakeholder advisory boards full into the following three categories:

1. Board established and met at least once
2. Board established and not met
3. Board in still in planning

Department	Status
Access & Communities	Board established and met at least once
Art & Design	Board in still in planning
Business & Accounts	Board established and met at least once
Children & Young People	Board in still in planning
Computing & Creative Media	Board established and met at least once
Construction & Building Services	Board established and met at least once
Engineering	Board established and not met (Jan/Feb)
ESOL	Board established and met at least once
Essential Skills	Board in still in planning
Hair, Beauty & Complementary Therapies	Board established and not met (Feb)
Health & Social Care	Board established and not met (Jan)
Hospitality & Professional Cookery	Board established and met at least once
Performing Arts	Board established and not met (Jan)
Retail & Events	Board established and met at least once
Social Sciences	Board in still in planning
Sport & Fitness	Board established and met at least once
Supported Education	Board established and met at least once
Travel & Tourism	Board established and met at least once

- 14 out of the 18 subject areas have boards established
- 10 out of the 14 established have met at least once
- 4 have their first meeting in January/February