

Dundee  
College

RAISING AMBITION, REALISING SUCCESS



annual review  
2008/09



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## The Board of Management 2008 - 2009

**Ian C Colligan**

Chairman of Board of Management; Chairman's Committee; Chair of Student Affairs Committee

**William W Barr**

Vice Chair of Board of Management; Chairman of Property Committee

**Alan M Boyter**

**Alasdair D Chalmers**

Chairman of Finance Committee

**Wendy Chalmers**

**Mary Crighton**

**Tom Ferguson**

**Ralph Harrison**

**Joe Lafferty**

Chairman of Human Resource & Development Committee

**George Laidlaw**

**Christina Potter**

Principal

**Doug Reilly**

**George Robertson**

**Kish Srinivasan**

Chairman of Audit Committee

**Jean Louis Venter**

Student President

**Jacqui Wood**

Secretary to the Board

**Keir Ovenstone**

Director of Corporate Governance and Policy

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# vision, mission and values

## Vision

Raising Ambition, Realising Success

## Mission statement

To contribute to an ambitious Scotland by playing a lead role in education, economic development and community life.

## Values

### Respect

At Dundee College we will:

- show respect for the needs and views of every individual through our communications and actions;
- engender an ethos and culture that fosters and celebrates diversity and promotes Dundee College as an equal opportunities organisation;
- lead by example and actively demonstrate high standards of personal responsibility.

### Future Focus

At Dundee College we will:

- contribute to a learning environment which is effective in preparing our learners for the future and supports them in achieving their ambitions;
- support sustainability and social responsibility through practices that deliver long term and long lasting benefits;
- understand how every individual can contribute to the long term success and viability of the College.

### Innovation

At Dundee College we will:

- seek innovative and creative ways of working that contribute to the progress of the College;
- contribute to a culture of continuous improvement, supporting learners and colleagues in realising their full potential;
- take responsibility to find solutions to problems and empower others to do the same.

### Quality

At Dundee College we will:

- demonstrate a commitment to continual quality enhancement in all aspects of the learner experience;
- personally deliver a high quality service to be proud of;
- strive for excellence in all aspects of the College's operations.

# look back in candour

by Ian Colligan

**T**welve years ago I had just retired from my post in Abertay University and was adjusting to my new liberated lifestyle. I felt that I still had some mileage left and was looking about for something a little more challenging than being a lollipop man, when I saw in the Courier that Dundee College was seeking to appoint new Board members.



Professor Ian Colligan was awarded an OBE in the Birthday Honours in June 2010 for services to Further Education.

Throughout my professional life I had had some contact with Further Education and I thought that perhaps such a post might be interesting. I have never, before or since, made such an under-estimation. It was rather like looking out at an approaching tsunami and commenting that there might be some surf on the way. I submitted my application and the College, after completing its due processes, appointed me to its Board of Management. So began my twelve-year period of Board membership which in accordance with Government guidelines ended at the end of March 2010. As Dundee College *per se* was established in 1985 and incorporated in 1992, my twelve years cover almost half of its lifespan and two-thirds of its incorporated existence, so perhaps a brief personal retrospective may be permitted.

Of course twelve years in the life of the planet is but a blink of an eye, but one only has to compare a one-year-old baby with the thirteen-year-old teenager into which it has grown to recognise how dramatic may be the effects of such blinks. In some areas change has been significant and highly visible. For example The Space, our new dance resource, has an obvious physical presence and contributes substantially to our operations and image. The revised and revitalised Student Association,

too, is visible to anyone attending any of the many College committees and groups which now include student representatives.

Highly visible too are the changes in the nuts and bolts of the education process itself, with the current generation of students much more likely to spend time at a keyboard working at their own pace than did their equivalents a dozen years earlier. In other cases the change may be just as profound but does not have the same immediate visual impact, for example, the consequences of the College Equality and Diversity strategy and related policies. These have assisted in widening access to a range of disadvantaged groups and, while the presence of one individual student who arrives as a result does not appear at a glance to seriously alter the overall College picture, for that individual the opportunity may be life-changing.

The evolution of the Student Affairs Committee into the Quality Enhancement Committee is much more than simply a name change. One potentially enormous perturbation was successfully navigated without significant disruption. The excellent current Executive, the senior management team of the College, is made up entirely of staff appointed to their posts since 1998. The prospect of

losing the successful and experienced team in post when I joined the Board was daunting, but it is a matter of great satisfaction that we were able to appoint a new team of such a high calibre.

The episode entailing the greatest disparity between prediction and reality was of course the infamous Millennium Bug. This favourite of the prophets of doom caused the College and most of the rest of society no problems whatsoever, but sensible caution dictated that effort be expended to confirm that no data disaster was lurking in our software. Unremarked in contrast is the amount of information made available by the College to interested parties in pursuance of our policy of openness and transparency, illustrated by the annual report of the Board which has grown from 23 pages in 1998 to 43 pages in 2008.

Most Boards wish to see their organisations grow steadily in terms of throughput, performance, quality and reputation. Unfortunately reality is rarely so accommodating and factors such as government policy changes, credit crunches and even the weather can impact in ways well beyond the control of mere management. Our enrolments for example started the period at 21,098, soared up to 25,592 before dropping back to 23,897, recovered and grew to 26,203 and closed the period at 22,813, all against a backdrop of consistent College efforts to address the market for its services.

However, simple enrolment numbers can be deceptive. Although the close of the period saw a reduced number of enrolments, teaching delivery, as measured in the number of "SUMs" (student units of measurement), had increased to 106,584, in contrast with 99,037 at the time of the earlier peak in enrolments. This reflects the shifting balance in the student population from a high proportion of part-time then, to greater full-time numbers now.

The financial picture obviously may be expected to reflect activity but is further complicated by other factors such as

interest rates and of course major capital projects such as The Space and Gardyne Road, both of which have featured strongly in the years under consideration. In order to even contemplate an acquisition such as Gardyne Road, the College must have a sound basis of reserves built up over some considerable time. The breaking of soil on that project took place a full ten years from the initial formulation of the concept, illustrating the need for strategic rather than tactical thinking.

The quality of our products and services, the student experience, has remained of paramount importance throughout my time with the College and I have been aware that throughout the organisation staff strive continuously to assess and if possible improve our performance. The College welcomes honest and expert assessments of our work, and has cooperated in inspections by a number of agencies, including HMIE which defines the "Gold Standard" for Scottish Education. Two full inspections were carried out by the Inspectorate in the period of my tenure and, proving that nobody is immune to change, the two reports differed significantly in approach and format. They did not however differ in their conclusions. They found a successful, dynamic, and adaptable College, well led and providing quality education to its client populations. Other assessments have echoed this opinion and *in toto* have established an excellent reputation both in Scotland and abroad.

The College has therefore in the last twelve years made significant changes in its estates, its curriculum, its academic structure, its support arrangements, its key operations, its personnel, and its leadership, both executive and non-executive. Is there anything, one might ask, which has not changed? The answer is a resounding "Yes". Our values of openness, honesty, fairness and quality are unchanged as is our commitment to our community, and I am confident that under the chairmanship of my successor, Bill Barr, they will remain so.

# principal's report

by Christina Potter

**D**undee College's mission is to contribute to an ambitious Scotland by playing a lead role in education, economic development and community life.



Our vision of raising ambition and realising success supports this mission well. We have high ambitions for the College and aim to be successful in everything we do. We are also ambitious for Dundee and want to make a contribution to the overall success of one of Scotland's greatest cities. Most importantly, we seek to raise the ambition of our students and to secure their success through study with us.

Last year we enrolled over 20,000 students, demonstrating a significant contribution to education in the city. However, we do not see education simply in terms of following a course of study and gaining qualifications, but more as a journey of learning and personal discovery. We not only want our students to gain knowledge but also to develop skills in citizenship and employability. We want our College to be a place in which they will thrive.

Throughout their learning journey we engage with our students; we listen to their views and try to involve them in College life so as to ensure that their time spent with us is both enjoyable and rewarding. Our latest formal quality review, undertaken by Her Majesty's Inspectorate of Education (HMIE) in February 2009, was published in June 2009. This report highlighted the College's many strengths, in particular in developing employability skills and also in engaging students and involving them in the wider life of the College. It also noted our significant success in building positive relationships with key external partners locally, nationally and internationally.

Partnership plays a key role in the delivery of the College's mission and we work closely with others, including schools and universities, in order to ensure that Dundee's overall educational offering is as joined-up and seamless as it can be.

One of the strands of our mission is to contribute to economic development and we have a duty to ensure that the students we produce are both highly skilled and employable. We work very closely with local employers to ensure that this is the case. We listen to their ambitions and we try to provide the workforce

capacity and capability that will bring success to their business. We have built very strong relationships with a number of local companies and, as well as providing skills training for their employees, we are increasingly involved in assisting them in their quest for increased productivity and/or enhanced business practices.

During this challenging period of economic downturn, skills and training have been recognised by the Scottish Government as being key to future recovery. Colleges have an important role to play in assisting those not currently in employment in acquiring the sort of skills that will be in demand when the job market improves. Dundee College has recently assisted a number of local firms whose workforce has faced redundancy and we will continue to play our part in combating the effects of the recession over the coming months.

The final strand of our mission involves contributing to community life in Dundee. We believe that, by making a contribution to the quality of life for the citizens of Dundee, we are contributing to the ambition and success of the city. Staff throughout the College work tirelessly with other organisations in Dundee to deliver the objectives of the Community Planning Partnership, ensuring that those areas of the city which need help, get help; that their ambitions are raised, and their success is realised, too.

I believe that we achieved much towards our mission statement last year. I am confident that we made a significant contribution to the education and skills of our learners, to the economic development of our city, and to the life of our local community. In this report we provide evidence and examples of both our future ambitions and our recent success.

This coming year we will build on this contribution, raising our own ambitions and those of our students, in order to realise greater success for all.

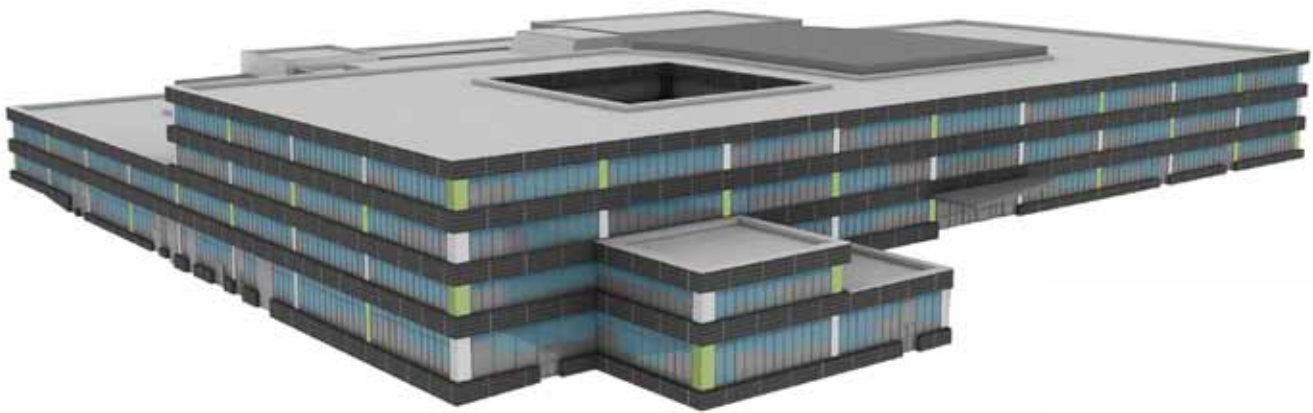
Christina Potter  
Principal

# ambitious for our estate

For the last ten years Dundee College has been pursuing an Estates Strategy to reduce the present complex multi site operation to a two campus estate.

These will be the current Kingsway Campus, home to technology and service industries and the Gardyne Campus, the old teacher training institution in Dundee.

The college has been successful in bidding for major development funding for the Gardyne Campus and the project is well underway. Gateway 4, the final approval process for the project was passed in August 09. The overall project cost is £47.7M, made up of a contribution of £28.9M from Scottish Funding Council and £18.8M of College funds.



## Gardyne Campus

Bovis Lend Lease the multinational construction company began work on site on the 9th of November 09.

The first task involved limited demolitions of the existing building and strengthening the structure for reconstruction. These processes were successful and good progress continues to be made towards a project completion date of May 2011. Once Gardyne Campus is in operation, the College will dispose of three significant buildings in the City: Constitution Campus, built in the 1960s to house Dundee College of Commerce; Graham Street Campus, previously St Michael's School for boys; and Melrose Campus, previously Stobswell Primary School.

Staff and students will say goodbye to the out-dated rooms that did not meet the College's ambitions for its learners in the old buildings and enjoy state of the art facilities

at Gardyne Campus, which will combine modern ICT infrastructure with innovative classrooms and learning spaces and excellent social space.

Whilst the construction project is ongoing, the College's sports students and staff are continuing to use the Gardyne Campus. In summer 09, an annexe building was converted into a mini college, complete with canteen, library, classrooms, storage for sports equipment and full IT capacity. This conversion was

achieved by college estates staff working closely with the contractors to convert the building as quickly and as economically as possible.



Keith Brown, Minister for Skills and Life Long Learning tries his hand at demolition as the Chair of the Board, Prof Ian Colligan OBE and the Vice-Chair, Bill Barr look on.



## Kingsway Campus

The progress of the Gardyne project has been accompanied by a steady upgrading of facilities in the Kingsway Campus. Major steps were taken to continue the progress of improvements and a number of projects were completed in 2008/09.

New kitchens were added to the Centre for Hospitality and Tourism to allow growth in this popular subject area.

Major improvements were made to the teaching facilities and lighting and heating were renewed in the Construction Trades area.

Work began on improvements to the Student Association facilities. The first phase of a major project to build an Employability Centre allied to the Learner Services area began.

Once the two campus estate is complete, Kingsway will host many of the key administrative sections of the College. The Executive, Finance, Human Resources, Student Records and Curriculum Information Services will relocate to Kingsway, creating a management hub.

A series of phased works have begun to prepare Kingsway for the influx of management functions. The Executive moved to new offices to open up space for future development and work has continued to plan the changes necessary for the campus to function as a twin of the redeveloped Gardyne Campus.

Renewable energy projects feature prominently in our plans to remodel Kingsway Campus.

### A Fair Wind

A feasibility study has been conducted for the installation of a 50kW wind turbine to supply The Space Theatre with green electricity. Besides reducing the carbon footprint of Dundee College by 60 tonnes per year, the wind turbine installations will be used in training in renewable energy skills.

The next stage, subject to local planning consent, will be approval from Community Energy Scotland.



### Recycling

We continue to work in partnership with Dundee City Council to ensure we recycle or re-generate as much as possible of our accumulated waste at the Council's waste to energy plant at Baldovie. We have successfully introduced aluminium and plastic recycling at our Gardyne and Kingsway Campuses.

### Spending a Penny Won't Cost the Earth

The flat roof on the food trades department is to be replaced by one designed to harvest rainwater. The rainwater will be filtered and pumped to feed all toilets in the area.

This will reduce costs associated with water supply and surface drainage.

A rainwater harvester has also been installed in the plumbing department in the Centre for Built Environment. This system is used in the training of plumbing students and the rainwater collected is used in the student toilets.

### The Clean, Green, Delivering Machine – MEGAVAN

A new battery powered courier van with a range of 40 miles (ideal for our courier service which covers approx 35 miles a day) is to join our College fleet. The van requires an overnight 6 hour re-charge but has zero emissions and costs less than 2p/mile to run.



# ambitious for our learners

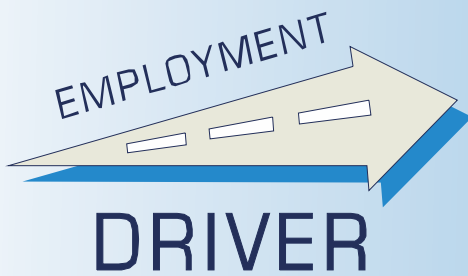
Through a wide variety of delivery methods, learning environments and innovative projects we help our students to fulfil their potential and to improve their prospects after College.

## More HE opportunities...

Opportunities for our students to progress to degree study are enhanced through agreements with a range of universities. During the review period, agreements to forge closer links were signed with Robert Gordon University, the University of Dundee, and the Open University.



Christina Potter with:  
(clockwise from top left)  
Professor Mike Pittilo, former  
Principal RGU, who sadly  
passed away in February 2010;  
Peter Syme, Director of The  
Open University in Scotland;  
Professor Calderhead, Vice  
Principal, University of Dundee.



## Improving Employability....

The innovative ways in which the College has implemented its employability strategy were highlighted by HMIE as Sector Leading Innovative Practice in their 2009 inspection.

Examples include the redesign of a special programme in catering which took the classroom into industry, literally into the kitchen of a local major hotel, where students gained experience of the realities and pressures of work and learned the attitudes and skills required to hold down a job.

Meanwhile, students from all disciplines can access Employment Driver – an interactive job search toolkit on the College Virtual Learning Environment (VLE).

## Projects in the wild...

The Sustain Dundee Red Squirrel Project gave engineering students a real life project to work on – designing and manufacturing feeder stations only accessible to red squirrels. Knowing their output was to be used by the countryside rangers was highly motivating for the fabrication and welding students involved and the project helped foster community links and impart citizenship values.



## Experience in the community...

Students on the Activity Leaders level 2 courses gained many benefits from work experience with community groups, including adults and disabled clients and working with school pupils, organising lunchtime sports programmes and annual sports festivals.

## Developing new courses ...

This session saw the launch of a number of new courses including:

- NQ Botanic Gardening - a plantsman's course in management of plant collections and gardens, mainly based at the city's Botanic Gardens;
- Modern Apprenticeship (MA) in Life Sciences, launched by First Minister Alex Salmond in June 2009;
- HNC Police Studies – offering preparation to apply for a career in the police service.



Clockwise from top left:  
Gordon Croll planning NQ Botanic at the Botanic Gardens;  
First Minister Alex Salmond with MA in Life Sciences students;  
The first cohort of students undertaking Police Studies.





## Networking with industry...

A Dundee College stand displaying student work generated a lot of interest and high praise at the Clothes Show Live in Dec 08 and proximity to fashion industry representatives and universities attending the event brought benefits – opportunities to participate in other competitions and progression opportunities with universities and employers.

## Learning from the experts....

Masterclasses and seminars from professionals bring valuable insights to students and are a regular element of many courses. Examples during the review period included: a novel presentation to engineering students from Dr Peter Hughes OBE, chief executive of Scottish Engineering; for media students, words of wisdom from top broadcaster Lorraine Kelly and insights into film making by Los Angeles-based TV producer, director and editor Larry Jordan; for students from a range of disciplines an inspiring presentation from College alumnus Mrs Linda Cross MBE, British Ambassador to Ecuador, who shared her experiences of a career that has taken her to many parts of the globe.



Clockwise from top left:

Dr Peter Hughes OBE, Chief Executive of Scottish Engineering with engineering students; Larry Jordan meets Helliate Rushwaya of the Creative Loop;

Lorraine Kelly with media students; and, Mrs Linda Cross MBE, British Ambassador to Ecuador speaks to members of the Student Association.



## Learning ON LINE...

Technical and theoretical online video tutorials are proving of great benefit to students on our fast paced 3D animation courses. Since the introduction of the videos, the quality of student work has improved greatly, with students gaining confidence and producing stronger work for their portfolio.



### Access to cutting-edge facilities...

Energise – a new College hair salon was formally opened in November 2008 by TV personality Lorraine Kelly. The £125,000 facility provides a realistic commercial environment in which students can perfect their skills – and their success in regional and national competitions testifies to the high standard they reach.

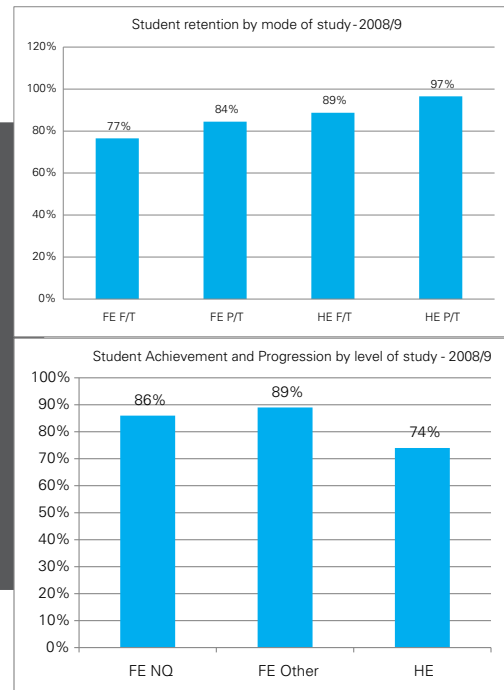
In Autumn 2008 College students took first place in four categories and second place in one category and the title "Trainee Hairdresser of the Year" in the Northeast Scotland Hair and Beauty Festival.

Four of our students were winners at the national Hairdressing Federation Scottish Open and National Hairdressing Championships.

### Retention and Achievement...

FE retention and achievement rates remained in the upper quartile and are above the sector average.

In HE, retention rates remained high, however action is being taken to increase achievement rates, which slipped below the sector average in the review period.



### Celebrating success...

In September 2008, some 400 students attended the gowned ceremony in the Caird Hall to celebrate achieving advanced level awards. Over 80 prize winning students collected their awards at the College prize giving in November 2008 in The Space, watched by 120 family and friends and 20 sponsoring employers. The Caird Hall was again the venue in June 2009 for the celebration of achievement for students on non-advanced courses.

# ambitious for our staff

## Health, Safety and Wellbeing

Dundee College has the wellbeing of its staff at heart and both the Health and Safety Team and the Healthy Working Lives Group contribute to ensuring that staff and students enjoy a safe and healthy working environment.

### Health and Safety Team

During the review period, the Health and Safety team conducted a number of workplace inspections in academic centres and support areas to review the effectiveness of health and safety processes and, in consultation with unions, developed new procedures and guidance documents to help staff manage risks associated with activities as diverse as Student Placements, Excursions and Residentials, PUWER (Provision and Use of Work Equipment Regulations 1998), COSHH (Control of Substances Hazardous to Health), and Lone Working.



College staff enjoyed a diverse programme of activities including: a health week - providing information on common issues; relaxation workshops, offering advice and therapies, including head, neck and hand massage; the Winning Weigh – weekly weigh in and advice on healthy eating sessions; Twilight Balance and Tone Classes. The HWL team also launched an initiative to ensure that only healthy drinks are available from vending machines on campus.



Staff and students continue to participate wholeheartedly in the College team at Race for Life - over 100 members registered for the 09 event raising in excess of £10,000 for the second year running.

## Continuing Professional Development (CPD)

The range of learning and development opportunities available to College staff continued to develop during the review period. Specific programmes were organised to: support staff engaged in the HMIE review; assist lecturers (in excess of 60) to gain learning and teaching qualifications; and, to increase the expertise of College managers. The CPD programme continues to expand to prepare for changes to policies, procedures, legislation (including equality and diversity) and developments in ICT. As a member of Scotland's Colleges Professional Development Community of Practice, the Professional Development Manager contributes to and influences national CPD initiatives and activities.



Clockwise from top left:  
Louisa Kingham Fellow of BII; Christine Fraser Fellow of REHIS;  
Angus McEwan accepted as a member of the Royal Watercolour Society;  
Annette Ferguson whose career at college has risen from kitchen assistant and cleaner to Team Leader Caretaker gained a CMI Certificate.



There is not space to list all the achievements of staff in the period, which include professional qualifications, memberships, fellowships and advanced diplomas of industry bodies and membership of arts societies.

The images above give a flavour of the range of their achievements.

## Staff Recognition

The inaugural STARS awards, designed to celebrate and recognise the hard work, loyalty, dedication and achievements of College staff, were presented at a ceremony in June 2009 in the Hilton Hotel.

The main awards were:

- The Award for Community Contribution (sponsored by Bovis Lend Lease) won by Alison Doyle and Sue Rolfe for their work with the Brae RDA (Riding for the Disabled Association) Partnership which provides horse riding for disabled people;
- The Award for Customer Care (sponsored by Langstane Press Ltd) won by the Buildings and Estates Support Team;
- The Award for Work with External Partners (sponsored by Vision Sound and Light) won by the College building services engineering team of Scott Warden, Derek Christie, Mike Robertson and Andy Curtis for their work in Sustainable Technologies;
- The Award for Impact on the Student Experience (sponsored by Ede and Ravenscroft) won by staff involved in British Sign Language for Lifeskills year 2 Learners, including Kate Coffield, Kay McPhail, Peter Hepburn, Jordan Hepburn and Joan Doherty.



Winning teams at the STARS Awards 2009



## Job Evaluation

To ensure that the College is complying with Equal Pay legislation and to address any historic anomalies that might possibly exist in grade/salary structure, a Job Evaluation exercise was implemented in November 2008 for all Support Staff and those on management terms and conditions.

The College used the Northgate FEC21 System, a computerised analytical system which is used extensively across the FE Sector, to ensure a fair, consistent and transparent basis for determining the relative value of jobs within the organisation.

This exercise was ongoing throughout the 2008/09 session.



383 members of College staff enjoy the benefits of membership of the College Staff Association - a lively social calendar of events, discount schemes with local retailers, a weekly prize draw, and the chance to support a range of fundraising activities for good causes.

Social outings in the review period included: theatre and concert trips; bowling events; shopping trips; an annual pub treasure hunt; curry-oke nights; an annual Christmas party and a Christmas disco for staff members' children and family friends.

Thanks to the Association's efforts Dundee College has been ranked in the top 100 fundraisers in Scotland. Organisations benefiting from their efforts during the review period, included: Hearing Dogs For The Deaf; SANDS (Stillbirth and Neonatal Death charity); McMillan Cancer Research; The Dystonia Society, and Breast Cancer Research.

The Staff Association worked in partnership with the College Students' Association to ensure Pink Day in October 2009 was one to remember – raising more than £1200.



## Human Resources/Payroll System

April 2009 saw a successful migration of the payroll to a new payroll and HR system provided by Northgate Arinso and the appointment of an internal payroll officer to provide a responsive payroll service for staff. Further planned developments include on-line recruitment and training and a self-service module enabling all staff to access their records.

# successful in creating a culture of respect

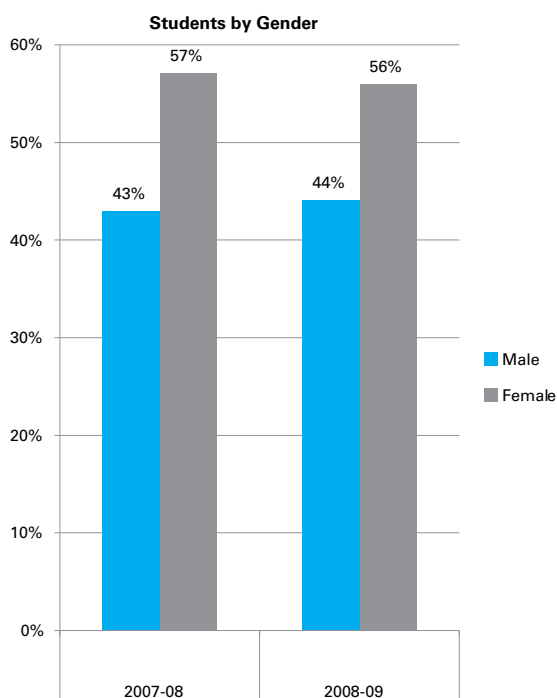
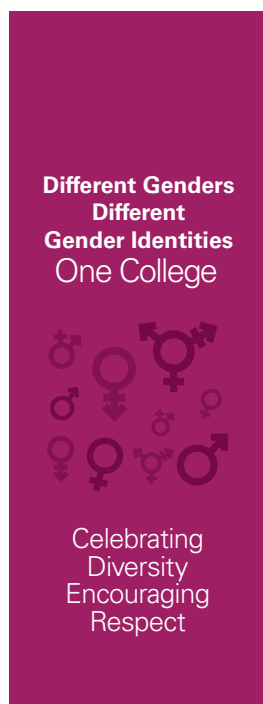
Creating a culture in which everyone can enjoy equality of opportunity is fundamental both to the ethos of the College and to the accomplishment of its aim to widen access to lifelong learning opportunities for all. The College is committed to equality and celebrates diversity in its student and staff population.

**RESPECT**

A campaign to publicise and promote this ethos was launched in autumn 2009. A poster and leaflet campaign to raise awareness was followed by a series of information sessions and workshops for students and staff. A programme of relevant events will be scheduled annually, from induction week onwards.

The following pages illustrate the composition of our student body and highlight some of the ways in which the College is demonstrating and being recognised for its commitment to equality and diversity.

## The Gender and Ages of our Learners



**d i s c o v e r**  
learning for yourself...

Hundreds of people have discovered learning in Dundee thanks to an innovative project that takes education to the heart of the community - The Discover Learning partnership. Launched some two years ago, the project involves all the city's education providers and improves access to learning by taking classes into the community. After initial community based courses, many participants go on to take up full time places in College or at university.

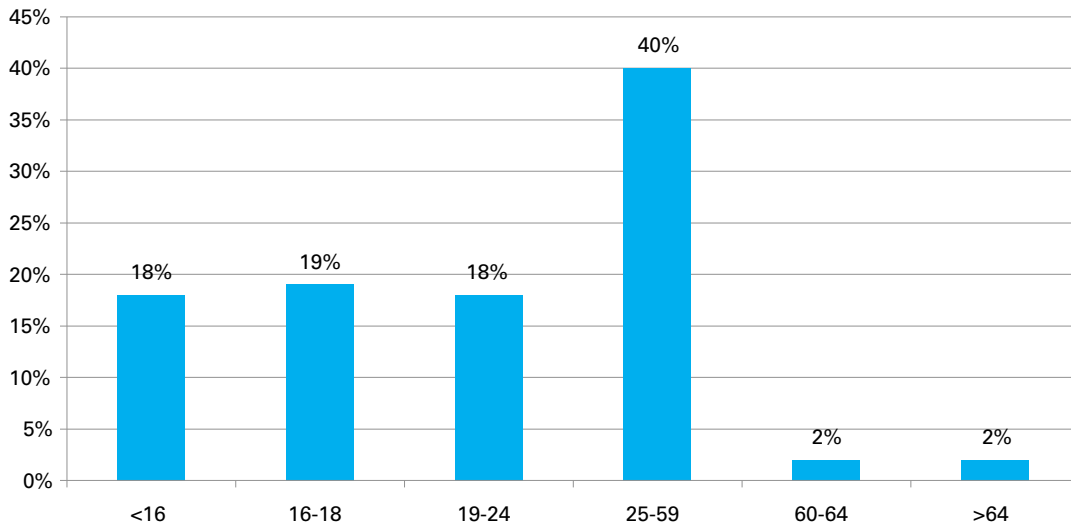
A new partnership statement was signed in April 09 by the College, the University of Dundee, the University of Abertay, and Dundee City Council.

### Support for Young People In and Leaving Care

The College signed an agreement with Dundee City Council's social work department in January 09, making a commitment to work together to provide increased support for young people who are, or who have been, looked after by the Council and who wish to undertake a College course.



Students by Age Session 2008/09



**Different Ages  
One College**

31st  
100 YEARS  
40th  
12th  
50

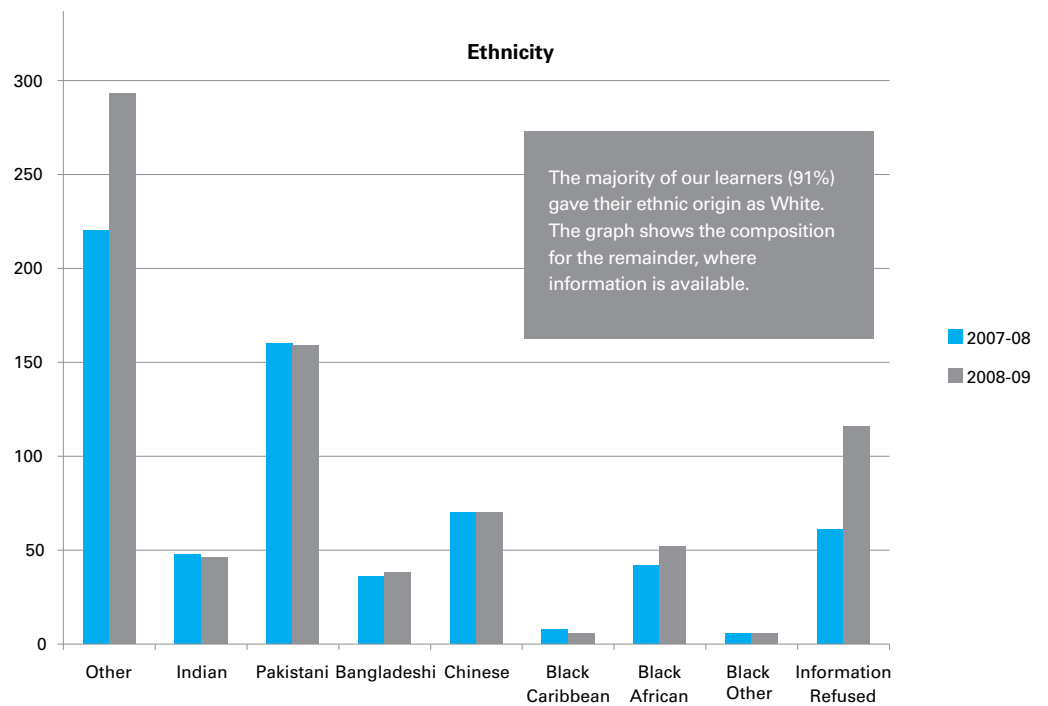
*Celebrate*

Celebrating  
Diversity  
Encouraging  
Respect

Learners come from many different countries and cultures

**Different Races  
Different  
Ethnic Origins  
One College**

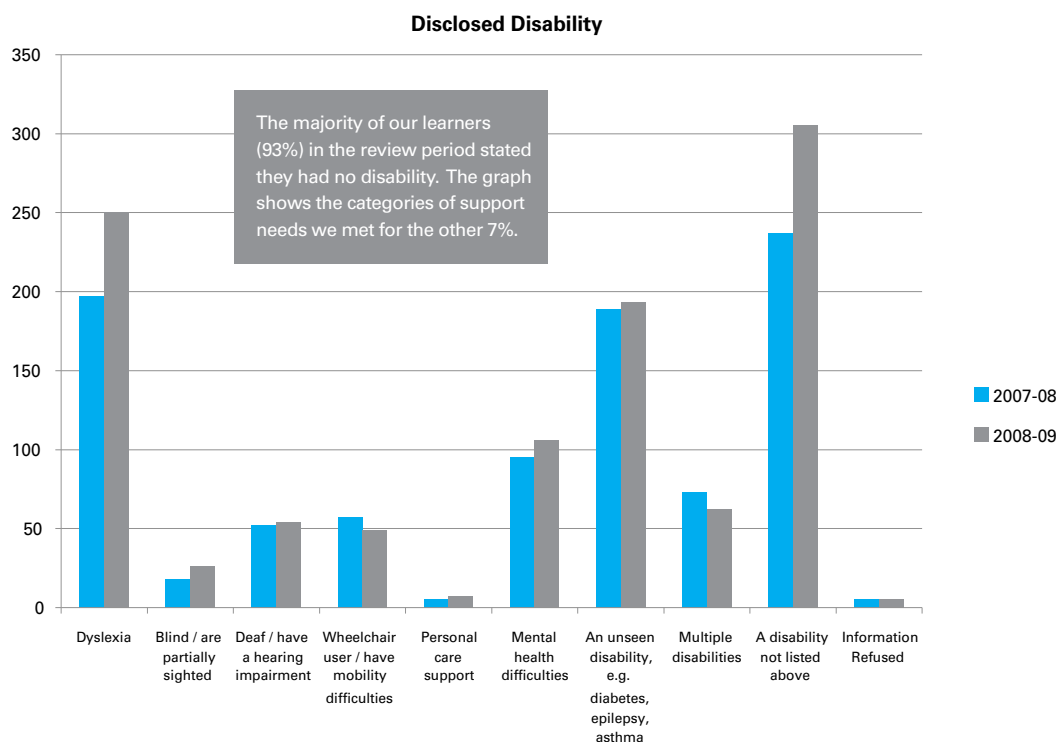
Celebrating  
Diversity  
Encouraging  
Respect



Recruitment of international students is increasing; during the review period the College welcomed 52 students from overseas, as compared to 38 in the previous session. One course alone attracted students from seven countries and three continents. HNC Hospitality enrolled students from South Africa, Azerbaijan, Bangladesh, Poland, Nigeria, Germany, Italy and Algeria.



## Learners have differing abilities



During the review period:

- An innovative literacy skills project was undertaken by the Library and Special Programmes to improve resources for this group of learners. A series of student focused events, including visits to bookshops, libraries and the Children’s Entertainment Department at DCThompson, gave the students opportunities to participate in the selection of new resources for their use;
- An increasing number of deaf students were attracted to the College, which they recognise as being supportive and responsive to their needs. Deaf awareness is a regular element of the staff CPD programme;
- The College was commended at Scotland’s Colleges Annual Awards in the category: Promoting Equality and Diversity, for its provision of British Sign Language classes to participants on Special Programmes to enable them to communicate more easily with fellow learners with hearing impairments;
- A successful pilot was undertaken to deliver the REHIS Hygiene qualification to 6 Deaf candidates.



## Responding to legislation

The College has addressed and responded to the requirements of equalities legislation as they have evolved, addressing all the identified strands.



The College will introduce a Single Equality Scheme, once the legislative requirements for this, at both UK and Scottish levels are published. Meantime, during the review period:

- The Equality and Diversity Strategy Group was established, with representation from a wide range of staff and students;
- The role of “advisor” was introduced for each of the equality strands;
- A phased programme began to “impact assess” all College policies, practices and procedures;
- The College continued its commitment to using Quality and Equality in Learning and Teaching Materials (QELTM), to embed equality and diversity across the curriculum.



# successful with business



Christina Potter, Principal of Dundee College with Chris Lundie President of Dundee and Angus Chamber of Commerce

# Dundee College

WORKING WITH BUSINESS



Bob Golding and Nicky Inglis holding the Global Education and Training Award

## Supporting the Business Community

The College renewed its Platinum Membership of the Dundee and Angus Chamber of Commerce, reinforcing the role of education and training in promoting a strong local economy.

## Serving the Business Community

During the review period, the College achieved

- 3% growth in income through commercial course activity and consultancy
- 72% growth in income through business lets of Overgate Learning Centre facilities
- Increased collaboration with other organisations involved in supporting the business community, leading to referrals for services. These included an independent strategic review of one business and a comprehensive training needs analysis (TNA) of another.
- A deeper engagement with SMEs through the ESF funded Skills for Scotland Project, leading to a better understanding of the challenges they face and the delivery of soft skills workshops.
- Contracts with Tayside Police  
Having fulfilled the original contract for First Aid & Moving Handling, extended for one year (2008), the College participated in the retendering process in 2009 through the public sector procurement process and were awarded the contract for another three years. Dundee College staff will deliver training to around 400 Police personnel in Dundee, Perth and Forfar, operating a seven day a week service. The College also provides additional training opportunities for Police personnel, including training in the use of defibrillation.

Meanwhile, College staff have benefited from training by Tayside Police through presentations to management on CONTEST (measures to reduce the risk of terrorist activity), evidence of the reciprocally beneficial partnership that exists between these two public sector organisations.

## Winning with the Business Community

The College partnership with internationally renowned company Geoservices, won a top award at the Global Education and Training Awards Ceremony in March 2009. Thanks to the partnership HNC Engineering Systems students at the College gain taster days and training opportunities that enhance their suitability for the oil industry – and Geoservices have resolved their problems in recruiting suitably qualified applicants.

## ROK Plumbing Heating & Electrical

In 2008, in a step towards realising their vision to become 'The Nation's Local Builder', ROK acquired Pitkerro, a Tayside plumbing and heating business, in a multi-million pound acquisition.

ROK identified a need to diversify to reach new markets and widen their customer base, to comply with statutory requirements and to raise skill levels. Dundee College, which had delivered courses to Pitkerro's plumbing apprentices for over 15 years, was contracted to develop and adapt a range of training courses to meet these needs.

The high achievement rates and increased skill levels enabled Pitkerro/ROK to retain a highly skilled workforce, reach new markets and gain significant contracts.

Dundee College was the first College in the region to become an approved training provider for the BPEC Energy Efficiency course.



## McGill Electrical Ltd

Seeking to become a leader in the design, supply, installation and maintenance of micro-renewable energy and low carbon energy efficient products, McGill Electrical joined Dundee College in a Knowledge Transfer Partnership (KTP) to enable the transfer of expertise in micro-renewable energy technologies, from the College to the company.

A year into this innovative 21 month project, McGill Electrical had integrated these technologies into the business by establishing a new operating division into its commercial and domestic building services activities, resulting in increased sales to new and existing customers.

Meanwhile, Dundee College integrated these technologies into the curriculum and established new collaborations with technology suppliers.

The College's work with McGill Electrical was identified as an example of Sector Leading Innovative Practice by HMIE in their 2009 inspection.



McGill



## Axis-Shield

Axis-Shield is a pioneering organisation focused on the development and manufacture of in vitro diagnostic products for use in clinical laboratories and at point-of-care. Audits of training needs highlighted specific requirements in a range of areas. Dundee College was contracted to deliver programmes to develop staff skills.

Improvements were achieved in Business and Management Effectiveness and IT and Statistics. Staff morale and team working has improved due to management training and this has resulted in better staff retention. The availability of College graduates helped address difficulties in recruiting laboratory staff.

This in turn has improved progression opportunities for Dundee College students. Axis-Shield is also a destination on the College's Learning Journey – an innovative, award winning scheme to inform school pupils about potential employment and educational opportunities.



## Worcester Bosch

Worcester Bosch wanted to respond to the need for environmental sustainability in their heating products by developing micro-renewable energy heating systems and ensuring that there would be sufficient skilled and certified installers.

Worcester Bosch set up a purpose built training facility within the College to provide training and certification in the installation of their solar panels.

250 Worcester Bosch operatives have been trained in Bosch products - exposure of their products and their customer base have increased.

Meantime, College apprentice and pre-apprentice students have benefitted from training in the purpose-built facility.



# successful in partnership

## Partnerships with the Public Sector



Session 2008/2009 saw further development and consolidation of partnership working in the Public Sector. Dundee City Council's Community Planning Partnership (CPP) continued to support many European-funded projects. Over 800 beneficiaries benefit from training in a wide-range of vocational areas as well as gaining employability skills in preparation for the world of work.

A new CPP project bid "Transitions in Employment" and continuation bids for "Dundee Academies" and "More Choices, More Chances" were submitted for the next round of delivery commencing in April 2010.



Contracts with Skills Development Scotland (SDS) to deliver Modern Apprenticeships (MAs) and Vocational Qualifications (VOs) in areas including Administration, Accounting, Hairdressing, Motor

Vehicle, Professional Cookery, Health & Social Care and Children's Care were once again secured. Planning for the new MA in Life Sciences commenced with a view to implementing the new award in 2009/10.



The Talking Tayside partnership to deliver pre-recruitment training for the Contact Centre industry again proved successful with the College winning the best contact centre training award for the second year in succession in November 2009.



Jean Nicoll (right) accepts the award on behalf of Dundee College at the Talking Tayside awards.



Our partnership with NHS Tayside under the umbrella of the Training for Work Healthcare Academy saw the 7th, 8th and 9th cohorts of students successfully complete their pre-recruitment course and enter into employment in the NHS and care sectors.

## Partnerships with Schools

### An award winning Journey



The College partnership venture with the City Council, the Learning Journey - an initiative that buses school

pupils around Dundee to experience opportunities the city has to offer for their future education and employment - won an award at Scotland's Colleges Marketing Awards in 2008.

### Meeting Online

The College has been piloting a GLOW project with Dundee schools. GLOW, the world's first national intranet for education, is funded by Learning and Teaching Scotland. The Dundee pilot project has focused on the use of "GLOW meet" – a video conferencing tool that has allowed pupils in schools to observe their peers in College workshops, and students attending College, who are training to become classroom assistants, to watch qualified classroom assistants at work in schools.



### Cooking Bus

Kingsway Campus hosted a visit from the National Food Agency Cooking Bus in 2009. The Focus on Food Campaign carries out practical training for children and young people aboard mobile classrooms. Groups of primary and secondary pupils joined College students preparing and cooking healthy food.



### Skills for Work

S3, S4 and older school pupils have the chance to acquire employability skills through a variety of practical experiences on College "Skills for Work" programmes. Besides courses in College in hairdressing, financial services, early education and child care, and energy, the College delivers programmes in partnership with local schools. These include a hairdressing programme in the salon at Braeview Academy and a hospitality programme in Grove Academy.

## International Partnerships



The College has been successful in achieving a range of grants from European funding programmes including:



**DEMOP** – a project designed to develop a European framework and standard modular training programme for painters and decorators. Visitors from the six partner countries, Lithuania, Spain, Finland, Greece, Germany and Romania have visited the College to inspect the Scottish model of training.



**EMMA** – a highly successful Exchange of Mentoring Methodologies and

Approaches project. Funded by ESF Leonardo Da Vinci, the project which began in 2007 involved public sector organisations in Ireland, France and Sweden. The scheme was designed to support students who lack confidence or have needs relating to learning support or mental health by pairing them with trained student mentors. Evaluations indicated benefits to all involved and the project was identified in the HMIE inspection as an example of Sector leading Innovative Practice.





Lifelong Learning Programme  
LEONARDO DA VINCI

The College was a consortium partner in the Transenet project. This operated within the context of the Transfer of Innovation strand of the EU Leonardo

da Vinci Lifelong Learning Programme and focused on the continuous training of staff and trainers of the member partners. With an overall aim "to facilitate the development of innovative practices in the field of vocational education, and their transfer, from one participating country to others"; it utilised the development of innovative ICT-based content, services and pedagogies and practice for vocational and lifelong learning.

Led by Scotland's Colleges (SFEU at the time) the project had 4 International Partners in Spain, Lithuania, Sweden and Scotland (Dundee College, Cumbernauld College and Glasgow Metropolitan College contributed). Dundee College's innovative practices were the use of "e-portfolio for work-based delivery/assessment" and the use of "e-guidance for learners".



BUILD WITH CaRe  
ENERGY SAVING BUILDINGS



**Build with Care**

The College is a partner in the Interreg IVB North Sea Region Programme, Build with CaRe (Carbon Reduction). The project, which started in 2008

and concludes in 2011, aims to make energy-efficient building design the mainstream. Local and regional authorities, universities and institutes from 10 regions in 5 countries in the North Sea Region are involved in the partnership.

In the review period the College has translated materials into English to update UK/Scottish building standards, created a WIKI for educational use and hosted an exhibition to publicise the project.



The advent of new digital technologies has significantly lowered the cost of entry for individuals and SMEs into the film and media sectors and this project aims to support the development of existing clusters and build the capacity of companies to compete more effectively in these areas across the North Sea region.

17 Danish students from Tietgen College, Odense visited the College in September 09; the Danish College will host a party from Dundee College in the future.



creative city challenge

This project aims to identify, develop and test a range of strategies for the development of urban economies in the North Sea Region. The project focuses on the catalyst role creative industries play in building and strengthening the innovative capacity of these economies.

**Connect, Create, Sustain**

The College is the lead partner in this project to explore sustainability in design, attitudes, ideas and practices. This Comenius funded project began in August 2009 and will run until July 2011 and involves partners in Romania, Sweden, France, and the Netherlands. Partners are currently developing design work using recycled materials and environmentally sound approaches. The first meeting of partners took place in Terneuzen, in the Netherlands in November 2009.



The College is involved in British Council funded projects, including a Vocational Educational Training (VET) in Southeast Europe linking Tbilisi in Georgia with the College, to encourage industry-linked curriculum development and the exchange of knowledge, best practice and innovation.

**Partnerships further afield:**



**Bangladesh** - Thanks to its strong links in the tourism sector, Dundee College was chosen as one of three UK organisations to participate in the British Council's Vocational Partnership scheme to provide training to encourage better customer service skills in the tourism industry in Bangladesh. The core aim of the three year long project is to engender improved cultural understanding. The College welcomed a delegation of representatives from the National Hotel and Tourism Training Institute in Dhaka and a representative from the Bangladesh Tourist Corporation in October 2008 and subsequent work placements and student exchanges are planned.

**China** - In August 2008, the College sealed a deal to export Scottish expertise to the far east when it formed a partnership with Hangzhou Zhijian Professional Academy, enabling students there to gain an internationally-recognised SQA qualification - HND in International Business and Trade.



The principal of the Chinese Academy, Yao Jiagen, attended a signing ceremony at the college Kingsway campus.

**India** - During the review period the College participated in a Scotland's Colleges International mission to India. This resulted in the submission and approval of bids for funding for :



2 projects in the UK and India Education and Research Initiative (UKIERI) programme (in partnership with Shell

technology Centre Bangalore and Dayanada Sagar Institutes to create graduate conversion modules for Health and Safety.



A partnership with South Delhi Polytechnic for Women on the theme of jute. This fabric, of historic significance in linking Dundee and India, is relevant today as an eco-friendly fashion fabric and this scheme will enable two students from Dundee College the chance to

visit India to explore traditional methods of working with textiles, and two Indian students to visit Dundee.



**Nepal** - A British Council Skills for Employability Project has been established with 3 institutions in Nepal, the Balaju School of Engineering and Technology; the Nepal Polytechnic Institute; and the Nuwakot Trade School. Funding from the Prime Ministers Initiative (PMI2) and the UK and India Education and Research Initiative (UKIERA)

has enabled staff and student exchanges. The College has already welcomed 11 Nepalese students to courses across the curriculum. Meanwhile, Dundee College engineering students are supporting their Nepalese counterparts in designing portable solar packs to generate electricity for rural villages that currently have no access to power.



Jeff Imrie (3rd from left) and Brian McQueen (3rd from right) visiting Nepal.



Jute being used as a fashion fabric on the catwalk at the College fashion show.

**Sir CV Raman Industrial Training Institute (ITI)**

The College is involved in a project under the Prime Minister's Initiative (PMI 2) to upskill trainers and trainees in the automotive sector in Delhi. The College is working with the Sir CV Raman Industrial Technology Institute (ITI) in Dheerpur (a suburb of New Delhi), one of Delhi's 17 ITIs, supported by the World Bank Fund.

# finance

<b>INCOME &amp; EXPENDITURE ACCOUNT (Consolidated)</b>	<b>Actual 2007-08</b>	<b>Actual 2008-09</b>	<b>Forecast 2009-10</b>	<b>Forecast 2010-11</b>	<b>Forecast 2011-12</b>
	£000	£000	£000	£000	£000
<b>INCOME</b>					
Funding council grants	21,360	22,294	23,396	23,096	24,144
Tuition fees and education contracts	3,741	3,830	4,137	4,158	4,158
Other income	3,344	2,801	3,545	3,050	3,113
Endowment and investment income	485	297	135	70	20
<b>Total income</b>	<b>28,930</b>	<b>29,222</b>	<b>31,213</b>	<b>30,374</b>	<b>31,435</b>
<b>EXPENDITURE</b>					
Staff costs	19,024	19,892	21,071	21,065	20,699
Exceptional restructuring costs	1,610	-	-	-	-
Other operating expenses	7,502	7,771	7,921	7,394	7,464
Depreciation	2,052	1,817	1,909	2,411	2,879
Interest payable	-	-	-	-	250
<b>Total expenditure</b>	<b>30,188</b>	<b>29,480</b>	<b>30,901</b>	<b>30,870</b>	<b>31,292</b>
Surplus/(deficit) on continuing operations after depreciation of assets at valuation and disposal of assets and tax	(1,258)	(258)	312	(496)	143

## Financial Analysis

Dundee College is entering a period of significant changes.

The most significant change will be the move to a two campus estate with the new Campus development at Gardyne Road in summer 2011. Presently the College operates five campuses and is in deficit as a result of running a large estate. During 2011 the College plans to open the Gardyne Campus, and dispose of three sites – Constitution Road, Graham Street and Melrose Terrace. As part of the move, the College had anticipated operating in surplus from 2011/12 – as shown above.

However, this assumption was made before the recession and importantly before the widely expected cuts in Public Sector spending – anticipated from 2011 onwards. These cuts will mean the College must significantly cut its costs and there will be changes to what it does and how it does it.



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The information in this Annual Review was correct at the time of going to print. Some course details may be subject to change. Other formats of this review may also be available.



# Dundee College

**Kingsway Campus**  
Dundee DD3 8LE

**Constitution Campus**  
Dundee DD3 6TB

**Graham Street Campus**  
Dundee DD4 9AD

**Melrose Campus**  
Dundee DD3 7QX

**Gardyne Campus**  
Dundee DD5 1NY

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