

BOARD OF MANAGEMENT

Tuesday 9 June 2020 **at 5.00pm**,
Microsoft Teams Meeting



AGENDA

1. **WELCOME**
2. **APOLOGIES**
3. **DECLARATIONS OF INTEREST**
4. **MINUTE OF LAST MEETING – 11 DECEMBER 2019** Paper A for approval AMc
5. **MATTERS ARISING** Paper B for approval AMc
6. **STRATEGIC ITEMS**
 - 6.1 COVID 19 National Update Verbal update GR/AMc
 - 6.2 COVID 19 Recovery Plan Paper C1 & C2 for discussion GR/SH
7. **NATIONAL BARGAINING UPDATE** Verbal update ST
8. **PRINCIPAL'S REPORT** Paper D for information GR
9. **FINANCE & ESTATES ITEMS**
 - 9.1 2020/21 Budget Paper E for consideration JC
 - 9.2 Financial Forecast Return Verbal update JC
 - 9.3 Kingsway Campus Development Verbal update JC
10. **STUDENTS' ASSOCIATION REPORT** Verbal update CM/AM
11. **GOVERNANCE ITEMS**
 - 11.1 Board Evaluation Verbal update ST
 - 11.2 Membership Update Paper F for information ST
 - 11.3 Board Metrics Paper G for information ST
12. **MINUTES OF COMMITTEE MEETINGS** Paper H for information AMc
 - 12.1 Learning, Teaching & Quality – 29 April 2020
 - 12.2 Human Resource & Development – 7 May 2020
 - 12.3 Audit & Risk – 12 May 2020
 - 12.4 Finance & Property – 19 May 2020
13. **CORRESPONDENCE** Paper J for information
14. **ANY OTHER BUSINESS**
15. **DATE OF NEXT MEETING**

Tuesday 29 September 2020, venue to be confirmed, **at 5.00pm**.

BOARD OF MANAGEMENT

Tuesday 9 June 2020



Minute of Last Meeting – 11 December 2019

PAPER A

BOARD OF MANAGEMENT

Board of Management Meeting

Wednesday 11 December 2019



Draft, confirmed by Chair

Minute of the meeting of the Board of Management of Dundee and Angus College held on Wednesday 11 December 2019 at 10.00am in Seminar Room 5, Arbroath Campus

PRESENT:

A McCusker (Chair)	G Ritchie
G Robertson	H Honeyman
M Williamson	K Keay
S Mill	S Stirling
D Fordyce	B Carmichael
G Bisset	C Meldrum
N Lowden	A Monks

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)	
C Watson (ESRC Research Project)	
A Ireland (ESRC Research Project)	

1. WELCOME

A McCusker welcomed members to the meeting.

2. APOLOGIES

Apologies were received from P Milne, D Mackenzie and T Pirie

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 RESEARCH PROJECT

It was confirmed that this would be the last meeting to be videoed as part of the ESRC project and that appropriate consent forms had been completed.

5. MINUTE OF LAST MEETING – 17 SEPTEMBER 2019

4.1 Adoption

The minute of the Board of Management meeting held on 17 September 2019 was signed and approved as an accurate record.

4.2 Matters Arising

(i) D & A Foundation

G Ritchie had met with the D & A Foundation on Friday 6 December 2019 to discuss the end of the G2G Project and the potential bid of c.£3.5m for the redevelopment of the Kingsway Campus Tower.

G Ritchie noted discussion around the possible use of some of the interest gained by the Foundation to support student projects, but that this was not being progressed at this stage.

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

6. STRATEGIC ITEMS

6.1 Future Strategy

S Hewitt presented the Board of Management with the 2025 Strategy “More Successful Students” for approval, noting the work that had taken place on this over the last year. It was noted that the strategy and the pledges and metrics within this had been developed as a clear transition from G2G to More Successful Students. The Strategy had been striped back and presented with final draft metrics for each strategic pledge.

A McCusker asked that the Board go through each of the Pledges:

i. Effective Partnership

The current Baseline for learners undertaking work experience was sitting at 26% with the expectation of this rising to 100% in line with Scottish Government aspirations. Discussion took place on how this information would be captured.

It was noted that the baseline Non-Core/Commercial Income figure had increased since the publication of the document and will be updated to £2.3M increasing to £2.95M.

Articulation to degree with advanced standing was noted as slightly below the sector average (by around 1% – 2%). Work was on-going to create new strong articulation agreements with universities including Robert Gordon and Abertay.

Positive destination after 3 – 6 months (a SFC measure) was highlighted as rising from 94% to 97%.

The Board noted interest in Customer Satisfaction and making D & A College a partner of choice. A suggestion around Community Perception was noted for inclusion in the Strategy document along with consideration around use of a Net Promotor Score (NPS).

ii. Future Focused

The Full-time Learner Attainment baseline was sitting at 71% with a Scottish Government aspiration of a rise to 75% proposed.

The increased baseline to deliver the outcomes from the Digital Strategy were discussed along with the potential increase of fully on-line digital course options to 28.

Policy around rationalisation of the College Estates was discussed and it was noted that this was not a specific driver of the College Estates Strategy, but that efficiency in the use of the estate was.

The metric around Credits per FTE was discussed and the importance of matching this with the needs of the finance strategy noted.

iii. Thriving Communities

Improvement in staff satisfaction from the baseline of 80% to a target of 85% was discussed. The desire to improve Learner Retention with a target of 95% was also discussed. Outcomes for Care Experienced students were noted as a key and on-going priority for the government. It was agreed that the wellbeing metric would be further reviewed to reflect outcomes rather than inputs.

The Board approved the 2025 Strategy, incorporating the changes required as a result of the discussion. **G Ritchie to progress.**

6.2 Good to Great Strategy (G2G) – Update

G Ritchie noted that this was the final update from the G2G project and highlighted some of the outcomes and impacts of the work undertaken. The project had been successful at all levels and had been fantastic in giving direction for the College. G Ritchie also highlighted the recognition received for the project in winning the Campbell Christie Public Services Reform Award earlier in the year. G Ritchie highlighted the very successful celebration event held on 10 December 2019 to mark the end of G2G. Board members agreed the event was an excellent showcase and praised the enthusiastic staff and student input to this on the night. A McCusker noted that this had been a great opportunity to see how far the G2G project had come.

A McCusker noted the Board's thanks to Tatiana Zorina and all who were involved in the Project for a job well done.

6.3 Tay Cities Deal Update

G Ritchie summarised the College's input and involvement in a range of Tay Cities Deal projects, highlighting that there had been no major developments since his previous update. G Ritchie noted that it was likely that the formal signing of the deal would take place in January/February 2020, but that a date for this had not yet been finalised.

6.4 Regional Outcome Agreement (ROA) Frist Draft

S Taylor summarised the first draft of the ROA, with the final version being presented to the Board at the March 2020 meeting for submission to SFC in April 2020.

S Taylor explained that the indicative funding allocation from SFC was still required to complete the Agreement, which will not be available until February 2020.

It was noted that any areas within the draft highlighted in yellow were still to be updated.

S Taylor noted significant changes in relation to the ROA structure and contents, with this now framed around three key areas: The Learner; The System; and Innovation, within the draft document.

S Taylor stated that an additional key outcome had been built into the draft document, highlighting the College financial and estates plans, including the Kingsway Campus Tower development, STEM Centre and Michelin developments. The inclusion of these key outcomes was welcomed by the Board.

S Taylor also noted the requirement for additional documentation to be included with the final draft including a new 2020 – 2013 Access to Inclusion Strategy and a Progress Report on Developing the Young Workforce.

A discussion around Mental Health took place with S Taylor confirming that the College would receive funding towards the provision of Mental Health Counsellors.

A McCusker congratulated S Taylor once again on providing a really good ROA document which was an interesting read.

The first draft was approved for submission to SFC. **S Taylor to progress.**

6.5 Strategy Day

A McCusker noted that the next Board of Management Strategy Day will be a joint event with the Students' Association using Service Design principles. This would take place on 4 February 2020 from 4.00pm – 7.00pm in the Gardyne Campus Atrium.

A date for a further session in 2020 was still to be agreed.

7. STUDENTS' ASSOCIATION REPORT

C Meldrum gave an update to the detailed Students' Association Report, noting the success of the 'Pizza with the Principals' events and the increased partnership with the Outreach Centres (where a Students' Association representative attended once a month).

The second Congress meeting of the year had taken place, where the Association's constitution had been reviewed and significant updates proposed. There was also good feedback received through a Service Design session including a possible information app for Students, rather than posters being displayed at each campus, with information specific for individual students.

Student Mental Health had been a priority with a start-up at Kingsway Campus where students could access support alongside trying yoga, t'ai chi and other relaxation techniques.

C Meldrum stated that it was hoped that the Students' Association had been successful in progressing three student nominations for Vice President at Kingsway Campus. Once submitted, an election would be scheduled.

A Monks noted work she was progressing in respect of Gender Action Plan school sessions, and stated that staff had been really keen to get involved and had been very supportive of her plans.

8. NATIONAL BARGAINING

G Ritchie gave a short update on National Bargaining indicating that the Job Evaluation process for Support Staff was now being progressed, but that it was expected that this would take at least a year to complete.

G Ritchie stated that the complexity of the Academic staff contract arrangements were still bedding in, and were subject of on-going discussion. G Ritchie also noted that the next staff pay claim would most likely be submitted in early springtime, with a settlement date of September 2020.

G Ritchie advised the Board that G Bissett had joined the NJNC Support Staff group in an advisory role. G Bissett noted that the next NJNC meeting he will attend will take place in January 2020.

9. PRINCIPALS REPORT

G Ritchie summarised his report noting the tables at the start of the report summarising trends in student recruitment and outcomes. It was noted that the College was successful in meeting its credit target in 18/19 and was on target to also meet this for 2019/20. G Ritchie did, however, note that recruitment was relatively static while in nearly every other college recruitment was down. The successful work undertaken with schools and the great relationships underpinning this had made a difference to D & A College recruitment.

G Ritchie noted his disappointment at the lower PIs for the College in 2018/19, although it was noted that these were likely to see the College in 2nd place in the 'tables' for FE and 3rd for HE. G Ritchie stated that it was anticipated that student outcomes across the whole sector would be down. It is noted that the strike action; action short of strike and the restructure may all have impacted on the College's PIs. G Ritchie stated that it was expected that outcomes would improve again.

S Hewitt noted that there were more check points in the process and that these changes would inform staff better in terms of student attendance and progress, and would support earlier interventions where necessary.

K Keay noted disappointment that the possible impact of restructuring activities had not been reflected within the risk register. This was noted.

G Ritchie summarised progress and opportunities arising from the Michelin Scotland Innovation Parc development and the College strategy and approach to this was discussed. It was noted that, in estates terms, this development was separate from the STEM Centre plans and that these would be kept separate as this was a unique strategic project opportunity when it came to potential funding.

G Ritchie acknowledged the fantastic range of awards achieved in recent weeks. In highlighting The National Green Gown Award for sustainability in campus health, food and drink G Ritchie noted that the Courier was planning to feature the sustainability work and awards success of the College in the near future.

The report and developments were noted.

10. FINANCE & ESTATES ITEMS

10.1 Estates Development Update

J Carnegie summarised the update noting the £100,000 approved to take forward the Outline Business Case (OBC) for the creation of a new STEM Centre on Kingsway Campus was now being utilised. A recent masterplan exercise had been very helpful and work was progressing well. J Carnegie stated that it was hoped that SFC would provide funding to cover the £100,000 costs.

J Carnegie stated that the timelines for the OBC were quite tight, with submission of this to SFC required by February 2020, for consideration for inclusion in the list of sector capital funding priorities sent to the Scottish Government in June 2020.

H Honeyman asked if the STEM Centre was to go ahead, when completion was expected. J Carnegie estimated, based on previous college sector builds, that (if approved) completion would be around 2025, but did note that a 'clean' site might allow the building to be delivered earlier.

J Carnegie outlined progress around the redevelopment of the Kingsway Campus Tower Building and hoped for approval of a funding bid from the Board in March 2020, with this then considered by the D & A Foundation in April 2020. Potential timescales for commencing work were discussed, and it was noted that it was hoped that summer 2020 would be possible. It was agreed that G Ritchie share this desired timeline with the D&A Foundation to support their planning. **G Ritchie to progress**

10.2 Annual Report from Audit & Risk Committee

G Robertson summarised the report from the Audit Committee to the Board outlining positive internal and external audit activities and outcomes over the course of the year. G Robertson praised the Executive and Finance Teams for their hard work in achieving these. The report was approved.

10.3 Audit Scotland Annual Report

J Carnegie noted the "clean statement" from Audit Scotland with all report actions cleared off.

10.4 Financial Statements to 31 July 2019

J Carnegie summarised the financial statements and the good outturn, giving the College confidence to look at opportunities.

The financial statements were approved for signature and submission.
J Carnegie to progress.

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

11. HUMAN RESOURCE ITEMS

11.1 Voluntary Severance Scheme

S Taylor summarised the paper outlining the need for Board and SFC approval of the terms of any Voluntary Severance Scheme (VSS) to be offered. S Taylor advised that approval for the current VSS came to an end in December 2019. Arrangements and terms of the scheme were discussed, and the proposed scheme was approved for submission to SFC. **S Taylor to progress.**

12. GOVERNANCE ITEMS

12.1 Board Metrics

The range of Board metrics produced were noted.

12.2 Remote Attendance at Board Meetings

It was agreed that the opportunity to attend Board/Committee meetings via Skype for Business or similar should be available to Board members who are unable to attend in person due to other commitments. If required, a request to attend in this way should be raised with T D'All or S Taylor in advance of the meeting.

13. MINUTES OF COMMITTEE MEETINGS

The minutes of the recent round of Committee meetings were summarised and key points noted.

14. CORRESPONDENCE

The list of recent communications was noted.

15. ANY OTHER BUSINESS

G Ritchie announced to the Board his intention to retire from the role on 31 July 2020, after nearly 35 years at the College.

A McCusker sought delegation from the Board for the Recruitment of a new Principal to be undertaken by the Chairs Committee, noting that it was planned that this would follow a similar approach the recruitment undertaken in 2015. It was noted that this would include opportunities for full Board involvement. This was approved. **A McCusker to progress.**

C Watson noted her sincere and profound thanks to all Board of Management members for allowing access to Committee and Board meetings for the duration of the ESRC Research Project. A small presentation was made, and it was confirmed that the Board would receive feedback from the project in due course.

16. DATE OF NEXT MEETING

Strategy Day – Tuesday 4 February 2020 from 4.00pm – 7.00pm, Atrium, Gardyne Campus

Board of Management Meeting on Tuesday 17 March 2020 at 5.00pm, Room A305, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
Strategy document to be finalised with updated metrics as per discussion.	G Ritchie	17 March 2020
Regional Outcome Agreement first draft to be submitted to SFC and: Final draft to be considered by Board.	S Taylor	13 December 2019 17 March 2020
Timeline for possible Kingsway works to be shared with D&A Foundation	G Ritchie	20 December 2019
The financial statements to be finalised and signed for submission.	J Carnegie	20 December 2019
Voluntary Severance Scheme to be progressed to SFC for approval.	S Taylor	20 December 2020
Principal Recruitment arrangements to be progressed	A McCusker	17 March 2020

BOARD OF MANAGEMENT

Tuesday 9 June 2020



Matters Arising

PAPER B

BOARD OF MANAGEMENT

Tuesday 9 June 2020

Matters Arising



Paper for information

The following actions were noted from the Wednesday 11 December 2019 Board of Management Meeting.

Agenda Item No	Action	Current status	Open / Closed
6.1	Strategy document to be finalised with updated metrics as per discussion. (G Ritchie)	Document completed	Closed
6.4	Regional Outcome Agreement first draft to be submitted to SFC and: Final draft to be considered by Board. (S Taylor)	First draft completed and final draft considered by Chairs at amended Board meeting on 17 March 2020. SFC have revised arrangements for ROA documents due to COVID 19 situation	Closed Closed
10.1	Timeline for possible Kingsway works to be shared with D&A Foundation (G Ritchie) - 20 December 2019	Dundee and Angus Foundation have been approached to financially support the development of the Kingsway Tower project.	Closed
10.4	The financial statements to be finalised and signed for submission. (J Carnegie) - 20 December 2019	The statutory accounts were signed and have been placed before Parliament.	Closed
11.1	Voluntary Severance Scheme to be progressed to SFC for approval. (S Taylor) - 20 December 2020	Scheme submitted and approved by SFC January 2020	Closed
15.0	Principal Recruitment arrangements to be progressed. (A McCusker) - 17 March 2020	Simon Hewitt has been appointed as Principal commencing from 1 August 2020	Closed

The following actions were noted from the Tuesday 17 September 2019 Board of Management Meeting

Agenda Item No	Action	Current status	Open / Closed
11.1	Evaluation of revised arrangements for allocation of Risks (G Robertson) - March 2020	This has been delayed due to COVID-19 and has been rescheduled for the September 2020 Audit & Risk Committee	Open

Author & Executive Sponsor: Steve Taylor, Vice Principal – People & Performance

BOARD OF MANAGEMENT

Tuesday 9 June 2020



COVID 19 Recovery Plan

Paper C1 & C2

BOARD OF MANAGEMENT
Tuesday 9 June 2020
POST COVID-19 RECOVERY – PROJECT 2020



Paper for Discussion

1. Introduction

- 1.1. The purpose of this paper is to summarise the approach developed, and the work being undertaken, to support the College to recover from the current COVID-19 situation and to reopen campuses and services for students, staff and our communities as and when Scotland moves into Phase 3 from lockdown (estimated to be from the start of academic year 2020/2021 on 10 August 2020).

2. Post COVID-19 Recovery Plan

- 2.1. The Post COVID-19 Recovery Plan is a document that was prepared for the Board Chairs Committee on 27 April 2020. This document captured many of the early issues and actions identified in respect of the initial recovery of the College from the current situation. This document has been updated to reflect developments since April 2020 and remains a reasonable summary of the key issues and requirements underpinning College recovery.
- 2.2. The actions outlined within the updated Recovery Plan will be moved into the activities and actions being developed by the range of workstreams established to plan and organise the Reopening stage of the College under what has been titled as Project 2020.

3. Planning for Reopening – Project 2020

- 3.1. To support and inform the reopening of the College, Project 2020 has been formed. This pulls together a wide range of activities and plans to make the infrastructure, educational and operational changes necessary to support the safe and effective reopening of our campuses and the return to face-to-face learning and services.
- 3.2. Project 2020 is led by the Senior Leadership Team and is supported by a range of workstreams as summarised below. Each workstream has a Senior Leadership Team lead, supported by a Vice Principal sponsor and a range of expertise from staff across the College pulled in as and when required.
- 3.3. Project 2020 is the 'moving-on' stage from the initial Business Continuity activity around COVID-19 planning and the move into lockdown. The project will continue to run throughout the remainder of the current calendar year (and longer if needed). This will support and inform the steps required as the Scottish Government progresses through each phase in the easing of lockdown.

- 3.4. Regular reporting on the activities and outcomes of Project 2020 will be provided to the Board of Management and Board Committees where appropriate.

4. High Level Principles and Guidance

- 4.1. To support the approach adopted by the College through Project 2020, a set of four High Level Principles have been agreed in partnership with our trade unions. These four principles will inform plans and decision making on an open and transparent basis over the coming months. They have been developed and agreed to provide a clear, high level structure within which future decisions around reopening can be 'tested' to ensure that they fit with the overall ethos and approach that the College has developed.
- 4.2. The high level principles are designed to provide clarity in decision making, and also to seek to allay some of the concerns that will naturally arise from students and staff around the easing of lockdown conditions and a return to face-to-face delivery of learning, teaching and services.
- 4.3. The Overarching High Level Principles are as follows;
- i. The Health, Safety and Wellbeing of staff, students and visitors is of paramount importance at all times.
 - ii. Ongoing reference will be made to the most up to date Scottish Government endorsed scientific advice and guidance. Guidance from the [Scottish Government four phase approach](#) will inform specific timescales and this national guidance will underpin, and be used to inform, clear decisions making.
 - iii. Personal Protective Equipment (PPE) required for college educational settings through Scottish Government or Health and Safety Executive guidance (and for specific vocational activities where appropriate) will be available.
 - iv. Plans and arrangements will take due account of required approaches for social distancing, shielding and engagement with the [Scottish Government Test and Protect Strategy](#).
- 4.4. These overarching principles are supported by seven high level guidance points for staff to consider and take account of when planning their curriculum and services from August 2020 onwards.
- 4.5. The high level guidance provided to staff is as follows.
- **Teams and team members should be engaged regularly in discussions and planning and have opportunities to input to the approaches adopted in respect of the delivery of their curriculum / service** (see also [D&A Way Meetings guidance](#)).
 - **If you can deliver your course, units or service remotely, you should.**

This may vary depending on the needs of the subject area, the requirements of the awarding body, the needs of the students and / or the nature of the service. Consideration should be given to how curriculum and services can be adapted to better fit the need for remote delivery.

- **If you can work from home, and your line manager is in agreement, you should.**

This will take into account different role needs, restrictions on public transport and that we will need to limit the number of people on campus to ensure effective use of space whilst maintaining social distancing measures.

This will also need to support the needs of staff and those that are shielding or self-isolating in line with available guidance. Equally, this will also need to support the delivery of a quality College service and the efficiency and effectiveness of activities.

- **We expect certain groups of students to begin to start on campus commencing in August.**

We will implement a staggered start with the majority of mode 17 (full-time) programmes delayed until 21st September 2020.

The rest will be staggered based on the type of students, their needs and the needs of their course.

- **To limit the number of students on campus, we recommend on-site delivery for practical units of around 1 day per week.**

This is a guide, rather than a strict maximum, and will need further discussion / agreement on an individual course and service basis as it will be dependent upon the needs of students, subjects and services. In all cases, the overarching principles must be met and high level guidance considered if recommending more than 1 day on-site.

Flexibility may be required around start / finish / opening times for curriculum and services (taking into account the needs of those staff supporting this). This may include extending normal opening times to support access – for example to practical facilities or learning.

Each course and service will be reviewed separately to determine its needs in regards to delivery and resources.

Work is being led by the Estates team to recommend acceptable class sizes / campus utilisation based on social distancing requirements.

Many students will require access to support and services on-site in some form.

- **Recognise that we are unlikely to be able to offer ‘business as normal’, but that we do need to deliver the best quality of service that we can for our students, staff and communities.**
- **Be aware that guidance and restrictions / opportunities will likely change over time, which will require us to continuously adapt.**

This may include a quicker or slower transition between the Scottish Government phases and sporadic disruption as a result of Test and Protect activities.

- 4.6. This high level guidance will inform the planning and scheduling of all curriculum and services across the College and provides the structure within which more detailed operational planning and decision making will be undertaken.

5. Project 2020 Workstreams

- 5.1. Five workstreams have been set up to support and inform the work needed under Project 2020 to reopen the College safely and effectively. These workstreams will work closely together to share plans, needs and approaches to ensure that activities and services are joined up on a whole College basis.
- 5.2. The workstreams are as follows:
- **Estates and Infrastructure**, led by Billy Grace to make the health and safety changes needed in our campuses to support social distancing, hygiene and safe working. This will also include changes needed to support increased ICT access and usage.
 - **Delivery of Learning and Teaching**, led by Julie Grace & Kevin Murphy to support the changes to curriculum planning and delivery.
 - **Student Engagement & Service Delivery**, led by Leann Crichton to support the changes planned for our support services and the induction and engagement of our students.
 - **Leadership, Communication and Ways of Working**, led by Abi Mawhirt to support and develop changes in the way in which we work and delivery learning and services within the 'new normal'. This will include planning and delivering CPD activities and oversight of key staff communications on outcomes / plans from all workstreams.
 - **Finance and Governance**, led by Brian Ferguson to support our ongoing financial security and planning for additional costs and requirements to deliver on workstream outcomes and changes to our curriculum, delivery and services.
- 5.3. Each workstream will have a union representative and regular updates and engagement with our unions will be ongoing. The involvement of the Student Association, particularly within the Delivery of Learning & Teaching and Student Engagement workstreams, has also been established.
- 5.4. The workstreams will support their relative areas to plan out the work needed, ensuring adherence to and the application of the high level principles and guidance. This will include the remaining specific actions arising from the COVID-19 Recovery Plan.
- 5.5. The workstreams will work with a wide range of staff from across the College to support developments and inform needs. A central consultation mailbox is being used to allow staff to contribute ideas and to ask questions around arrangements and developments.

- 5.6. The workstreams are reporting on a weekly basis into the full Senior Leadership Team to discuss and confirm joint priorities, developments and key decisions. The Senior Leadership team are also identifying overall communication needs and approaches to support developments across the College (mindful of the pulse survey feedback).

6. Conclusions

- 6.1. Significant work is already being progressed under Project 2020. All work has been undertaken in line with the guiding principles and with risk assessments in place where limited on-site activity is required. Initial priorities include the commencement of detailed curriculum planning across all teaching teams to support the growth in remote delivery and the changes need to support practical delivery on a physically distanced basis. Detailed additional guidance to support teams in this work has been created. Work is also progressing to map all shared teaching, social and office spaces to assess physically distanced capacities and to begin to look at how movement around campuses can be managed. This includes the identification of signage, handwashing, cleaning regimes and potential PPE needs.
- 6.2. Work is in a planning stage in respect of changes to the key administrative and support processes that underpin the onboarding and induction stages of our new student intake. This includes work progressing to support the engagement of students and the creation of a collegiate culture on a remote basis for our new students.
- 6.3. These examples are a small snapshot of the overall range of work that Project 2020 is developing and will support and roll out over the coming weeks and months. In all cases, this work will develop in line with the guiding principles and with the engagement and input from staff and students. Service Design principles are playing a key role in many of these developments.
- 6.4. Work is also progressing in partnership with a range of stakeholders. This includes our school and university partners, local employers and key stakeholders such as Skills Development Scotland and the Scottish Funding Council.
- 6.5. It is planned that regular updates on this work will be provided to the Board, particularly in respect of steps taken as Scotland moves into Phase 2 and then Phase 3 in the transition from lockdown. To support this over the summer it is proposed that two meetings of the Chairs Committee be scheduled prior to 10 August 2020 to report on progress and confirm arrangements relating to the reopening of campuses.

7. Link to Strategic Risk Register

- 7.1. Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register – COVID-19 Specific Mitigations.

Author: Executive Team

Executive Sponsor: Grant Ritchie, Principal

BOARD OF MANAGEMENT
Tuesday 9 June 2020
POST COVID-19 RECOVERY PLAN



Paper for Discussion

1. Introduction

- 1.1. The purpose of this paper is to summarise the key impacts of the Coronavirus on the main areas of D&A College's operations and to outline the steps being taken by the College to support recovery from these and the return to 'normal' operations.

This paper outlines key actions required to mitigate the impact of the pandemic and summarised arrangements being taken forward to ensure that the College can fully recover and continue to provide excellent education and training into academic session 2020/2021 the future under what has been termed 'Project 2020'.

2. Wider Role of Colleges

- 2.1. With our emphasis on vocational and academic skills, on community and lifelong learning and on supporting business engagement and growth - aligned with our strong presence across the whole of Scotland - colleges have a pivotal role to play in supporting the economic recovery post COVID-19. We also have a particular contribution to make in offering respite, hope and opportunity to those who are the most disadvantaged in our society as a consequence of the current crisis.
- 2.2. We are working with the Scottish Government and its agencies (principally Skills Development Scotland) to play a central role in the post COVID-19 recovery. We will work together to accelerate the ambitions of the Learner Journey programme and to exercise strong and purposeful leadership to adapt and reshape the tertiary education system to ensure that it is both fit for purpose and value for money.
- 2.3. There has never been a more important time to adopt a 'Team Scotland' approach to tackling the challenges that we all face. Colleges are committed to delivering learning, skills and opportunities to tens of thousands of people of all ages. In doing so, we want to play our part in protecting employment and promoting productivity, in rebuilding our economy and supporting our communities to adapt and adjust to a significantly changed context.

3. Learners & Outcomes

- 3.1. Dealing with the current cohort of learners who have seen their College experience disrupted by the virus and the subsequent move to online/remote learning has been a major focus to date.

- 3.2. The College did a good job in moving to online/remote delivery and we know that many learners continue to access College systems, keep in touch with their tutors, and manage to continue with their studies. We also know that, for a variety of reasons, some learners have found it difficult to remain engaged.
- 3.3. Digital issues, unsuitability of home environment for study and a whole host of other environmental factors inhibit the ability of some to continue learning. Some learners are on programmes where the evidence base of practical skills is difficult to develop or assess remotely. Many require additional support and their conditions have been impacted by lock down and the lack of social interaction.
- 3.4. Arrangements have been agreed with SQA for almost all groups of learners and the focus for College staff over the past few weeks has been to ensure that outcomes are progressed for learners that reflect accurately the quality of the work they have submitted and the potential of the learner to achieve. This has been a complex and demanding process and staff have been issued with detailed guidance and CPD support in making these 'holistic' assessment decisions.
- 3.5. The implications for the College moving forward are many. For learners continuing in College and progressing to more advanced study, we are in control of the decision making process and can adjust and adapt the learner experience accordingly. For learners moving on to university, we will utilise our articulation arrangements and support progression for learners. Where formal articulation does not exist, we will inform and assist universities in their decision making.
- 3.6. Whilst assessment and outcome arrangements have been agreed nationally for most courses, there remain a number of course areas and qualifications where there is no agreed solution, or where, due to the practical competence requirements, it is not possible to complete assessment. This includes most vocational qualifications (SVQs), apprenticeships (including Foundation and Modern Apprenticeships) and a myriad of provision accredited by smaller specialist awarding bodies. This is continuing to be pursued nationally.
- 3.7. For learners who have failed to complete programmes for whatever reason, including some of those that were part of a January start course that had barely begun, or were required to complete skills tests, we will defer outcomes and support them to come back into College as soon as practicable to complete their programmes. This will require a change of policy from SAAS and SFC potentially to provide funding for these learners. So far agencies have demonstrated considerable flexibility in their approach in light of the current conditions, and we will continue to work closely with them to inform and advocate outcomes that meet the needs of our students.
- 3.8. **Potential Risks:** Many learners failing in those programmes that it is not possible to adapt/offer holistic assessment, poor PI's, lack of student funding, poor student motivation.
- 3.9. **Mitigation:** Flexible learning and holistic assessment arrangements, non-publishing of PI's, deferring finish dates into next academic session, negotiating student funding and progression solutions.

Key Tasks	Owner	Timescale
Influencing with SFC re: national PI data	Principal	July 2020
Discussions with student funding organisations	Principal	July 2020
Identify and support students with additional needs	Course Tutors/ Student support staff	Ongoing
Assessment guidelines and CPD	Quality Manager/HoSs	April 2020 - Complete
Resulting	Academic staff, Administration, Quality	July 2020
Discussions with Universities	Academic Partnerships team/HCQs/CQLs	May 2020 - Complete
Revised timetable plans for 2020/2021	SALT	May 2020 - Complete

4. Credit Target 2019/20

- 4.1. Our original credit target for this current academic year stands at 108,068. In common with the rest of the sector we have reported to SFC that, due to the impact of COVID-19, we may not be in a position to achieve the target. The drop in the significant end of year schools and other activities that are a normal feature of College work will not now be possible to deliver.
- 4.2. Some part time activity and other credit bearing projects planned for the summer term will also not be able to go ahead.
- 4.3. There are future risks at a national level that the funding attached to the ESF funded credits may not be realised. This activity is 'additionality' and funding for this is predicated on the sector as a whole achieving its core credit target. This is subject to national discussion with a view to identifying a solution to ensure the release of these funds.
- 4.4. The current projected D&A shortfall is likely to be around 4,000 credits, although work is progressing with SFC to find ways in which activity can be better recognised in the current circumstances.
- 4.5. **Risk:** SFC have already indicated that colleges will not face clawback this year which reduces risk with SFC and our exposure to financial penalty. Given SFC assurances, no additional risk is anticipated. This will be reviewed further as arrangements for session 2020/21 are confirmed, although SFC have offered assurances on continuing flexibility around reporting/targets.

5. Recruitment for session 2020/2021

- 5.1. We know already that applications for next session are down by c.2000 to the same point last year, however we also know that we have increased the number of place offers to the same point last year. We normally receive far more applications than we have places and will make every effort to meet overall recruitment targets.

- 5.2. We are likely to face considerable competition for learners at advanced level from universities struggling to attract international students and expecting to increase their recruitment of home based students.
- 5.3. We have plans to increase our promotions/advertising and related activities to attract more applications. Our #LoveLearning campaign has already proved very successful and has helped increase the applications laterally.
- 5.4. We may find that the impact of economic slowdown caused by the virus may lead to a number of later applications as people losing their jobs may look to retrain and develop new skills and career paths.
- 5.5. We are likely also to find, as in the previous point, that we have many more returning students coming back to complete their programmes. As a result, we have delayed the start of the majority of full time courses for the 20/21 academic year until 21st September. This will give us extended time from when staff return on 10th August to prioritise those learners who still have outstanding work for 19/20 as well as those who have specific needs depending on their course requirements.
- 5.6. We are also anticipating demand for short full time and part time upskilling programmes in collaboration with the Scottish Government and SDS as the economic consequences and the increase in the numbers of people left unemployed by the crisis becomes clear.
- 5.7. It is easy to imagine a much more varied intake than normal with less dominance of full time programmes and a whole patchwork of full time, part time, extended programmes and specific employability and upskilling provision.
- 5.8. **Risk:** fewer full time learners, increased competition from universities, more complex recruitment / timetabling / planning requirements
- 5.9. **Mitigation:** increase recruitment drive, devise new series of short full time courses; upskilling and employability programmes; planning for different scenarios and flexible delivery requirements.

Key Tasks	Owner	Timescale
Extend recruitment deadlines as required	SALT, Marketing team	August 2020
Recruitment and promotional campaigns	SALT, Marketing team	May 2020 – complete and ongoing
Programme design for returning students	SALT, HCQs/CQLs	July 2020
Scenario planning for start of new term	SALT, HCQs	May 2020 - complete
Design and promote Upskilling / Employability and other programmes	SALT, Marketing team	August 2020

6. Staff & Leadership

- 6.1. The vast majority of College staff are working from home successfully. Teaching and learning has continued, student applications are being processed, student bursaries and hardship funds are being paid, Student Services are supporting learners across a wide range of issues and the Students' Association have been active on many fronts. Financial transactions are continuing, suppliers and salaries are being paid, and leadership and management is being supported through a range of remote working approaches.
- 6.2. Equally, it is recognised that these arrangements do not work well for a number of staff, and support and reassurance has been provided where possible for those that are not able to work remotely. Opportunities for volunteering and to provide other support for communities within and outwith the College have been promoted.
- 6.3. We have been able to access the Government's Job Retention Scheme to furlough certain groups of staff. This has a financial benefit plus it allows staff to be secure in their employment but able to provide care services and support to their families.
- 6.4. The experience of the cyber-attack and subsequent communication processes established at that time have (ironically) put us in a stronger position and served us well in remote working and in maintaining strong business continuity management processes and communication channels.
- 6.5. Line managers have been communicating with their teams remotely and working to ensure that staff are included in the communication chain. All staff emails and portal messages are being used as well to communicate and to support staff. Portal analytics are showing good uptake and utilisation of messaging and resources. COVID-19 FAQs and a remote working hub were set up early in the process to provide information and support for managers and staff.
- 6.6. There is a risk that some staff are feeling isolated and anxious about the whole process of remote learning and the overall pandemic situation. Many will be worried about their learners and some may be worried about their role and their continuing employment.
- 6.7. A short 'pulse' survey has been used to gauge the wellbeing of staff and to identify further CPD/support needs and to offer support. The outcomes of the survey were positive with most staff feeling well supported throughout the period of homeworking. Key areas of survey feedback are being progressed
- 6.8. College systems were set up to signpost health and wellbeing support and advice, ergonomic assessments of homework stations are available. The message was conveyed that although this was going to be tough time, we want a people centric approach with staff being urged to do what they can, when they can, if they can.
- 6.9. Yammer is being used to support informal communication to share light-hearted and social material to try and recreate staff room social interaction.

- 6.10. An ongoing programme of training and CPD opportunities and social / fun activities are under way and 'normal' events such as the long service celebration and the staff awards have been progressed.
- 6.11. Discussions with teaching and support unions have been undertaken regularly. This includes scheduled meetings and additional meetings to update on issues, arrangements and plans. These forums have been used to provide reassurances around payment, contracts etc. Normal communication channels remain open.
- 6.12. Communication around the 'reopening strategy' from lock down conditions has been progressed with unions and staff to identify and address return to work needs / issues and provide support and reassurance to staff.
- 6.13. **Risk:** reduced staff wellbeing and engagement, reduced productivity, loss of face-to-face management / support.
- 6.14. **Mitigation:** Regular, clear and well-planned engagement and communication, support for managers and staff on remote working and leadership good practice. Provide information as this becomes known.

Key Tasks	Owner	Timescale
Clear communication plans and activities	COVID-19 BCP Team	April 2020 and Ongoing - complete
Regular engagement with trade unions	Executive	March 2020 and Ongoing - complete
Staff 'pulse' survey	People Team	May 2020 - complete
Remote leadership and remote working hubs	People Team/	March 2020 and Ongoing - complete
Wellbeing support	People Team	March 2020 and Ongoing - complete
Lockdown 'Reopening Strategy'	Executive	July 2020 – commenced May 2020

7. Underlying Finances

- 7.1. The financial environment within which colleges operate was already challenging and the COVID-19 outbreak has heightened those challenges and related risks.
- 7.2. In June of last year, Audit Scotland reported that Scotland's colleges were operating within an increasingly tight financial environment. Audit Scotland and SFC have identified a range of financial challenges being faced by Colleges including:
- increasing cost pressures
 - a reduction in the proportion of non-government income that the sector has generated over recent years, with systemic challenges of diversifying income and generating additional surplus for investment

- money held by arm's-length foundations and cash balances are both reducing substantially
 - Prospective changes to the funding model and colleges' ability to deliver regional outcome agreements and meet the core student activity target of 116,000 Full Time Equivalent (FTE) places and other key performance measures
 - The impact of cost efficiencies, including reduced staff numbers and frontline student services, on both the quality of student experience and on the health and wellbeing of college staff
 - Additional staff costs arising from both cost of living pay awards and the outcome of the national bargaining job evaluation exercise for support staff
 - Increases in employer contributions to the Scottish Teacher's Superannuation Scheme and Local Government Pension Schemes
 - Addressing backlog estates maintenance and ICT / digital investment requirements
 - The balance of portfolio of provision and how that impacts on student numbers
- 7.3. The impact of the COVID-19 crisis will significantly exacerbate an already very difficult financial and operating environment. Scotland's colleges are discussing with the Scottish Government ways to address the direct consequences of the financial challenges facing them in both the immediate and medium to longer term

8. 2019/20 Financial Impact

- 8.1. Under normal circumstances we would have been likely to be indicating to the Board of Management that we would have been in a position to achieve a modest surplus for the financial year 2019/20. Accessing the Government's Job Retention Scheme (see below) and the subsequent furloughing of staff has enabled us to bring in financial resources to ensure that we have a surplus at the end of the financial year.
- 8.2. Adjustments to part time variable teaching budgets and general financial controls would have seen the situation improve from a projected surplus of c.£400k, at the last Finance and Property Committee, to a figure closer to the budget position of c.£650k.
- 8.3. However, that was prior to the impact of COVID-19.
- 8.4. We can see that the early impacts on the financial year are to reduce our income from Flexible Workforce Development Fund, commercial delivery and from other activities such as Catering outlets, Gym & Swim, and Helping Hands Nursery and a reduction in fees due (and full or part refund of some fees).
- 8.5. In line with Scottish Government and SFC policy, we have committed to continue to pay staff as planned.
- 8.6. Balanced against reductions in income and continued normal expenditure on staffing, is a projected reduction in other expenditures as the need for consumables to support teaching and learning and other activities have reduced or ceased.

- 8.7. The SFC issued guidance to the sector that confirmed that colleges and universities are eligible to apply to the Coronavirus Job Retention Scheme (CJRS). Scottish colleges and universities were advised to give full consideration to these schemes to maximise the contribution to their mitigation strategies.
- 8.8. Since the guidance was issued on 23 April we have identified all staff eligible for furlough, unions have been consulted and all staff affected contacted. Confirmation variations to contract have been issued to over 240 staff. This will enable the College to claim, from HMRC, c£200k per month for staff costs and maintain the college-wide employment of staff.
- 8.9. Communications with Santander regarding the possibility of a capital repayment holiday for our £471k loan repayment due in August 2020 have commenced.
- 8.10. Based on accessing the Coronavirus Job Retention Scheme and there being no further unexpected downsides in our financial position, we were able to report to the Finance and Property Committee a forecast 2019/20 Cash-backed surplus of £906k.
- 8.11. **Risk:** deterioration in financial position.
- 8.12. **Mitigation:** Regular, clear financial reporting and controls, identification of in-year savings, development of savings plan for 2020/21, Government Job Retention Scheme.

Key Tasks	Owner	Timescale
Review of current year position	HoF/VP Corporate Services	April 2020 - Complete
Assessment of financial risk	Executive	April 2020 - Complete
Finance recovery plan	Executive	June 2020 + Ongoing
Review income bearing activities	SALT	June 2020
Regular budget and cashflow monitoring	Executive, Finance Team	Monthly
Enhanced control of expenditures – realise in-year savings where possible	Executive, Finance Team	Ongoing
Maximise opportunities afforded from alternative funding streams and COVID-19 support schemes.	Executive, Finance Team	Ongoing

9. Budget for 2020/21

- 9.1. We also need to prepare a budget process for next year with a great deal of uncertainty surrounding term times, student numbers and activity levels. The draft budget for 2020/21 was presented to the Finance & Property Committee in May. As we are not in a position to present a balanced budget the Board will be asked to note the current position, which is a cash deficit of £1.56m.

- 9.2. The Finance and Property Committee will be presented by a further 2020/21 budget iteration in September, with a view to thereafter presenting this to the Board for approval. There will remain a number of unknowns that will impact on the robustness of this budget, including notably student recruitment.
- 9.3. What we do know is the SFC have committed to provide us with the planned level of resource in our Letter of Grant irrespective of student recruitment and achievement. This is very significant and allows us a deal of comfort that planned pension increases are covered by the grant offer, and we will see a substantial increase in our capital budgets which will help us progress the Kingsway Tower project when the construction sector can resume their operations.
- 9.4. Income from non SFC sources such as SDS, managing agents, commercial delivery, and other income bearing services are far more difficult to predict.
- 9.5. We will need to prepare a financial recovery plan to ensure we have risk assessed all potential scenarios and manage our finances accordingly.
- 9.6. We will not face clawback for a reduced credit count next session and although we may be liable to clawback on the ESF elements of our core grant, we can manage that situation.
- 9.7. College's Scotland are lobbying very hard with Government to ensure that the financial position of the College sector is understood. Discussions have taken place directly with the Deputy First Minister and will be ongoing; a reference group has been formed of a small group of Principals, the Minister for Higher and Further Education and senior civil servants to monitor the financial health of the sector.
- 9.8. **Risk:** deficit develops for the current financial year, income bearing activities decline significantly this year and next, ESF targets are missed.
- 9.9. **Mitigation:** accurate forecasting for this FY, recovery budget process introduced, income bearing activity increased, ESF targets prioritised.

Key Tasks	Owner	Timescale
Review of current year position	HoF/VP Corporate Services	April 2020 - Complete
Assessment of financial risk	Executive	April 2020 - Complete
Finance recovery plan	Executive	June 2020 + Ongoing
Monthly status updates to Chairs of Board and Finance & Property Committee	HoF/VP Corporate Services	June/July/August 2020
Credit volume confirmed	VP Curriculum and Attainment / HofAO	July 2020
Review income bearing activities	SALT/Service Design Academy/ Customer Engagement Team	June 2020

Key Tasks	Owner	Timescale
KC Tower Project/OBC re-profile	HoE/VP Corporate Services	May 2020 – Tower Progressing STEM OBC – On Hold
Introduce budget format for 20/21	HoF/SALT/Support managers	May 2020 - Complete
Inform sector discussion with Government	Principal	On-going

10. Governance

- 10.1. As an organisation we need to ensure that we are maintain high standards of governance despite the pandemic. A plan was developed to ensure that Board meetings were held as scheduled on Teams through to the end of session. This has worked well, and to support the next phase of recovery it is proposed that the first round of Board and Committee meetings in session 2020/2021 also be undertaken on Teams.
- 10.2. **Risk:** no additional risk identified

11. Stakeholder Engagement

- 11.1. The strength of the College lies in our relationships with our community and it is important that we continue to communicate and plan with partners.
- 11.2. Contact has been made with both our local authorities and we have offered our premises, resources and any other service we can provide to help with the fight against COVID-19. So far, we have provided PPE, volunteer support, supplies to foodbanks and the use of premises to our local authority partners.
- 11.3. Contact is continuing with key personnel in both local authorities on the future planning of curriculum and new developments. The numbers of school pupils committing to senior phase work with the College and with Foundation Apprenticeships next session is significant and we will work to attract as many young learners in partnership with schools as much as possible.
- 11.4. The Academic Partnership Team continue to liaise re: places, articulation, associate places and a range of other issues. Universities are anticipating a major drop in income due to their inability to recruit international students. It is likely they will target many of our advanced learners to fill the places they will have lost. If we can take the initiative and plan for entry, then we have more chance of controlling and anticipating any impact on our own recruitment.
- 11.5. Businesses are struggling to keep going under the current conditions. We need to be ready with a package of business support, training and staff development to help businesses get back on their feet. As platinum partners we have access to members and can work with the Chamber to promote what we can offer.

- 11.6. SDS are likely to have resources provided to try and get people into work and to help develop businesses. We need to maintain our excellent relationships with them and be ready to offer employability support and partnership working to support skills development.
- 11.7. As key partners on the planning of the Skills budget for the Tay Cities Deal, we need to be ready with a number of ideas on how the Skills resource can help kick start the local economy. Some of the projects envisaged in the early discussions around skills needs may have changed due to the pandemic and we need to be ready to develop fresh ideas that will support us to contribute to the rebuilding of the regional economy.
- 11.8. Both local CPP's will be dealing with the considerable mental, health and social cost of the pandemic. We have much to offer through our students support team and Students' Association in supporting young people. Although the funding for the Poverty Project is under threat, the model is successful and we need to be offering our expertise in supporting those who need help most.
- 11.9. We have already made a significant contribution towards influencing the direction of SQA in terms of certificating learners. We need to maintain the trust and support of the organisation for the future.
- 11.10. As a College, we have an excellent reputation with our main funders and political leaders. We need to ensure, through good, proactive communication, that we enhance our reputation during this time of crisis. We will offer support and challenge where required, but always ensure that we are supportive and constructive.
- 11.11. Risk: losing contact with stakeholders at critical time, missing out on additional resource or opportunity to contribute to recovery, our resource being missed out of the planning for recovery, reputational damage.
- 11.12. Mitigation: Stakeholder engagement planning, environment scanning to identify opportunity, using contacts to stay connected.

Key Tasks	Owner	Timescale
Contact and communications with key stakeholders to remain a priority	SLT	Ongoing
Key contacts identified for each stakeholder	COVID-19 BCP Team	Ongoing
Proactive programme of stakeholder engagement	Board and SLT	July 2020

12. Conclusions

- 12.1. All of the actions above will continue to be progressed and completed as identified. Relevant sections from this paper will support updates to individual Board Committees and an update on the situation and progress will be provided to the full Board.
- 12.2. In undertaking this it is important to note that since the cyber-attack we have not experienced any return to normality and routine business. It is unlikely we will see the return to the work rhythms and processes we consider to be normal for the foreseeable future.
- 12.3. Our resilience, flexibility and capacity to rebuild and find new ways of working will be thoroughly tested once again in the coming months. This is, however, an area where the College excels.

We have shown through funding challenges and cuts in the past, through merger, through savings plans and through managing large-scale change that we are a tough organisation. We are full of hard working, optimistic people who find a way to serve our community no matter the challenge.

13. Link to Strategic Risk Register

- 13.1. Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register – COVID-19 Specific Mitigations.

Author: Executive Team
Executive Sponsor: Grant Ritchie, Principal

BOARD OF MANAGEMENT

Tuesday 9 June 2020



Principal's Report

Paper D

BOARD OF MANAGEMENT

Tuesday 9 June 2020

Principal's Report



Paper for information

Introduction

Elsewhere on the agenda for this meeting there are a number of papers that provide a depth of detail on the impact of the pandemic on the college, on our plans for recovery, and our ongoing management of the situation. I want to start my report by passing on to the Board my thanks to all of the college staff for their work over the past few months and I include the time of the cyber attack in this time frame.

We have asked staff to improvise around the way they work, to develop and move to on line services; both learning and student support, to support students remotely whilst working from home, to use Microsoft Teams as a central communication mechanism and to reinvent how we operate as a college.

Staff have accepted the situation and worked together to solve problems, to make sure that learning continues, to make sure that pastoral and financial support flowed through to students and to make sure we can get as many learners across the line with a finished qualification that we possibly can.

As an appendix to this paper I have attached the results of a pulse survey carried out amongst staff to gauge their thoughts at this time on our preparedness for remote learning, some of the issues they face and some of the ideas they have for going forward. The response has been very good and the results and free text answers will be incredibly important in planning for the next academic year. (see Appendix 1)

The trade unions have been tremendously supportive and constructive in their approach, the leadership of the students association have been energetic, visible, and constantly communicating with students.

This period has been a severe test of our resilience and ability to keep the college moving forward under the most difficult of circumstances. I cannot praise our staff enough. It has been genuinely humbling to be part of this magnificent team effort. The D and A way in full flight.

Credits

At the beginning of the 19/20 academic year the College was allocated a credit target of 107,735 (103,314 core + 4421 ESF). Mid-year, the College was allocated a further 333 credits making a revised target of 108,086.

As always, significant planning was put in place to deliver this and the Executive team were confident that this was achievable, however, the implications of COVID-19 has put this at risk. To date the College has registered/achieved the equivalent of 103,889 credits, 3,846 below the original target and 4,197 below the revised.

The data management team are still processing registrations, in particular for the new senior phase in-take which is being undertaken virtually, however it is now unlikely the College will reach its original or revised target. Work continues to identify ways in which this may be possible.

A significant number of Colleges are also in the same position and conversations are happening nationally and at a Government level to ensure the risk to Colleges is mitigated. Karen Watt, SFC Chief Executive, issued a letter to College principals on 28th May which outlines some relaxation on the guidance for claiming credits for 19/20 and the SLT are currently investigating this.

Recruitment

	2020 As at 1st June	2019 As at 25th May	
Total Full-time Apps	9,039	11,238	-2,199
Full-time Unconditional Offers	2,328	1,675	+653
Full-time Conditional Offers	2,866	3,193	-327
Total Offers	5,194	4,868	+326
Full-time Applications still in recruitment process	958	2,117	-1,159
Part-time Apps Received	313	243	+70

The total number of applications for next year looks to be down by c2000. However, we have made more offers of places than at this stage last session so we are sure that we will have a decent cohort of new students. We are also likely to see returning students particularly in skill/ trades area where qualifications and apprenticeships have been put on hold and will require to be completed.

We are predicting as well that there will be funding for upskilling and employability programmes to deal with the expected rise in unemployment as a result of the economic slowdown. No details of any additional funding has been announced yet but conversations have taken place at ministerial level on the need for a retraining package.

D & A Attributes

In a year that has seen such disruption it is remarkable that the D and A attributes programme has managed to keep running. A staggering 487 students managed to take part and we have 22 Bronze awards, 6 Silver awards and 11 Gold awards. Real praise to the Learner Engagement team and the Students Association for making this happen, quite extraordinary under the circumstances.

National Work

I have been acting as the Lead Principal with responsibility for negotiation with SQA over certification during the disruption. SQA have been very receptive to innovation and we have managed to agree a holistic approach to many of our qualifications.

It is a very complicated picture however and whilst HN, NC and national programmes have been relatively easy to deal with, many other qualifications require significant work due to the involvement of SDS, Trade associations and other awarding bodies.

At the moment we have a clear pathway for almost all qualifications but there are still one or two areas that we need to sort out.

I have also been leading on working with SFC to look at creative ways we can work within the current credit and regional outcome agreement system to develop a more flexible model for describing college activity and for holding colleges to account through our outputs and impact rather than the current statistical bureaucratic approach. This work will go on for some time.

I have represented the sector twice on Facebook live sessions addressing student questions, one UK broadcast for UCAS and one national one, led by Colleges Scotland.

Ministerial Contact

The college Principals' group has met regularly with both Richard Lockhead and Jamie Hepburn Ministers for education and skills respectively. The Principals have been able to update the Ministers on the progress of our business and we have also stressed the financial implications of the loss of income projected for next year. The government are fully aware of the scale of the potential financial hit for colleges next year but have yet to respond.

Regional Economic Recovery

Whilst the college sector are discussing the contribution of colleges to the national economic recovery and are liaising with the work being progressed by the Government through Enterprise and Skills Board, we are connecting to the development of a Regional Recovery Plan.

The agencies who make up The Skills Board for the Tay Cities Deal include all the key partners involved, local authorities, Universities, SDS, DWP, DYW and the Third sector. The Skills projects already under discussion will all be reviewed to ensure they are in line with the needs of the post COVID economy.

The focus of many of the projects were already around stimulating greater productivity, targeting areas of need in the workplace and wider community, improving employability, and making sure that people had the right skills through upskilling those in work, or retraining those out of work. The emphasis of the projects will not need to change hugely but the focus on the inevitable increase in the numbers of unemployed and in the changing needs of struggling businesses will become a sharper focus. The work has begun to develop a Tay Cities Action Plan for regional recovery and we are key partners in the group taking this forward. The Board will be kept up to date with the progress of the planning and implementation of the Tay Cities Action Plan.

Author & Executive Sponsor: Grant Ritchie, Principal

Covid-19 Working From Home Pulse Survey Report

Introduction

D&A closed campuses on Friday 20th March 2020, with lock down beginning in the UK on Monday 23rd March 2020. Prior to closure, the College set up a Remote Working Hub via the Staff Portal, which included training links and content, FAQs and health and wellbeing support. The College has communicated with all staff via Portal messages and all staff emails, with the Executive team often recording videos to cover key information. To ensure we understand the challenges our staff face and take appropriate actions to provide support, a short pulse survey ran via Peachy Mondays from Tuesday 12th May to Friday 22nd May.

Questions

The pulse survey comprised of 6 questions, the first 5 utilising a 4-point Likert scale format with positively framed statements. The final question was a free text response. The questions were developed in partnership with Peachy Mondays, who researched a range of possible questions for organisations to use. In discussion across SLT, agreement was reached in terms of the most suitable questions to ask and the information we really needed to ensure we can effectively support staff.

Survey Questions

1. I have the information I need relating to what's happening at D&A in relation to Covid-19
2. My line manager/s keep me informed with relevant information
3. I have the support of my team / other staff to help me at this time
4. I feel I have the tools, skills, training and support to enable me to work from home as best I can
5. I know where to go to get help if it's needed (this could be on a range of topics)
6. Do you have any other feedback, suggestions or want to highlight anything that would help us support you just now?

Engagement

The invitation to participate in the pulse survey was sent to all staff, including those on furlough. This decision was taken to ensure that feedback could be given by those on furlough should they wish to do so, as there may equally have been issues we could seek to resolve for this group of staff. The survey was therefore sent to 1043 possible respondents.

- **349** responses were received (33% return)
 - If furloughed staff are removed from the count for comparison (it is noted that most would not check emails as regularly, or are from groups that are less likely to engage with email in general), the return rate is c.47%
- Of the **349** responses, **135** people left a comment in the final free text question (c.38%)
- Of the **135** free text comments, anonymous conversations were instigated with **68** respondents (c.50%)
- Of the **68** conversations instigated, **41** engaged in discussion (c.60%)

Results

Overall, the response rate was considered robust enough to provide a solid 'pulse' overview of the current working from home landscape in the D&A community. Across the 4 Likert statement questions, the results are very positive:

(See over)

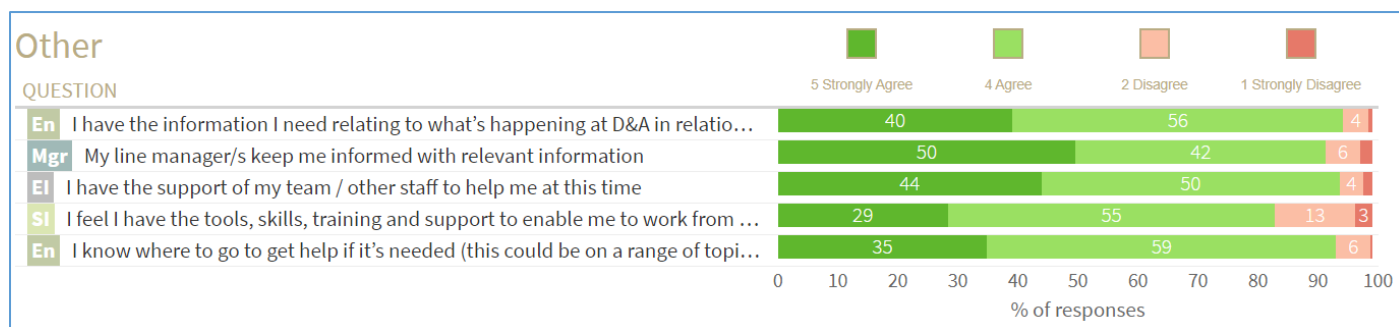


Image 1: Overview of survey responses.

- **96%** of respondents **agree** or **strongly agree** that they have the information they need relating to what's happening at D&A in terms of Covid-19
- **92%** of respondents **agree** or **strongly agree** that their manager/s are keeping them informed with relevant information
- **94%** of respondents **agree** or **strongly agree** that they have the support of their team and / or other staff to help them
- **84%** of respondents **agree** or **strongly agree** that they have the tools, skills, training and support to enable them to work from home
- **94%** of respondents **agree** or **strongly agree** that they know where to get help or support on a range of topics

These results are incredibly encouraging in the current, uncertain landscape, attesting to the positive attitudes of D&A staff, cultivated through the work around the D&A way.

Free Text Responses

With all questions scoring in the 90s in terms of positivity, bar the question around the tools, skills, training and support to enable staff to work from home, more information can be gleaned from the free text comments and subsequent conversations.

Of the 135 free text comments, there were four key themes identified, prevalent across almost all comments:

- Keenness or concerns to know more about next academic session and College plans
- Home work station practicalities about desks, chairs, technology, printing and stationery
- CPD and training opportunities for moving to remote delivery (for staff and students)
- Concerns around childcare and workload as a result of childcare

It is possible to see how most, if not all, of these themes would affect the response to the statement about tools, skills, training and support to enable staff to work from home, as each has a knock on effect. Given the themes of the comments and the genuine challenges faced at present, the 84% positive response on this question is considered very positive, whilst not diminishing any of the issues.

Other Dimensions

There are range of dimensions available in terms of the overall spread of the results. Overall, Support staff were slightly more positive in their responses than Academic staff, though notably Academic staff were happier in terms of the manager index (linked to question 2: *My line manager/s keep me informed with relevant information*), scoring 85 to Support's 80. In all other cases, Support staff rated more positively / highly.

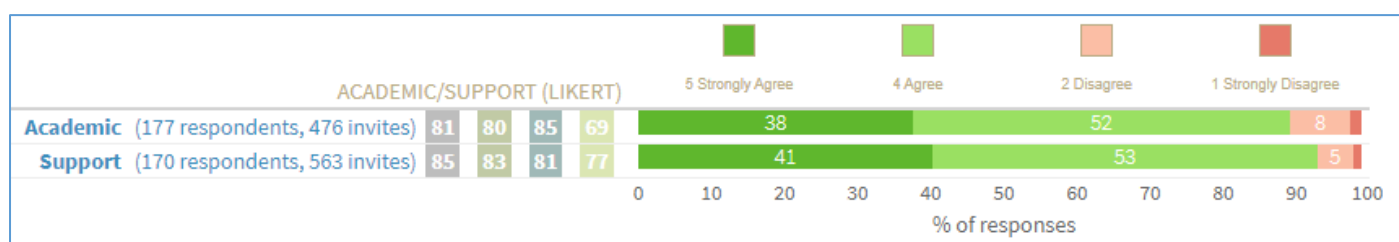


Image 2: Support versus Academic ratings.

By geographical spread, the three main campuses were evenly spread, with a maximum 2 point difference (Gardyne 79; Arbroath 80; Kingsway 81).

Further team level review will take place shortly.

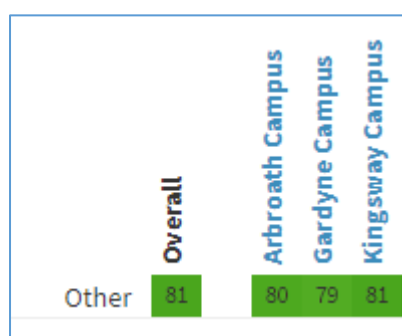


Image 3: Campus-based Ratings.

Initial Actions

Within the period of the survey being open, a number of actions were taken based on the free text responses and conversations:

Item Raised	Action	Notes
Concerns around the timeline to knowing more about next session's plans	Simon Hewitt recorded a video message to staff published on Monday 18 th May 2020, outlining high level information	This work is ongoing, with information being prepared for publication to all staff
Issues with healthy eating whilst working from home and lack of support network	A private Yammer group has been set up for anyone wanting healthy eating / weight management tips and support	
In some areas, effectiveness of team meetings and online engagement were raised, or issues with not having enough team meetings under current circumstances	D&A Way Meeting guidance has been developed, along with virtual ice breakers exercises for managers to ensure across College, consistency is achieved	This will be circulated to Leadership Development Forum shortly
Ad hoc issues with ICT, home working practicalities like chairs and printing were highlighted	Appropriate contact details for the Estates and ICT teams were provided for staff through the follow up conversations to ensure access to support	The Estates and Infrastructure and Leadership, Communications and Ways of Working workstreams will put in place ongoing arrangements to support with this

Item Raised	Action	Notes
Concerns around access to appropriate online learning, or knowing where to access training were mentioned	Links to the Remote Working Hub's Online Learning page were provided, which is regularly updated with useful digital learning	The wider approach to digital pedagogy is being taken forward in a workstream subgroup

Ongoing Actions

Following closure of the survey, feedback will be provided to staff on the outcomes of the survey and the actions that will be taken. This is likely to include input from staff where appropriate, as it was evident from the free text responses that staff are keen to be engaged in plans for, and the work of getting ready for, academic year 2020-21.

At a high level, the next steps are:

- Share the survey report with the SLT and Board of Management
- Share the output of the survey with unions, then all staff
- Publish '*you said, we did*' information and feedback
- Finalise further actions as an SLT (focused on Project 2020 workstream leads) and communicate the plans around these to staff

Conclusions

The response rate to the survey and positive response to the statements are considered a good marker of employee engagement with the College. The high level positive versus negative responses were a strong indicator that the College is adapting and communicating well in current circumstances.

Whilst there were some comments in either the free text responses or conversations that did not fit neatly into one of the four themes identified from the qualitative responses, none of the responses identified an unknown or unconsidered concern. Therefore, the College has a good handle on the challenges faced by staff and the themes raised are manageable in terms of meeting expectations around actions.

The SLT and Project 2020 workstream leads are committed to developing and delivering on realistic actions which will be further developed from the survey responses. Based on the data set, these are practical actions which are well within the College's ability to deliver, though as always expectations will need to be managed around individual circumstances where high level decisions differ to personal preferences. This will be handled sensitively and honestly, taking into account the pressures of the current situation, supported by close overall working with the unions through the Project 2020 workstreams.

BOARD OF MANAGEMENT

Tuesday 9 June 2020



Finance & Estates

2020/21 Budget

Paper E

BOARD OF MAANGEMENT

Tuesday 9 June 2020



Budget 2020/21

Paper for information

1. Introduction

This report brings to the Board what would ordinarily have been the draft Budget for the year to 31 July 2020.

2. Recommendation

Members would normally be asked to approve the budget, having being considered and recommended for approval by the Finance & Property Committee. On the basis that it is not possible to present a balanced budget at this time, the Finance & Property Committee agreed that we would present a current status position with a view to a further budget being presented in due course for formal approval.

3. Context

The financial impact of the continuing restrictions imposed by the government's response to COVID-19 cannot at this time be accurately quantified. The level of uncertainty is unprecedented and the situation likely to remain fluid for quite some time. The College will continue to monitor and manage its finances appropriately and update financial projections frequently, taking all necessary mitigating actions within its control. The budget will be revised when there is sufficient clarity to do so reliably.

This Budget paper is prepared in especially challenging circumstances as we continue to fully recover from the cyberattack and become accustomed to home working and a new way of engagement. It is nevertheless a first attempt to present likely outcomes using management assumptions based upon limited information and reflecting the work being undertaken under 'project recovery' and recently assembled work streams to ascertain how the College may operate next term and the consequences for both revenues and expenditure.

A pre and post pandemic budget is presented for 2020/21 to highlight our interpretation of the likely impact of COVID-19. Comparison is made with the current year's revised budget as latest forecast for 19/20 is distorted by enforced closure in March.

There is relatively little certainty around a large number of income streams and a high degree of management judgements have been necessary. The Risk Assessment of Key Areas, a regular feature of our Management Accounts, is once again offered but with less assurance around potential favourable and adverse movements.

Both short and medium term scenario planning will be undertaken as part of our preparation for the Financial Forecast Return (FFR) required by The Scottish Funding Council (SFC). The deadline for the FFR and the associated guidance and assumptions will be provided by SFC in due course when they believe there to be sufficient clarity.

4. Summary of results

The pre COVID-19 'business as usual' budget was already demanding of our attention, forecast at break-even. Mitigating actions will now be considered within the wider challenge of the post COVID-19 budget which is currently a cash deficit of £1.56m.

Budget requirements will be tested and opportunities for maximising use of funding will be fully explored. This will include both Flexible Workforce Development Funding (FWDF) and Capital & Maintenance (C&M) grant from SFC, with the latter potentially being diverted to meet loan obligations and/or fund necessary ICT resources. Preliminary discussions are already underway with SFC at sector level.

If our evaluation is remotely realistic it seems inevitable that additional funding for the FE Sector will be necessary if we are to avoid serious implications for both learners and staff. Consequently SFC are being urged to mirror what is being done for universities and produce a sustainability action plan for the college sector.

Appropriate furloughing of staff will continue and claims submitted within the prevailing guidelines, however a prudent position has been adopted based on the likelihood that the college will reopen for learners and staff, currently furloughed, will be required to deliver services to students.

5. Income

Total income in 2020/21 is budgeted at £39.6m, reflecting COVID-19 reductions of £2.1m, and is down £1.1m from the revised budget for the current year.

SFC Income is budgeted in accordance with the allocations announced in April and provides for a 1.8% increase in core allocations before adjusting for a full year's pension support, previously reported under Other SFC grants. Whilst it appears probable that there will be some adjustments to the shape of the credit target, the core teaching grant will be maintained at £28.459m.

SFC ESF Credits, paid in exchange for HE delivery under the 'Developing Scotland's Workforce' programme continues to be budgeted at current year's level but individual college allocations remain unconfirmed by SFC. An enhanced level of uncertainty has arisen with SFC's expectation that the sector may not be able to deliver its student FTE target in 2019/20, placing the ESF funded proportion of nearly 40% in jeopardy for both 19/20 and 20/21.

Whilst regional FWDF allocations have not yet been confirmed, the total sector budget is unchanged and it is reasonable to expect that our allocation of £473K will be repeated by SFC. The budget presently assumes a level of activity similar to that budgeted for the current year when revised, and now including a substantial carry forward from under delivered planned 2019/20 activity. If the current year's post COVID-19 forecast assumption holds true, this would mean that only a third of the anticipated 20/21 allocation would be delivered in-year. This presents an upward

potential but would be dependent upon both the College's capacity to deliver and an increased appetite to receive training. Whilst theoretically possible, we believe that a downward movement is more likely given the prevailing situation. This is a particularly contentious issue for the sector and successful achievement may rely upon a relaxation of current programme rules and a greater move to on-line delivery or repositioning of a proportion of the grant funding to meet the new challenges. Pending further clarity from SFC, the financial risk is currently judged to be substantial.

SFC Capital & Maintenance funding is allocated on a financial year basis. The College allocation has increased by 50% in line with the sector as a whole, to £2,476K, including a large ring-fenced portion of £1,669K for High Priority Works. The intention is to use a portion of these funds for the backlog maintenance element of the Kingsway Tower development, supported by a bid to Dundee and Angus Foundation for the first phase of the Kingsway redevelopment. For the purposes of this budget it is assumed that the total allocated will be spent.

Other SFC funds are generally budgeted in line with current year and proportionate to associated expenditure.

Tuition fees have been reduced by varying degrees based upon a judgement taking into consideration demand, retention, capacity, competition and a weak economic climate. This ranges from 50% for commercial short courses to 10% for full-time HE and removes some £850K of potential income from the budget.

Non-core income is similarly estimated and drops by approx. £600K, of which £435K relates to contracts for Modern and Foundation apprenticeship training from Skills Development Scotland (SDS) and construction industry managing agents. Discussions with these organisations on possible new delivery models is ongoing but the prospect of fewer apprentices has been acknowledged.

It is currently anticipated that Erasmus mobility project activity that was suspended this spring will be carried over to spring of 2021 if travel restrictions are lifted. Grant income and associated costs have therefore been included but their removal, should this not be possible, will have minimum net impact.

Catering and other income has been reduced by circa £700K. Catering accounts for the bulk of this with the assumption that it will operate at 40% capacity over the course of the twelve months, with direct non-pay costs reduced accordingly.

There are substantial reductions also assumed from retail type activity, lets and sports facilities but this is off-set within this category by the inclusion of a £200K for to be claimed under the government's CJRS, down from £800K for the previous four months of 2019/20 but cautiously recognising that significant limitations appear likely.

6. Pay Costs

Total pay costs for 2020/21 have increased by over £1.4m from the current year's revised budget, and payroll cost nearly £1.6m. Teaching pay increases by 6.1% and support by 2.4%. The former includes a tentative variable teaching provision of £255K as part of our potential COVID-19 response and in particular to aid returning students completing work from 19/20 and school students transitioning during the early weeks of term.

Current processes to review variable lectures under the nationally agreed 'transfer to permanency' arrangements present additional risks but will be carefully managed.

Cost of living pay awards scheduled for September assume current Scottish Government pay policy for 2020/21 of 3%, with minimum and maximum increases.

No provision is made for possible payments under the voluntary severance scheme.

7. Non Pay Costs

Non-pay is down a total of £152K when compared against the current year however the increase in property costs of almost £700K masks a substantial net reduction across other categories. As a result of remote delivery and working from home, a £774K reduction in costs associated with consumable materials and staff and student travel has been projected.

Modest real increases have been necessary to reinstate costs saved from current year's budgets, such as OD and ICT. The latter, along with other central budgets, has been protected to deal with additional resources required for remote working. It also reflects a trend of increasing costs of licences as we continue our strategic move towards Cloud platforms but also benefits from reduction from other elements such as telephony where a new contract has secured savings of almost 50%.

Exam fees have been maintained at current levels meantime but savings should be possible with fewer fee paying students.

As previously highlighted, property works costs are increased in line with funding meantime but this level could not be sustained if Capital & Maintenance funding is diverted. At this time we do not envisage a reduction in general campus running costs. Savings will be required to be vired towards PPE, signage and other campus reconfigurations required to ensure safe working.

8. Subsidiary Company

Gardyne Theatre Limited faces particular challenges in light of the specific restrictions imposed upon the operations of public auditoriums, together with the changes in management structure that have been put on hold. Gardyne Theatre staff have been furloughed and will continue to be supported by the CJRS. Preliminary assumptions and, as a consequence, a break-even position is adopted for the purposes of this consolidation. Whilst there is potentially significant downward risk all possible steps will be taken to minimise cost and safeguard the liquidity of the subsidiary.

9. Student Support Funding

It is assumed that the College will have sufficient funds to satisfy student demand and we expect this to be a feature of SFC guidance when published.

SFC's initial allocation for 2020/21 is almost 4% higher than funds available for 2019/20, which we now expect to under spend. Additional pressures may present from support for returning students and the lifting of the age cap for Care-experienced students in receipt of bursary. The College would continue to respond to any surge in

demand through the established in-year distribution mechanism. The College will also seek to maximise the use of all available funds to support students working remotely and those who may be suffering additional hardship, and will work with others to seek all necessary flexibility within the rules.

10. Cash Flow Forecast

Without additional funding or other means of support, the cash deficit suffered coupled with our loan obligations would fully exhaust our cash reserves.

11. Conclusion

The level of deficit currently budget highlights the magnitude of the financial challenge but is by no means acceptable nor sustainable. All mitigating actions within our control will be taken whilst simultaneously working with the wider sector and our key stakeholders to lobby for essential support.

12. Link to Strategic Risk Register

Presenting an unbalanced budget is not appropriate. When the college is in a position to present a palatable budget this will support in mitigation of the following risk identified within the Strategic Risk Register namely;

2.2 – failure to achieve institutional sustainability

Authors: Brian Ferguson, Head of Finance

Rhonda Bissett, Senior Management Accountant

Executive Sponsor: Jaki Carnegie, Vice Principal – Corporate Services

Budget

	2019/20	2020/21		
	Revised Budget	Pre COVID Budget	Post COVID Budget	2019/20 Revised Budget
	£000's	£000's	£000's	£000's
SFC Credit income	27,112	28,459	28,459	1,347
SFC ESF Credits	1,158	1,158	1,158	-
Other SFC grants	3,541	3,483	3,483	(58)
SFC Total	31,811	33,100	33,100	1,289
Tuition Fees	3,749	3,899	3,046	(703)
Non-Core income	3,295	3,182	2,579	(716)
Catering & other income	1,615	1,613	907	(708)
Foundation donations	248	-	-	(248)
Total Income	40,718	41,794	39,632	(1,086)
Teaching Pay - established	14,661	14,964	14,964	(303)
Teaching Pay - variable	2,873	3,378	3,633	(760)
Invoiced Staff Costs	249	249	249	-
Teaching Support Pay	2,125	2,075	2,075	50
Support pay	10,644	11,074	10,999	(355)
Apprenticeship Levy	100	100	100	-
VS Scheme	135	-	-	135
Unfunded pension payments	404	404	404	-
Total Pay Costs	31,191	32,244	32,424	(1,233)
Staff related costs	477	475	389	88
Consumables & Equipment	1,483	1,421	911	572
Exam fees	851	851	851	-
Student related costs	388	423	369	19
Property cost	2,898	3,486	3,486	(588)
ICT & Telephony	1,045	1,126	1,126	(81)
Insurance	117	120	120	(3)
Marketing	65	65	65	-
Professional fees	255	150	150	105
General Overheads	325	325	260	65
Interest & Charges	155	135	135	20
VAT	864	968	909	(45)
Total non-pay costs	8,923	9,545	8,771	152
Cash-backed surplus/(deficit)	604	5	(1,563)	(2,167)
Add: subsidiary profit/(loss)	-	-	-	-
Consolidated Cash-backed surplus/(deficit)	604	5	(1,563)	(2,167)

Risk Assessment of key volatile areas

Income/Expenditure Category	Latest Forecast £000's	Possible Cash Deviations		Adverse Risk Assessment			Comments and mitigation
		Favourable	Adverse	Likelihood	Impact	Overall	
		£000's	£000's	£000's	£000's	£000's	
SFC Credit income	28,459	-	-	Low	Low	Low	Core grant appears not to be at risk but opportunities for increased credits are unlikely.
SFC ESF Credits	1,158	-	460	Mid	High	High	Heightened risk of recruiting sufficient HE students is compounded by the greater threat to the sector losing the 40% ESF portion of funding if student targets achieved. Initial allocations have yet to be confirmed.
Other SFC grants	3,483	1,500	500	Low	High	Mid	Over £400K has yet to be confirmed but expectations of this are believed to be reasonable. Capability to deliver in excess of £0.5m FWDF activity is uncertain. There could be significant upside, particularly if sustainability funding is secured. Adjustment to Capital & Maintenance grant should be cost neutral.
Tuition Fees	3,046	500	400	Low	High	Mid	Fees have already been reduced substantially but possibly not to worst case scenario. Every effort will be made to deliver on-line where possible.
Non-Core income	2,579	500	200	Low	Low	Low	Apprentice funding assumptions are extremely cautious and it is therefore felt that further substantial reduction is unlikely. Several significant elements within this category, such as Erasmus mobility funding, may move up or down but with minimal net impact.
Catering & other income	907	400	200	Mid	Low	Low	Catering across all outlets now accounts for less than half of this category but assumptions of 40% operating capacity may yet prove optimistic. Potential for substantial favourable variance across all income streams limited with the possible exception of further pay subsidy from the CJRS.

Income/Expenditure Category	Latest Forecast £000's	Possible Cash Deviations		Adverse Risk Assessment			Comments and mitigation
		Favourable	Adverse	Likelihood	Impact	Overall	
		£000's	£000's	£000's	£000's	£000's	
Total Pay (exc. VSS & unfunded pensions)	32,020	300	300	Low	Low	Low	Some contingency for additional variable costs are budgeted but risks still present from national bargaining pay awards.
VSS	-	-	200	Mid	Low	Low	It is possible that necessary contraction may encourage applications.
Property cost	3,486	500	200	Low	Low	Low	Exceptional COVID-19 related cost of PPE, signage and campuses reconfiguration may not be fully accommodated within existing budget. Utility prices cannot be known beyond March and consumption may increase with flexible working arrangements. Conversely, property costs may be reduced and funding diverted to cover other costs.
Non-pay costs excluding property	5,285	500	350	Low	Mid	Mid	Early, high level evaluations have been made for lower consumption and must still be tested as operational plans are refined. Further reductions may yet be possible from more discretionary spend areas and specific student related costs may reduce further.

Cash Flow Forecast

	2018/19	2019/20	2020/21
	Actual	Latest Forecast	Post COVID Budget
	£000's	£000's	£000's
Cash backed surplus/(deficit)	2,446	906	(1,563)
Loan repayment	(1,571)	(486)	(475)
Capital Expenditure	-	(92)	-
Capital funding	-	92	-
Working capital movements	103	(600)	0
Net Movement in cash balances	978	(180)	(2,038)
Opening cash balances	1,172	2,150	1,970
Closing cash balances	2,150	1,970	(68)

BOARD OF MANAGEMENT

Tuesday 9 June 2020



Governance

Membership Update

Paper F

BOARD OF MANAGEMENT

Tuesday 9 June 2020



Membership Update

Paper for approval

1. Introduction

This paper summarises arrangements and requirements in respect of the membership of the Board of Management of Dundee and Angus College as a Regional College under the terms of the Post-16 Education (Scotland) Act 2013.

2 Board of Management Membership

Under the terms of the Post-16 Education (Scotland) Act and the ministerial guidance on the recruitment of board members, the Board of Management must make appropriate arrangements for the recruitment of migrating and new members of the Board.

To operate within the terms of the legislation the Board of Management must include **a minimum of 15 members and a maximum of 18 members** (up to 12 of whom are classified as “ordinary members” recruited under the board arrangements). The College Board cannot operate legally with fewer than 15 members.

3 Board of Management Vacancies

The Board approved recruitment for two vacancies (one current due to the resignation of Steven Watt, and one planned as a result of Pam Milne signaling her desire to step down from the board in June 2020).

Arrangements for recruitment were progressed, with this scheduled to commence in late March 2020 for completion by June 2020. Given the COVID 19 situation, the decision was made to delay this recruitment and to review timescales and arrangements again relative to the COVID 19 situation in autumn 2020.

To support this, and the work of the Board in the interim the following arrangements are in place.

Pam Milne will continue in her Board role for the remainder of the current calendar year (or through to conclusion of Board recruitment arrangements if sooner).

Michael Thomson is currently a co-opted member of the Audit & Risk Committee. It is proposed that this co-option be extended to cover membership of the Board of management as an interim measure through until conclusion of Board recruitment arrangements.

4 Student Members

Following election as Students' Association Office Bearers, Cher Meldrum (Student President) and Amy Monks (Vice President – Arbroath) will continue as Board members nominated by the Students' Association for academic year 2020/21.

5 Approvals

The Board are asked to note the delay in recruitment arrangements and to approve the co-option of Michael Thomson to the Board of Management.

6 Link to Strategic Risk Register

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely;

- 1.1 – Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)

7 Information

Further information in respect of Governance matters is available for Board members by contacting Steve Taylor, Vice Principal People & Performance, s.taylor@dundeeandangus.ac.uk.

Author and Executive Sponsor: Steve Taylor, Vice Principal People and Performance

BOARD OF MANAGEMENT

Tuesday 9 June 2020



Governance

Board Metrics

Paper G

BOARD OF MANAGEMENT

Tuesday 2 June 2020

Board Metrics



Paper for information

1 Introduction

This paper outlines a series of standardised Board Metrics as discussed and agreed at previous meetings.

2 Board Metrics Report

To ensure that there is clear visibility of data and progress the following series of clear metrics is produced for consideration at each Board meeting. These metrics link together a number of data sources into a single high level Board report to provide high level indications of College performance. The further detail in each case should rest with the relevant Committee, or be part of the operational activities of the College. In this way, the metric report should supplement, rather than replace, the range of current information provided to the Board and its Committees.

3 Link to Strategic Risk Register

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely;

- 1.1 – Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)
- 2.2 – Failure to achieve institutional sustainability
- 3.1 – Failure to reach aspirational standards in learning, teaching and service delivery
- 3.3 – Legal actions; serious accident; incident or civil/criminal breach
- 3.4 – failure to meet aspirational standards in respect of the health, safety, wellbeing and development of staff and students

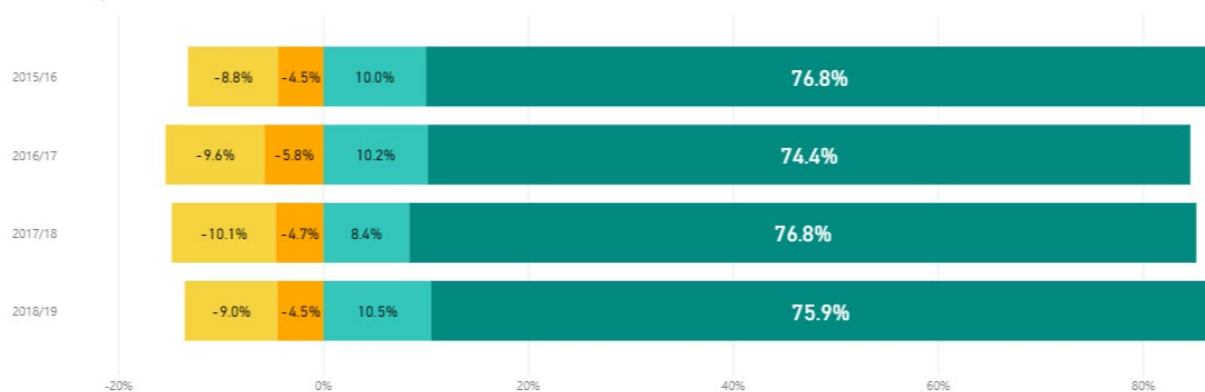
3 Information

Further information in respect of Quality matters is available for Board members by contacting Steve Taylor, Vice Principal People & Performance, s.taylor@dundeeandangus.ac.uk

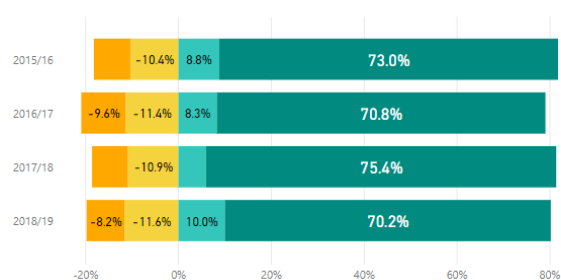
Board Metrics Report June 2020

Performance Indicators

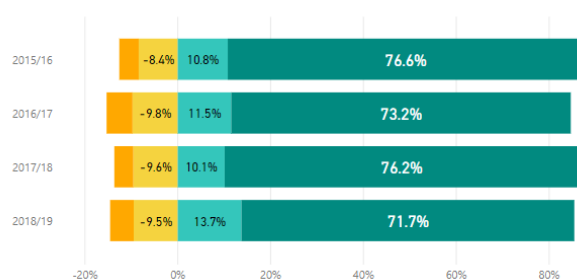
Total PI by Session



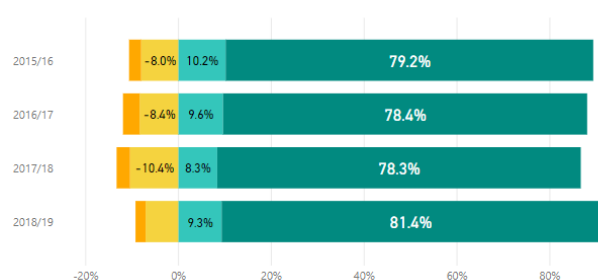
FE Full Time



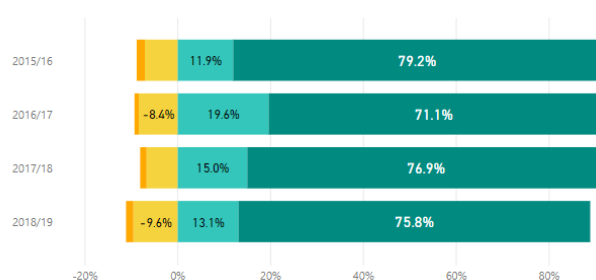
HE Full Time



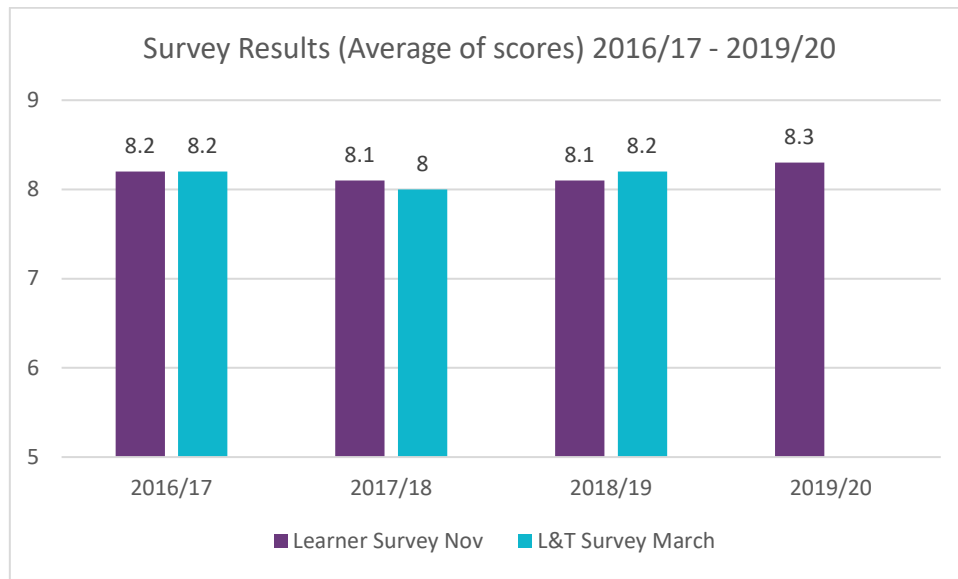
FE Part Time



HE Part Time



Student Survey Results

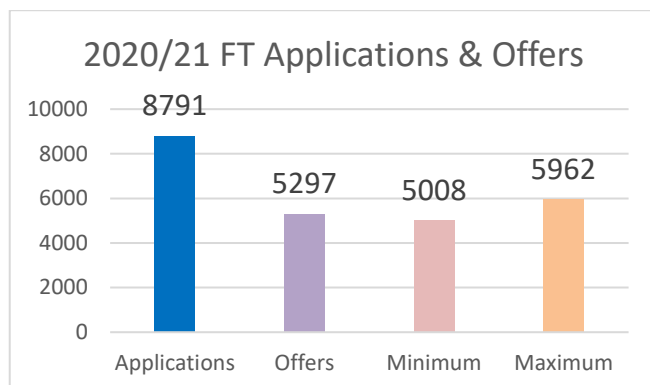


March 2020 L&T survey was cancelled due to COVID 19 situation

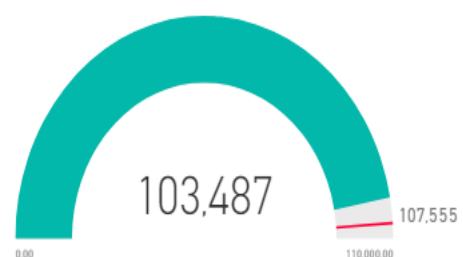
SFC Student Satisfaction & Engagement Survey – Positive response rate

	D&A	National
Overall Satisfaction 2016/17	90.6%	83.5%
Overall Satisfaction 2017/18	90.4%	83.6%
Overall Satisfaction 2018/19	91.4%	86.9%

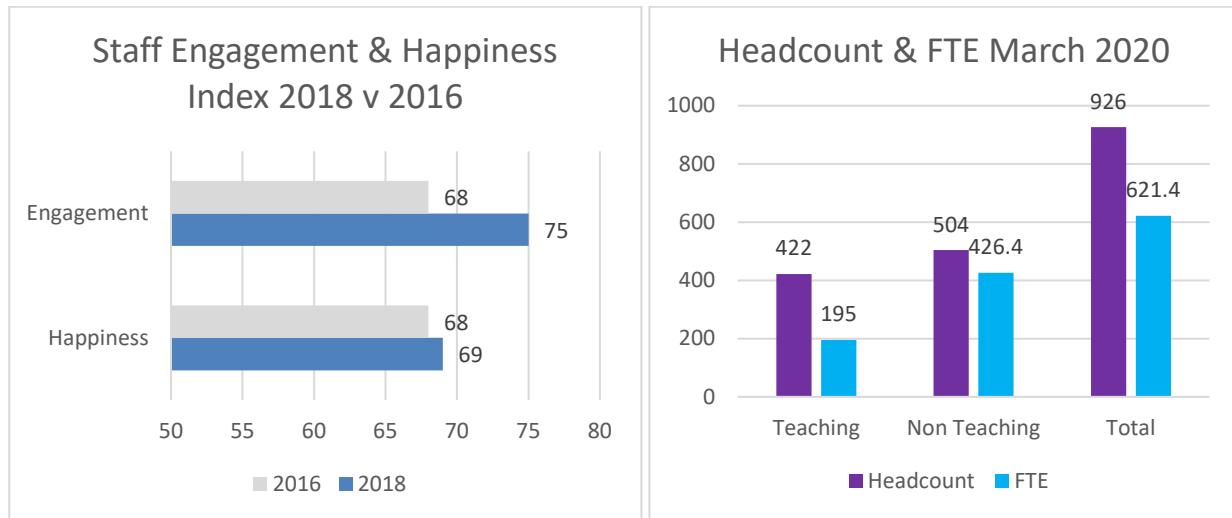
March 2020 SFC Survey was cancelled due to COVID 19 situation



Credits v Target

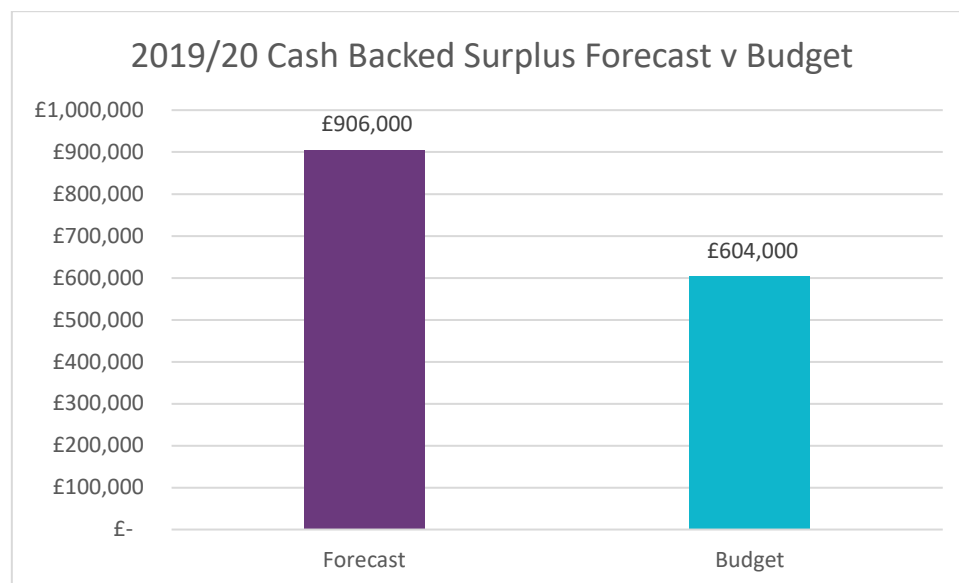


Staff – Engagement and Happiness Index, FTE & Headcount and Absence



	Year to Date to 28/04/20	12 months to 30/04/19
Average working days lost per headcount	6.01 days	7.35 days
Working time lost	2.31%	2.83%
Comparison with sector/national rates		
UK All Sector rate (CIPD 2016)	3.3%	
UK Public Sector rate (Unison 2016)	3.4%	

Finance – Surplus/Deficit v Planned Budget out-turn



	2019/20	2018/19
RIDDOR – Reportable Accidents	1	3

2019/20	Completed	Planned
Audits Completed v Planned	5	9

3 Mandatory Audits (Credits, Bursaries, EMAs) scheduled for September 2020 and follow up review scheduled for August 2020

BOARD OF MANAGEMENT

Tuesday 9 June 2020



Minutes of Committee Meetings

Paper H

12.1 Learning, Teaching & Quality – 29 April 2020

12.2 Human Resource & Development – 7 May 2020

12.3 Audit & Risk – 12 May 2020

12.4 Finance & Property – 19 May 2020

BOARD OF MANAGEMENT



Learning, Teaching and Quality Committee Wednesday 29 April 2020

Draft Confirmed by Chair

Minute of the Learning, Teaching and Quality Committee meeting held on Wednesday 29 April 2020 at 5.00pm via Microsoft Teams.

PRESENT:	M Williamson (Chair) B Carmichael G Ritchie H Honeyman C Meldrum	G Robertson A McCusker A Monks S Stirling
IN ATTENDANCE:	S Taylor (Vice Principal / Secretary to the Board) J Grace (Director of Curriculum) S McGregor (Head of Sector) M Sanderson (Executive Secretary)	S Hewitt (Vice Principal) K Murphy (Director of Curriculum) S Swinley (Head of Curriculum and Quality)

1. WELCOME

M Williamson welcomed Committee members and S Swinley and S McGregor to the meeting.

2. APOLOGIES

Apologies were noted from Neil Lowden & Steven Mill

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MINUTE OF PREVIOUS MEETING

The minute of the meeting held on 13 November 2019 was approved as an accurate record.

5. MATTERS ARISING

It was noted that these items were either on the Agenda for this meeting or were discussed at the Board Meeting in December 2019.

6. COVID 19 – IMPACTS FOR LEARNERS AND LEARNING, TEACHING & OUTCOMES

G Ritchie summarised the impact of the COVID 19 pandemic, noting that the College had closed for face to face teaching on 17 March and all buildings had closed due to COVID-19 on 20 March. It was noted that the College was unsure of when it would reopen.

G Ritchie stated that despite the current situation, staff were keeping in regular contact with students and it was hoped that most students would still achieve a positive outcome.

G Ritchie highlighted that there had been a loss of income due to COVID-19 and that the Principals group nationally was in regular contact with the Scottish Funding Council (SFC) and Scottish Government regarding the impact on activities, credit targets, finances etc.

G Ritchie stated that the College was working closely with other colleges in Scotland to look at solutions and to ensure student's continued to receive a good level of learning and teaching.

M Williamson noted the likely impact of the pandemic on the wider economy and asked how quickly the College could react to increasing unemployment rates. G Ritchie stated that a range of scenarios and options were being considered, including arrangements for the start of session 2020/21 and options to enhance work for those made redundant across the economy.

H Honeyman asked if the campuses would be set up differently to implement social distancing measures. G Ritchie noted the team were looking at what was needed for this, including reducing classroom capacity, providing hand sanitisers outside every room, and revising curriculum delivery to suit amended rules.

G Robertson asked if there would be an increased demand and opportunity for online learning. G Ritchie explained some areas of the college were unlikely to be able to accommodate social distancing measures and may need to offer more classes online. S Hewitt added that a commercial element to this would be difficult as many providers were offering free provision.

7. STUDENTS ASSOCIATION REPORT

C Meldrum and A Monks provided a summary of their written report. C Meldrum noted that Class Reps and Lead Reps are keeping in touch with the team and students and are continuing to do "Rep of the Month".

C Meldrum noted that the Student Led Awards had proven popular, with the number of nominations increasing to 312 from 50 in just one week.

C Meldrum provided the committee with an insight into the lockdown lounge, an online Facebook group and explained the team were opening this up to staff to take part. C Meldrum also explained the team are hoping to give student's volunteer awards for helping out with the lockdown lounge.

A Monks highlighted and provided a summary of the Student's Association Newsletter, which has been communicated to staff and students during lockdown. A Monks highlighted that students were reaching out to key workers and residents of a local care home, by sending them letters and pictures to keep in touch.

C Meldrum noted that the team have been working closely with the Student Services Team to refer students who were struggling during lockdown and providing them with support. Video calls have also been organised for students who feel lonely to help them to keep in touch.

G Robertson noted the work the team are doing is amazing and paid credit to the team. This was echoed by other Committee members.

8. ENGINEERING CURRICULUM IMPROVEMENT PLANS

K Murphy introduced S Swinley and S McGregor to the meeting and provided the Committee with a summary of opportunities and developments designed to enhance the engineering curriculum and outcomes (copy enclosed). S McGregor provided an overview of the plans and detailed the Tay Cities deal and the proposals for the project.

S Swinley provided an overview of staffing information within the engineering department and summarised work being undertaken to support and develop staff through the use of staff CPD and involve them with various projects and opportunities.

Developments taking place in terms of curriculum planning and transitions alongside changes in approaches to learning and teaching were outlined.

S Swinley stated that there had been some early signs of development in terms of future opportunities and stated that despite a decrease in applications for HN courses, however there has been a huge increase in senior phase pupils applying for programmes.

G Ritchie noted that since S McGregor has taken over responsibility for the sector there had been clear developments in terms of working approaches and curriculum plans.

A McCusker asked if there has been any change in gender regarding applications. S Swinley confirmed there were more females applying and the number of successful modern apprentices had also been female. H Honeyman asked if this information is being used for marketing. S Swinley confirmed there were still only around 5% of female students within the team, but that successes were being publicised to help to improve this.

The developments taking place were noted and M Williamson noted that it would be good to come back at a future point to see how these plans were developing.

9. EDUCATION SCOTLAND PROGRESS VISIT REPORT

The positive report received was noted with interest.

10. 2018/19 PI COMPARATOR REPORT

S Taylor summarised the report, highlighting that overall the 2018/19 outcomes were amongst the best in the sector. It was noted that, despite these declining in some areas, the outcomes for Care Experienced learners were the best within the sector, and those from SIMD 10 and 20 areas, and those for younger learners remained very strong.

A McCusker noted that the outcomes for part-time learners (particularly in HE) were below national average. S Hewitt noted this, and outlined a number of the steps reported to the Committee previously to improve these outcomes.

The report was noted.

11. VP CURRICULUM AND ATTAINMENT REPORT

S Hewitt summarised his report.

12. STRATEGIC RISK REGISTER

S Taylor provided a summary of the paper and the updated Strategic Risk Register. S Taylor noted that there was an additional layer in the risk register to highlight the ongoing COVID-19 situation and the mitigating and monitoring actions being taken. The risk register was discussed, and H Honeyman asked if a full separate COVID risk assessment was planned. S Taylor noted that a COVID-19 recovery plan had been developed and would be worked through over the coming weeks. It was noted that this plan would be brought to the June Board meeting.

The risk register was approved.

13. LT&Q METRICS

The LT&Q Metrics were noted.

14. The next Learning, Teaching and Quality Committee meeting will take place on Wednesday 2 September 2020 at 5.00pm, Room Y150, Gardyne Campus.

<u>Action Point Summary</u>		
Action	Responsibility	Date
No actions recorded		

BOARD OF MANAGEMENT



Human Resources and Development Committee Thursday 7 May 2020

Draft confirmed by Chair

Minute of the Human Resources and Development Committee meeting held on Thursday 7 May 2020 at 5.00pm via Teams.

PRESENT:

K Keay	D Fordyce
D Mackenzie	G Ritchie
T Pirie	B Carmichael
S Stirling	

IN ATTENDANCE:

S Taylor (Vice Principal)	B Grace (Head of Estates)
M Sanderson (Executive Secretary)	A Mawhirt (Head of People & OD)

1. WELCOME

K Keay volunteered to chair the meeting in the absence of the Chair and Vice Chair. K Keay welcomed members to the meeting.

2. APOLOGIES

Apologies received from P Milne, G Bissett, S Hewitt and J Carnegie.

3. DECLARATIONS OF INTEREST

There were no declarations of interest. D Mackenzie noted his employment with Michelin PLC.

4. MINUTE OF THE PREVIOUS MEETING – 14 November 2019

Minute of the previous meeting was approved as an accurate record.

5. MATTERS ARISING

Staff Absence – S Taylor noted that the national comparator metrics had not been updated yet.

It was noted that staff absence was being recorded differently due to COVID 19 situation and staff who are absent due to COVID 19 are not being recorded as a sickness absence to avoid possible triggers within the absence management and payroll systems.

6. COVID 19 IMPACTS AND ARRANGEMENTS FOR STAFF

G Ritchie noted that there had been a major impact on the College with regards to COVID 19, but that the College had adapted really quickly and had set up remote working systems for both students and staff, with online courses and training.

G Ritchie stated that, ironically, the Cyber Attack had put the College in a positive place with regards to dealing with incidents, using the Business Continuity Plan and adapting ways of working.

G Ritchie highlighted that the College, and Gail Graham (Quality Manager) in particular had taken the lead in negotiations and discussions with SQA with regards to progressing student outcomes. The complexity of this work was noted, including the different approaches adopted by each awarding body.

G Ritchie highlighted the significant loss to income to the College through commercial and other services.

Initial thoughts around arrangements for the start of session 2020/21 were discussed and G Ritchie stated that the College was considering a later start date and were planning ahead to implement additional social distancing and health and safety measures.

D Mackenzie asked if this has had an impact on student numbers and the likely need for staff reductions. G Ritchie stated that the Scottish Funding Council (SFC) had been clear that 2020/21 funding would be released as planned and noted that SFC were being flexible around credit targets and student numbers. It was noted that there were no plans to cut staffing and that arrangements would be progressed to ensure that staff were utilised fully to support the return to face-to-face teaching alongside increased remote delivery.

S Taylor highlighted that revised SFC guidance had meant that Colleges and Universities could access the furlough scheme to cover staffing costs in certain areas. This had been progressed rapidly over the past 2 week period and 303 roles within the College had been furloughed. It was noted that the one-to-one conversations with these staff had been positive. S Taylor advised that the College was seeking to recover c £240k per calendar month in wage costs through this.

S Taylor summarised the approach taken to furlough and stressed the importance of highlighting that this was not a reflection on the role or value of those staff, but reflected that they were those staff that were more clearly eligible for furlough.

K Keay asked if unions had been supportive in the decision to furlough staff. S Taylor confirmed they had, and stated that the College was paying 100% of staff wages and pension contributions. S Taylor stated that the unions had agreed a joint statement on furlough arrangements which had supported a positive video message from the Principal to explain the situation.

7. VP PEOPLE AND PERFORMANCE REPORT

S Taylor provided a summary of the report to the Committee. This was welcomed.

8. NATIONAL BARGAINING UPDATE

G Ritchie provided an update to the Committee regarding National Bargaining. G Ritchie noted that the pay deal with Academic Unions is in place until September and that a new pay demand had been received from EIS-FELA. G Ritchie highlighted that the national Job Evaluation process was still ongoing with support unions, however the COVID-19 situation had had an impact on this. S Taylor noted that work was progressing slowly, however there was no timeframe as to when this would be completed.

K Keay asked how Colleges received National Bargaining updates and if this would change with the departure of G Ritchie. G Ritchie confirmed that the Employers Association group send regular updates and that S Taylor and (going forward) S Hewitt were members of the Employers Association group.

The update was welcomed.

9. STRATEGIC RISK REGISTER

S Taylor summarised the risk register and highlighted additional areas within the register relating to COVID-19. It was noted that these areas were also being picked up through a detailed recovery report to go to the full Board meeting in June. K Keay stated that it was good to see the work undertaken and the division between the two risk registers.

K Keay asked if working from home guidelines were covered by the risk register. S Taylor noted the remote working hub for staff, and confirmed that risk assessment guidance was in place for staff in respect of work space and DSE regulations as well as good practice support and guidance on home working.

S Taylor noted that a short 'pulse' survey was due to go out to staff to see how they feel about working remotely.

T Pirie noted that the risk register was impressively thorough.

The revised Strategic Risk Register was approved.

10. HR METRICS

This paper was noted for information. K Keay thanked S Taylor and the team for pulling this information together given the COVID-19 and cyber incident disruptions.

11. MEETING MINUTES / UPDATES

The minutes of the JCF meetings were noted. G Ritchie highlighted that a good relationship had been developed with the unions and noted that the minutes sometimes didn't capture the positive nature of the discussions held. K Keay welcomed this update.

12. DATE OF NEXT MEETING

The next Human Resources and Development Committee will take place on Thursday 17 September 2020, room A214, Kingsway Campus.

Action Point Summary

Action	Responsibility	Date
There were no actions arising		

BOARD OF MANAGEMENT

Audit and Risk Committee Meeting

Tuesday 12 May 2020



Draft confirmed by Chair

Minute of the Audit and Risk Committee meeting held on Tuesday 12 May 2020 at 5.00pm via Microsoft Teams.

PRESENT:

G Robertson (Chair)	H Honeyman
M Williamson	M Thomson
K Keay	T Pirie

IN ATTENDANCE:

J Carnegie (Vice Principal)	
S Taylor (Vice Principal and Secretary to the Board)	
D Archibald (Henderson Loggie)	R Smith (Audit Scotland)
T D'All (Principal's/Board Chair PA)	A Ross (Head of ICT)

1. WELCOME

G Robertson welcomed members of the Audit and Risk Committee.

2. APOLOGIES

Apologies were received from P Milne

3. DECLARATIONS OF INTEREST

G Robertson noted he is Chair of Gardyne Theatre Limited. D Archibald noted an interest in respect of the award of the Internal Audit Contract.

4. MINUTE OF AUDIT AND RISK COMMITTEE – 26 November 2019

The Minute of the Audit & Risk Committee meeting held on 26 November 2019 was approved as accurate.

5. MATTERS ARISING

Duty of Care (Safeguarding) – This had not yet been progressed, but would be picked up at the Human Resource and Development Committee meeting in September 2020.

Encryption of BOM Paper – discussion with BOM Chair concluded that this is minimal risk as papers are required to be published as public documents and are covered under freedom of information requests. H Honeyman intimated that she still had reservations and asked that her concerns be noted. This was discussed and M Williamson and D Archibald noted that they felt that the risk and need to encrypt was minimal.

A range of approaches were discussed and it was agreed that establishing a Board Teams site for the sharing of papers would be investigated. **S Taylor to progress.**

Evaluation of Risk Allocated to Each Committee – evaluation to be undertaken and reported at the September 2020 Audit & Risk Committee. **G Robertson to progress.**

6. STRATEGIC RISK REGISTER & COVID-19 RISK REGISTER

S Taylor noted the Risk Register documents, highlighting the range of Risk around COVID-19 discussed with the Chairs Committee and considered so far by the Learning, Teaching & Quality and the Human Resource & Development Committees. The paper will also be presented to the Finance & Property Committee at their next meeting.

S Taylor confirmed that the Cyber Security element of the Risk Register had been taken forward with workstreams completing their work including confirmation that all business critical documentation had been recovered or recreated where necessary.

Discussion took place around future and scenario planning and recovery after COVID-19 lockdown. S Taylor confirmed an initial draft a paper had been discussed with the Chairs Committee and would be further updated and brought to the full Board in June 2020.

On the question around staff currently on the College's premises during this period. S Taylor confirmed that there was a number of staff involved on site undertaking works job e.g. animal feeding, legionella control; general maintenance. The Committee asked for the Risk Register Item 3.4 be updated to explicitly include the need for social distancing in respect of this activity. **S Taylor to progress.**

The Strategic Risk Register and COVID 19 Specific Risk Register were approved (as amended).

7. INTERNAL AUDIT

7.1 Staff Recruitment and Retention

D Archibald summarised the report Staff Recruitment and Retention and the range of strengths noted within the report.

G Robertson asked if the recommendation around training for staff was as a result of the range of training being too onerous – too much to do. S Taylor stated that there was an element of this and it was a matter of getting the balance right. S Taylor stated that with the tightening of finances, remission from teaching etc to support mandatory training was an increasing challenge.

T Pirie asked about documenting arrangements for succession planning for Key Roles. S Taylor noted that arrangements and support/development for staff keen to progress was available, but that documenting a process for this was not a high priority. This would be passed on to the Human Resource & Development Committee to consider further.

The committee approved the report.

7.2 Payroll and HR

D Archibald summarised the report Payroll and HR noting that it covered both payments made and the interface between both of the teams involved. D Archibald stated that the teams were working well together, with a good and accurate flow of information and progress being made towards the updated and integrated system. The overall assurance level was noted is “Good”. D Archibald noted the grade 3 action in respect of the need to complete the already started Procedural Notes.

G Robertson asked that the Audit & Risk Committee’s thanks are passed to the HR & Payroll Team for a good Audit. **S Taylor to progress.**

The report was approved.

7.3 Procurement and Creditors / Purchasing

D Archibald noted that the Audit was looking at Procurement and Creditors / Purchasing together, and that the overall Assurance Level was “Good”. D Archibald highlighted that this Audit had taken place during the cyber-attack and that, with the P2P system not being retrievable, it was not possible to fully test items of expenditure from the financial ledger and ensure compliance with the College’s Financial Procedures. D Archibald stated that from the overall work undertaken for the audit there were no significant concerns around this.

Discussion took place around Objectives 4 and 5 of the overall audit findings and it was agreed that J Carnegie would discuss with Henderson Loggie the opportunity to build in this element of procurement testing. **J Carnegie to progress.**

The report was approved.

7.4 ICT Network Arrangements / IT Strategy

D Archibald noted that the Satisfactory ICT Network Arrangements / IT Strategy Audit had been carried out by S McNaught who was SACA trained. D Archibald noted there were no significant gaps identified in the run up to the cyber-attack and noted that the Incident Response Plan had been tested and found to work well during this time.

The report was approved.

7.5 Audit Progress Report

D Archibald noted that the routine body of work had been delivered. Discussion around the National Fraud Initiative would take place over the summer along with the Follow-up Reviews.

D Archibald also noted his expectation at starting the conversation earlier around the work for the mandatory Student Activity and Student Funding audits and that discussions would look at what work for these could be undertaken remotely.

J Carnegie took the opportunity to advise the Audit & Risk Committee that Henderson Loggie have been successful in tendering for the audit work on behalf

of the College and would expect to progress the 2020/21 Audit Plan for the September meeting. **J Carnegie to progress**

7.6 Follow-up Summary

J Carnegie summarised the paper produced and outlined the approach adopted in respect of the 'traffic light' RAG rating.

J Carnegie confirmed that the recommendations arising from the Cyber Incident Report from JISC report were incorporated into the follow up summary to allow the Committee to track progress and completion of these.

J Carnegie gave a short update on the Catering Business Process Review noting that a series of workstream were in place from this.

J Carnegie acknowledged that the current COVID-19 epidemic would impact on how catering at the College would look highlighting that by the close of college buildings things had already changed with the covering of food, packaging food and other measures, and noting that these were likely to continue after campuses reopened.

Cyber Incident Summary of Recommendations and Progress – Appendix 2

J Carnegie noted to the Committee the confidential nature of the document.

A Ross noted the positive progress that had been made since the cyber-attack to strengthen and update cyber controls and cyber resilience.

G Robertson welcomed this update and noted that the situation must have been very challenging but that the feedback received was quite exceptional and asked that A Ross feedback the thanks of the Committee for this.

A Ross went over the paper for the Committee highlighting the completed actions and progress made to date. It was noted that a significant number of the recommendations had been achieved, with almost all on track for completion.

A Ross highlighted that a number of additional recommendations had been received from JISC after production of the initial report and confirmed that these were also included in the follow up summary.

Discussion took place around the cost implications of the recommendations and revised ways of working and A Ross stated that the estimated total costs for these would be c£100k. A Ross noted that he was liaising with the Finance Team in terms of the impact of this on the planned budget for 2020/2021.

H Honeyman noted the great job undertaken by the ICT Team and noted her opinion that a lot of organisations would not have recovered from such a cyber-attack so quickly.

8. EXTERNAL AUDIT PLAN

R Smith summarised the External Audit Plan noting the scope and timing of audits in accordance with ISAs, the Code of Audit Practice and guidance on planning audits. It was noted that the plan set out the work necessary to provide the independent auditor's report on the annual report and financial statements.

Explaining the layout of the report R Smith highlighted that Risks 5 – 7 were work that had been done before with the addition of Risk 8 – in respect of the impact of COVID-19. It was noted that discussions were continuing with J Carnegie and B Ferguson in terms of how the practicalities of the audit would be completed whilst meeting current lockdown and social distancing guidance.

R Smith stated that Exhibit 2 – 2019/20 Audit output timescale could be subject to change at a national level, depending upon further COVID 19 developments.

Discussion took place around G Robertson's question on how Audit Scotland would carry out the audit (possibly remotely) with R Smith confirming that while they would expect to see a 'paper trail' they would plan around appropriate arrangements for this.

R Smith confirmed that the timing for the Audit work was similar to that of last year, with sign off at the Board in December and that any proposed changes to this would be discussed with the College.

9. POLICY UPDATES

9.1 Business Continuity

J Carnegie summarised the updates to the policy and noted that the cyber-attack had informed these developments.

G Robertson note that the policy had operated very well. H Honeyman agreed highlighting that it was a good high level policy and 'road map' that did a really good job.

The Committee approved the Business Continuity Policy.

9.2 Gift & Hospitality

J Carnegie noted that staff members did not often receive gifts or hospitality and so had not had to record any gifts of hospitality for some time. It was noted that the policy and approach had been streamlined and the recording limit increased to £50.

The Committee approved the Gift & Hospitality Policy.

9.3 Fraud, Bribery & Corruption

J Carnegie noted that this was in progress and will be brought to the next Audit & Risk Committee for approval. **J Carnegie to progress.**

10. DATA BREACH REPORTING

J Carnegie noted there had been no Data Breaches.

11. INTERNAL AUDIT CONTRACT AWARD

J Carnegie confirmed that Henderson Loggie had been successful in securing the Internal Audit Contract.

12. DATE OF NEXT MEETING

The next Audit Committee meeting was confirmed as: **Tuesday 22 September 2020 at 5.00pm, Kingsway Campus (tbc).**

<u>Action Point Summary</u>		
Action	Responsibility	Date
Use of Microsoft teams for sharing of Board papers to be investigated	S Taylor	22 September 2020
Impact/benefit of allocation of risks to individual committees to be evaluated	G Robertson	22 September 2020
COVID 19 Specific Risk Register to be updated to note social distancing for staff on site during lockdown	S Taylor	15 May 2020
Audit & Risk Committee's thanks are passed to the HR & Payroll Team for positive audit outcome.	S Taylor	15 May 2020
Internal Audit Plan for 2020/2021 to be developed (including testing of purchasing practice)	J Carnegie	22 September 2020
Fraud, Bribery and Corruption Policy to be updated	J Carnegie	22 September 2020

BOARD OF MANAGEMENT

Finance and Property Committee Meeting

Tuesday 19 May 2020

Draft confirmed by Chair



Minute of the Finance and Property Committee meeting held on Tuesday 19 May 2020 at 5.00pm in Teams.

PRESENT:

S Mill (Chair)	A McCusker
D Mackenzie	B Carmichael
D Fordyce	G Ritchie
S Stirling	

IN ATTENDANCE:

J Carnegie (Vice Principal)	S Taylor (Vice Principal)
B Ferguson (Head of Finance)	S Hewitt (Vice Principal)
B Grace (Head of Estates)	A Ross (Head of ICT)
T D'All (Principal's/Board Chair PA)	

1. WELCOME

S Mill welcomed members to the meeting.

2. APOLOGIES

Apologies were received from G Bisset, H Honeyman and N Lowden

3. DECLARATIONS OF INTEREST

D Mackenzie noted his role with Michelin in respect MSIP Skills Academy.

4. MINUTES OF FINANCE AND PROPERTY COMMITTEE MEETING 21 JANUARY 2020

The minute of the Finance and Property Committee meeting held on 21 January 2020 was approved as an accurate record.

5. MATTERS ARISING

J Carnegie advised that Item 8.0 of the Matters Arising should show as being "Open" as the Draft OBC had not been circulated to the Board for approval. J Carnegie noted that SFC are aware of the delay in this work due to the COVID-19 situation and stated that a catch up meeting will take place week on 2 June 2020.

J Carnegie noted that the Matters Arising Item 7.0 from the 10 September 2019 meeting re the Loan Repayment would not now be progressed.

The Finance & Property Committee noted the Matters Arising.

6. COVID-19 IMPACT ON FINANCES AND FINANCE ACTIVITY

J Carnegie noted that Vice Principal Corporate Services Report (Item 13 of the Agenda) included a summary of the impact on finances as a result of COVID-19 and stated that she would cover this later in the meeting.

J Carnegie highlighted that a COVID-19 Recovery Plan paper had been prepared for the Chairs Committee and would be expanded and updated for the Board meeting in June.

7. BUDGET MONITORING REPORT

S Mill highlighted that the forecast cash backed surplus for the year of £906K was now projected, £302K more than the revised budget of £604K and up £431K on the previously reported forecast at Month 6. S Mill noted that it was critical to note the positive impact of salary cost recovery under the Coronavirus Job Retention Scheme (CJRS).

B Ferguson summarised the monitoring report, noting the fairly strong and improved underlying position.

B Ferguson noted that c£1.3M income had been lost due to the COVID-19 situation, largely through commercial, catering and Gardyne Gym & Swim income. It was noted that in most cases, income just stopped at the point that campuses closed.

B Ferguson stated that it was forecast that a c£800K claim would be made to the CJRS with approximately 300 staff roles furloughed from 21 March – 30 June 2020. B Ferguson stated that this claim would support the loss of income outlined previously and through the under delivery of the Flexible Workforce Development (FWDF) but where costs for staffing were still being incurred.

B Ferguson stated that there were still income related risks within the forecast, primarily around apprenticeship and similar programme income from SDS and the various industry managing agents such as CITB and SNIPEF.

B Ferguson noted the assumption that the core teaching credit income would be protected but that there was exposure to the possibility of a clawback of approximately £100K of ESF supported activity should the sector as a whole fail to achieve national target.

B Ferguson advised that the cash flow should remain strong to the end of the year with c£2M in bank at the end of July 2020. S Mill noted that this was a good position for the start of AY 20/21 given the draft budget later on the agenda.

S Mill noted that the Adverse Risk Assessment for ESF was “low” but could be greater given the earlier comments and B Ferguson confirmed that this was the case.

S Mill enquired about the approach being adopted in terms of variable staff salaries and B Ferguson confirmed that all supply staff / variable staff were being paid as normal, based on known or averaged hours.

S Mill noted that the required breakeven position for Gardyne Theatre Limited was likely to be a deficit for the financial year. B Ferguson confirmed that this was the case.

The budget report was noted.

8. 2020/21 DRAFT BUDGET

S Mill noted there will be further iterations of the 2020/21 Draft Budget with more work required to secure a balanced budget in the current situation.

J Carnegie summarised the budget paper, highlighting that this was for information and not approval at present. J Carnegie noted that:

- Main income was projected to be down with Catering and Other Income reduced by c£700K.
- Staff costs were challenging with additional resources likely to be needed to deliver at a distance; with reduced class sizes; staggered groups; and later programme end dates.
- More resources required for cleaning.
- Public Sector Pay Policy of 3%.
- Non-Pay Costs reducing through savings on consumables as a result of reduced face-to-face delivery

J Carnegie noted that guidance was being sought from SFC to enable the presentation of a better balanced position, but was unsure this would be available in time for the June Board meeting. J Carnegie stated that irrespective of this, it was likely that a revised budget would be necessary in November.

S Mill stated that, given current significant uncertainties, this would not be a major problem and noted that a further update could be provided for the Board and further iteration considered at the next meeting (8 September 2020). **J Carnegie to progress**

S Mill suggested that he meet on a monthly basis with J Carnegie and B Ferguson in the lead up to the September meeting to update on progress towards a more balanced budget. This was agreed **J Carnegie to progress**.

The update and proposed approach was noted.

9. 2020 FINANCIAL FORECAST RETURN

J Carnegie indicated that the FFR was not likely to be required until September 2020. This was noted.

10. ESTATES UPDATE

10.1 Kingsway Tower Redevelopment

B Grace updated the Committee on proposals, stating that the original tender of £4.9M had come down to £4.5M with the funding request to the D&A Foundation now being £3.3M rather than the original up to £4M envisaged. It was hoped that this funding could be provided over a 2-year period to support the phasing of planned works alongside the increased SFC backlog maintenance funding of c£2M.

B Grace noted that the COVID-19 pandemic had had an impact on the timescales for the project, with this now planned in 2 phases. It was noted that it was likely that Robertson Construction's employees would come off furlough and could start phase 1 (the new Hair, Beauty & Complimentary Therapy and social area) as early as the beginning of June.

D Fordyce enquired about the plans in place for social distancing and how this would play out within the current plans. B Grace confirmed that there had been a body of work already undertaken on what is realistic with clear social distancing guidelines but noted that this might change depending upon government guidance.

J Carnegie noted that the development of the Hair, Beauty & Complimentary Therapy area was not expected to be ready for use until Jan 2021.

J Carnegie highlighted that a paper had been prepared for the Arm's Length Foundation to provide an update for them on the College estates strategy and phasing of the planned projects. **J Carnegie to progress.**

J Carnegie noted that whilst the Board meeting in March did not take place due to the COVID-19 pandemic (a Chairs meeting took place instead) the Board had received the complete pack of papers that included the paper approved on the Kingsway Tower Development. It was confirmed that the proposed bid to the D&A Foundation would require full Board approval, and that this could be sought by e-mail. It was agreed that J Carnegie email the updated paper to the full Board, seeking approval and giving the option for Board members to take part in an online meeting to ask any questions that they may have prior to deciding on approval. **J Carnegie to progress.**

A detailed discussion took place around the needs and plans for development of campuses to underpin safety and social distancing and to give staff and students confidence in returning to College. B Grace stated that significant work to plan for this was being undertaken and stated that he was optimistic that this would all be possible within the expected timeframes, but noted that this would be a costly exercise with the requirement for new signage, one-way systems, hand sanitisers and some screens and changes of use for facilities. This update was welcomed and it was noted that further details would be built into the COVID-19 Recovery Plan document for the Board.

Discussion also took place in relation to the STEM Centre and the likelihood of project progressing in light of the current situation with COVID-19, potential economic recession and demands on government funds.

10.2 Estates Annual Report

B Grace summarised the Estate Annual Report highlighting that the College's Carbon Footprint had reduced for the 10th year in a row – reducing by 54.6% in total. B Grace noted that £250k funding had been successfully secured for the outright purchase of 10 electric vehicles.

B Grace also noted the College success once again at the Green Gown Awards as well as the Lord Cullen Award for health and safety.

The additional carbon reduction benefits of Phase 1 & 2 of the Kingsway Tower project were noted.

A McCusker enquired about the expected start date of August 2020 for the work to be undertaken at the Michelin site along with the funding situation. G Ritchie confirmed that work had been undertaken to progress a memorandum of understanding, with initial plans likely to be minimal in terms of activity for August 2020. G Ritchie stated that an initial £40K was available to start small scale works with funding being sought for the major upgrade. It was confirmed that the memorandum of understanding did not include any financial commitment from the College.

A McCusker enquired about the progress of the Tay Cities Deal with G Ritchie and S Mill indicating the potential for the deal agreement to be signed in June 2020 with spend on projects commencing in early 2021 but that this could easily slip or be amended as a result of the current COVID-19 situation. It was confirmed that the Advanced Engineering works would be funded fully through the Tay Cities deal.

10.3 Estate Update

B Grace noted that the Estate Update paper provided the usual update on progress since the last Committee Meeting.

11. Contract Proposal for Capita to Deliver Unit-E for the next 5 Years

A Ross provided a brief summary of the proposal recommending approval to enter in to a 5 year contract for the student records and related systems through Capita.

After discussion on the various options and merits of each the Committee agreed to approve the proposal and related costs. **A Ross to progress.**

12. STRATEGIC RISK REGISTER & COVID-19 RISK REGISTER

S Taylor summarised the Strategic Risk Register and COVID-19 Risk Register noting that the COVID-19 Risk Register had been produced to monitor specific risks as a result of the pandemic. S Taylor noted that both Registers had been presented to the Chairs, Learning, Teaching Quality, Human Resources & Development, and Audit & Risk Committees

S Taylor highlighted Item 2.2, of the COVID-19 specific Register, as being Red, reflecting the discussion around the 2020/21 budget.

D Fordyce asked about the risk re National Pay Bargaining and S Taylor summarised the position in terms of national pay demands.

D Mackenzie enquired about Item 3.7 – Industrial Relations on the COVID-19 specific Register. S Taylor confirmed that relations with College unions were positive and noted that the College and unions had worked together very well around the furlough scheme for staff.

The Committee approved the updated Risk Register in respect of those risks under Finance & Property.

13. VP CORPORATE SERVICES REPORT

J Carnegie noted the VP Corporate Services Report was for information and for approval in relation to the award of the contract for payroll software.

J Carnegie highlighted the Financial Impact Post COVID-19 recovery report presented at the Chairs Committee and confirmed that this would be updated for the Board of Management meeting in June.

J Carnegie noted the great work being carried out by the Help Point & Administrative services, with recruitment a priority. It was noted that whilst applications were down, offers were at a similar level to the same time last year.

J Carnegie noted that the negotiations around the dilapidations costs associated with our exit from the Forfar Centre premises had been concluded, with the costs being higher than anticipated, but well below the demand made by the landlord. J Carnegie confirmed that the College had settled and was confident that this was the best deal.

J Carnegie and A Ross summarised the proposed approach for the *Payroll Software Contract* and noted that they were seeking approval to purchase the cloud-based Payroll software option (option 3). While the cost was higher under this option it was noted that it was felt that this was the most secure option and fitted well with the College's cloud based strategy for major systems.

The Committee discussed the costs and benefits of the various options and confirmed approval for option 3. **A Ross to progress.**

14. DATE OF NEXT MEETING

Tuesday 8 September 2020 at 5.00pm – venue to be confirmed.

Action Point Summary

Action	Responsibility	Date
Further iteration of the budget to be considered at Board meeting and next F&P meeting.	J Carnegie	9 June 2020 8 September 2020
Meeting on a monthly basis with S Mill to progress the 2020/21 Budget	J Carnegie	June 2020
Update paper to be prepared for the D&A Foundation on the College Estates Projects and funding request.	J Carnegie	9 June 2020
Approval for D&A Foundation bid to be sought from full Board, with advance opportunity for an online Q&A	J Carnegie	5 June 2020
ICT contracts to be progressed for Unit-e Student Records system and I-Trent Payroll system as per approved proposals.	A Ross	1 June 2020

BOARD OF MANAGEMENT

Tuesday 9 June 2020



SFC Correspondence

Paper J

BOARD OF MANAGEMENT

Tuesday 9 June 2020



Correspondence – SFC Communications

Paper for information

Reports and Publications Listing	Summary
<u>FES Guidance notes 2020-21</u> Ref: SFC/GD/03/2020 Date: 11/05/20	Guidance notes and code lists for completion of Further Education Statistics (FES) course / programme data: Academic year 2020-21.
<u>Report on Widening Access 2018-19</u> Ref: SFC/ST/06/2020 Date: 07/04/20	This report presents data towards the Commission on Widening Access targets, and on Scottish-domiciled entrants to higher and further education in Scotland by socio-economic deprivation, gender, ethnicity, disability, care experience and age.
<u>Colleges Funding Announcement 2020-21</u> Ref: SFC/AN/06/2020 Date: 07/04/20	Announcement of Outcome Agreement Funding for Colleges – Allocations for AY 2020-21.
<u>College Staffing Data 2018-19</u> Ref: SFC/ST/05/2020 Date: 31/03/20	This publication provides summary information on staff employed in the college education sector in Scotland.

Further details on the above Communications can be accessed via:

<http://www.sfc.ac.uk/publications-statistics/sector-communications.aspx>

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