

# BOARD OF MANAGEMENT



Tuesday 16 March 2021 at 5.00pm in  
Microsoft Teams

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## AGENDA

1. **WELCOME**
2. **APOLOGIES**
3. **DECLARATIONS OF INTEREST**
4. **MINUTE OF LAST MEETING – 15 DECEMBER 2020** AMc
  - 4.1 Adoption Paper A for approval
  - 4.2 Matters Arising Paper B for information
5. **COVID 19 UPDATE** Verbal update Exec
6. **STRATEGIC ITEMS**
  - 6.1 Strategic Update Presentation SH
  - 6.2 Strategic & COVID Risk Register Paper C for approval ST
  - 6.3 Board Development Sessions Verbal update AMc
7. **NATIONAL BARGAINING UPDATE** Verbal update ST
8. **PRINCIPAL'S REPORT** Paper D for information SH
9. **FINANCE ITEMS**
  - 9.1 Financial Sustainability Paper E for information JC
10. **STUDENTS' ASSOCIATION PRESENTATION** Paper F for information CM/AM
11. **GOVERNANCE ITEMS**
  - 11.1 Board Role in Cyber Security Verbal update GR
  - 11.2 Board Membership Paper G for information ST
  - 11.3 Board Metrics Paper H for information ST
  - 11.4 2021/22 Board Meeting Dates Paper I for approval ST
12. **MINUTES OF COMMITTEE MEETINGS** Paper J for information AMc
  - 12.1 Learning, Teaching & Quality – 10 February 2021
  - 12.2 Human Resource & Development – 18 February 2021
  - 12.3 Finance & Property – 2 March 2021
  - 12.4 Audit & Risk – 9 March 2021(verbal update)
13. **CORRESPONDENCE** Paper K for information
14. **ANY OTHER BUSINESS**
15. **DATE OF NEXT MEETING**

Tuesday 8 June 2021 at 5.00pm.

**BOARD OF MANAGEMENT**

**Tuesday 16 March 2021**



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**MINUTE OF LAST MEETING –  
15 DECEMBER 2020**

**PAPER A**

# **BOARD OF MANAGEMENT**

## **Board of Management Meeting**

### **Tuesday 15 December 2019**



*Draft, confirmed by Chair*

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**Minute of the meeting of the Board of Management of Dundee and Angus College held on Tuesday 15 December 2020 at 5.00pm via MS Teams**

**PRESENT:**

A McCusker (Chair)	G Robertson
S Hewitt	B Carmichael
K Ditcham	D Fordyce
H Honeyman	K Keay
N Lowden	D Mackenzie
C Meldrum	S Mill
P Milne	A Monks
T Pirie	S Stirling
M Thomson	M Williamson
A Wilson	

**IN ATTENDANCE:**

J Carnegie (Vice Principal)	J Grace (Vice Principal)
S Taylor (Vice Principal/Secretary to the Board)	
T D'All (Principal's/Board Chair PA)	
J Howie (observer undertaking Board Evaluation)	

#### **1. WELCOME**

A McCusker welcomed members to the meeting and introduced Angela Wilson and Kevin Ditcham to their first Board meeting. A McCusker welcomed J Grace to her first meeting as Vice Principal

#### **2. APOLOGIES**

Apologies were noted for G Bisset.

#### **3. DECLARATIONS OF INTEREST**

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

#### **4. MINUTE OF LAST MEETING – 29 SEPTEMBER 2020**

##### **4.1 Adoption**

The minute of the Board of Management meeting held on 29 September 2020 was signed and approved as an accurate record.

##### **4.2 Matters Arising**

All matters arising had been closed out.

A McCusker recorded her enormous thanks to S Hewitt, the Senior Leadership Team and all the staff for their work during the current situation maintaining and allowing students to attain their dreams at D&A College. A McCusker noted that this was an amazing effort.

In return S Hewitt noted his, the Senior Leadership Team and staffs thanks to the Board for their support during this very difficult and challenging year.

## 5. EXTERNALLY FACILITATED REVIEW OF BOARD EFFECTIVENESS

J Howie summarised her report echoing earlier comments around D&A College's continuity of service during both the cyber-attack at the start of the year and the ongoing COVID pandemic. J Howie noted that her findings confirmed that there were strong governance arrangements in place.

J Howie highlighted the only recommendation for the Board was to consider the appointment of members with an education background to assist with Learning & Teaching.

J Howie highlighted the area of good practice within her report:

- Board Leadership and full engagement
- Engagement with student body & enthusiasm working with the Students' Association
- Quality of Learning
- Board members challenging of the Principal and Senior Team
- Positive attitude to Risk
- Chairpersonship – strong, effective leadership with planned development sessions for members
- Great strength locally and nationally

A McCusker thanked J Howie for a comprehensive report.

M Williamson also welcomed the report and noted her support around the value in recruiting Board members with educational background particularly regarding the work of the Learning, Teaching & Quality Committee.

A McCusker suggested that the Board possibly consider co-opting a member to the Learning, Teaching & Quality Committee and would be delighted to receive any recommendations for this. **S Taylor to progress.**

S Mill also noted a really good report acknowledging J Howie's depth of knowledge of the sector and governance but queried how independent the process was if we appoint our own reviewer.

S Taylor confirmed the arrangements under the Code of Practice noting the Board ownership of the review rather than this being an external audit.

The Board approved the report.

## **5.1 Board Evaluation Action Plan**

S Taylor highlighted the progress and key developments on actions since 2018. It was noted that the Action Plan had been updated to reflect the externally facilitated evaluation outcomes and S Taylor noted that the wording would be updated to include reference to co-option.

Discussion took place around the Board's desire further widen diversity.

The Action Plan was approved.

## **6. COVID UPDATE**

S Hewitt noted that the College had been in crisis mode for nearly a full year. The College's Business Continuity Plan had been established and well tested with feedback and outcomes showing that things were working as well as they could in the situation.

S Hewitt noted the good communication and working relationship with unions and the student body, which was a major priority, with the positive impact of this seen in the recent staff and student surveys undertaken.

S Hewitt told the Board that the College continued to be involved in key priorities locally around student virus testing, support, contingency planning for potentially tougher levels/restrictions post-Christmas. Concentrating around three areas of Learning and Teaching; Operations; and support for staff and students.

Under the heading of Learning and Teaching, J Grace noted possible guidance changes in the New Year and the work undertaken to review Risk Assessments to ensure they were in line with current guidance and adaptable for any tightening of restrictions.

J Grace noted continuing challenges around work placements for some practical areas of study and highlighted that conversations were taking place with awarding bodies and placement providers.

H Honeyman noted her concerns around future planning for the College in terms of ways of working and asked how much thought was going into this. S Hewitt noted these concerns saying that students and staff had also voiced concerns around the future. S Hewitt stated that the Senior Leadership Team has scheduled a planning session around future working and approaches in January 2021 that will involve consideration of what had been learned during the pandemic and what the future might look like.

D Fordyce noted the length of time the College had been in its current situation and the demand this placed on the Senior Leadership Team and the need for the team to ensure that they were getting some down time and to consider their own welfare.

D Fordyce asked if there was anything that was required by the Team to help moving forward. S Hewitt noted that recruitment of the new Vice Principal, Economic Project Manager and COVID-19 Monitoring & Reporting Officer were all positive supports. S Hewitt stated that there was also a change to Kevin Murphy's role with an emphasis on Projects such as the Tay Cities Deal, MSIP and FWDF. This had allowed the Team to focus better on other priorities.

K Keay asked about the recruitment / credit targets and any expectations of a possible drop in students come session 2021/22, especially with schools. J Grace highlighted the great work of the Academic Partnership team and staff with schools in Dundee, Angus and Aberdeenshire, which was supporting recruitment.

J Grace stated that there had not been any a drop in January/February 2021 recruitment and credited this to the way the College was working with its partners.

Under the Operations heading J Carnegie shared information around the COVID statistics supplied to the Scottish Government, noting that the numbers had been relatively low. J Carnegie noted that there had been no evidence of onsite transmission of the virus, and no outbreaks (two or more linked cases) recorded. J Carnegie also noted a recent inspection visit by the Health & Safety Executive within the Hair & Beauty Therapy Team at Kingsway Campus, with positive feedback received.

A McCusker noted that this was a great testament to the work undertaken by the Estates and other teams.

S Taylor under the Student and Staff Support heading highlighted the impact of the COVID pandemic on the mental health and anxiety of students and staff, with greater and more pronounced support needs by students than would usually be expected. S Taylor stated that the College was awaiting an announcement from SFC around extra funding to help to support student mental health and wellbeing. There had also been an indication of extra support for Students' Associations but was unsure at what this would be. S Taylor summarised the work that would be undertaken over the holiday period to continue to support students. The College would also continue to monitor and report on any COVID cases and offer assist around shopping, support issues etc.

S Taylor stated that contingency planning was underway in respect of student support arrangements for any potential change to the Tiering for Dundee and Angus. It was noted that under level 4 there would still be plans to continue on-site support for student wellbeing, as this was recognised as an essential support.

A McCusker welcomed the update provided and noted the hard work that was going in to support students and staff across the College.

## **7. STRATEGIC ITEMS**

### **7.1 Strategic Project Update**

S Hewitt summarised the strategic Project Update paper highlighting key strategic projects across the region where the College was leading or heavily involved and noted that these were gathering pace:

- Flexible Workforce Development Fund
- Michelin Scotland Innovation Parc
- Tay City Deal

S Hewitt noted that Kevin Murphy had taken on the project management role with these. S Hewitt stated that this update was the first in a series of reports that would come to the Board of Management and Senior Leadership Team.

### **7.2 Economic & Social Recovery**

S Hewitt stated that the Economic & Social Recovery paper linked directly with the Strategic Projects paper in terms of the College "lifting our heads" and looking at the range of opportunities that exist.

S Hewitt noted that the new Economic Project Manager would take up their post in January 2021 and would play an important role within many of the opportunities arising.

M Williamson noted that S Hewitt's paper was topical as the Tay Cities Deal (TCD) was expected to be signed that week. M Williamson asked about the potential investment required to be made by the College within any of the projects.

S Hewitt stated that under the Advanced Manufacturing Project there was no investment required at present – the project is delayed until 21/22. The Bio-Med project was linked to a bigger project (which we are not involved) and related to the skills development required for the larger project. The SMEs Project is at a very early stage, with significant work still required on this.

There was also a digital element underpinning all of the projects, which S Hewitt noted would involve the College.

S Hewitt said there was no real investment required at present except for Kevin and Grant Ritchie's current involvement.

M Williamson said she would be keen to keep TCD under review and to ensure that the College was at the appropriate tables to show what D&A College can do. M Williamson noted it would be important for the Team to keep coming back to the Board for support with this if needed.

S Hewitt stated that the College was taking a lead role where appropriate on forums / groups where Education, Skills and Training are needed. A recent Economic Recovery Seminar with Perth UHI and local stakeholders along with Ross Martin, Willie Mackie and Paul Smart had been very successful. The next stage would be to produce a formal Action Plan on Education, Skills and Training for the Region.

D Mackenzie asked about any funding available for Mental Health? S Hewitt confirmed that the College was receiving some funding, but this was no way near enough. S Taylor noted that demand for support was huge and the College was currently trying to repurpose budgets to help. An additional support package had been put in place around Group Tutor support, but this was an ongoing local and national challenge.

S Hewitt noted that Metal Health as well as Digital Poverty was a standing item for national discussion with the Scottish Government.

The Board welcomed the updates.

## **8. STUDENTS' ASSOCIATION REPORT**

C Meldrum outlined the range of work that the Students' Association had progress since her report and took the opportunity to highlight some of the more recent developments including the increase in the numbers of Lead Representative (now at 49). C Meldrum attributed this increase to the work of the Students' Association speaking directly to new classes. C Meldrum said that the Lead Rep Training had gone very well with an enthusiastic group of people.

C Meldrum summarised other developments including:

- The opportunity to meet every 2 weeks with the new Vice Principal of Curriculum & Attainment and a chance for Lead Reps to meet on a monthly basis with the 4 Head of Sector - an initial "getting to know you" event was planned for January 2021
- A very successful Cosy Coat Appeal with over 400 items of winter clothing being donated over the College's 3 campuses.

- Live Q & A Session with the Executive Leadership Team
- Christmas Jumper Walk with fundraising going toward Maggie's Centre
- With the success of the Summer Event the Students' Association were hosting a virtual event on Saturday 19 December "the Big Night In" with cooking videos from staff; arts and craft projects for children then an evening of entrainment including bands and DJs. Money raised from this event would be used in the New Year as part of the Pay it Forward Project.
- Amy Monk and Sarah Rennie had completed their Services Design PDA qualification.

A Monks noted work she was progressing in respect various activities including:

- Make Up Artist Completion
- Active Advent Calendar
- Sweet Treats recipes and cooking demos – Hospitality
- Hair Show in the New Year with local employers invited to attend
- Animal Care demos, with videos that will link to the Essential Skills units within courses

A Monk also noted the creation of an ALL Students MS Teams site which allowed them to create channels for virtual clubs and groups chosen by students. A further number range of clubs will be created in January 2021.

A Monk highlighted the video produced for World Hello Day on 21 November 2020 where our students have shown off where they have come from in the world and said hello in the native language.

A McCusker congratulated the Students' Association on an amazing job over recent months.

H Honeyman noted the difference in the Students' Association over the last 2 years – highlighting that this was an energetic, enthusiastic, innovative group of people.

C Meldrum noted that she would share a video being produced for the Big Night In where a range of staff including the Senior Leadership Team were taking part by singing & dancing to 'Do They know Its Christmas'.

## **9. NATIONAL BARGAINING**

S Taylor gave an update on current negotiations and the offer to support staff of £750 or 2% plus 1 day's additional non-consolidated annual leave.

S Taylor also noted the current National Dispute with EIS and the use of instructors / workplace assessors. An indicative ballot for potential industrial action had been held.

S Taylor noted that work was progressing around the National Job Evaluation project with Phase 1 scoring to be completed by April 2021.

## **10. PRINCIPALS REPORT**

S Hewitt noted his report and highlighted:

- 20/21 Retention – We remained cautiously optimistic on both retention and engagement for the current academic year with current withdrawal rates looking



slightly lower than the week 11 equivalent from the previous year, despite concerns around engagement and remote delivery.

- Period Poverty – Tatiana Zorina started a new role as Period Poverty Project Officer and was taking forward a range of fantastic projects.
- Student Survey outcomes were very positive:
  - Average across all responses/all questions: **4.3 stars (out of 5)**
  - Feeling welcome and valued: **4.36 stars**
  - Learning experience so far: **4.12 stars**
  - Our staff: **4.57 stars**
  - Platforms and places for learning: **4.04 stars**
- Additional Support for Staff - SLT had worked on a package of support for staff to assist with ongoing workload challenges and, through a range of savings and budget adjustments, the following has been made possible for Semester 2 and through to the end of this academic session:
  - HN Guidance hour added to timetables
  - No reduction in hours for HN courses where graded units have been waived
  - Fund of around 2,000 additional hours to support L&T demand in semester 2
  - Use of the Government's Kickstart scheme for Support areas
  - The additional hours will add around £190,000 of additional staff input during semester 2 and will help to alleviate the pressure on staff throughout the College.
- CDN Awards - we won the Inclusive College award for the 'Find your Future' Child Poverty Project and received a commended award for the Essential Skills Award for the Escape Rooms, a Good to Great funded project.

A McCusker asked about the 2020/21 Retention asking if this was comparable to the previous year. J Grace noted that it was slightly improved and stated that a considerable amount of work had gone into retention and reassuring students that the College was here to help with frontline services contacting individual students.

## **11. FINANCE & ESTATES ITEMS**

### **11.1 Kingsway Campus Options Update**

J Carnegie reminded the Board of the currently situation around the Hair, Beauty and Complementary Therapies (HBCT) facility noting the discussion that took place at the and the Finance and Property Committee on 8 December 2020 where an options appraisal was discussed and the Option 2 proposal was approved. In choosing Option 2 (new build on the existing site) it was important to note that there was significant cost savings as services, including mechanical and electrical services, were already installed. J Carnegie noted that this option showed best value for money.

J Carnegie stated that SFC had been very supportive of the College and had committed funds for the demolition and design cost of the new HBCT facility.

J Carnegie noted that the College was seeking approval from the Board to progress with the work and to approach Dundee and Angus Foundation for up to an additional £500k to support the development.

S Mill noted for the Board's information that the Finance and Property Committee had fully discussed the different options presented by Billy Grace and were comfortable that Option 2 was the most financially effective option and represented an improvement on the original planned facility.

The Board approved the option presented and the approach to the Dundee and Angus Foundation. **J Carnegie to progress.**

## **11.2 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.

## **11.3 Audit Scotland Annual Report**

J Carnegie noted the "clean statement" from Audit Scotland highlighting the effective systems in place considering the cyber-attack and the COVID pandemic. The actions within the report were noted alongside the areas of positive practice.

The actions would be progressed, and J Carnegie noted plans in respect of refreshing the Financial and Estates Strategies.

The Board approved the report.

## **11.4 Financial Statements to 31 July 2019**

J Carnegie summarised the financial statements and the cash backed outturn that was more positive than the original budget.

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

# **12. HUMAN RESOURCE ITEMS**

## **12.1 Workforce Planning**

S Taylor summarised the work being undertaken around workforce planning, linking this to the question raised by H Honeyman at the start of the meeting. The approaches being developed, and points considered, were noted and the request to re-open Voluntary Severance with effect from early 2021 was discussed.

A McCusker welcomed the report with the opportunity to look and plan ahead.

P Milne agreed with the paper, noting that the shape of work for the future (working from home) or a blended approach was important to consider and asked if this might impact on the College's Estates Strategy.

S Taylor noted the planned development session in January and stated that this would look at the connections and impacts between curriculum, workforce, financial, and estates plans.

The Board approved the re-opening the Voluntary Severance Scheme. **S Taylor to progress.**

### 13. GOVERNANCE ITEMS

#### 13.1 Board Membership

S Taylor summarised his paper and the arrangements to appoint, reappoint and recruit Board positions. The proposals outlined within the paper were approved.  
**S Taylor to progress**

A McCusker noted that Board Recruitment would be picked up in the New Year.

#### 13.2 Board Metrics

The range of Board metrics produced were noted.

### 14. MINUTES OF COMMITTEE MEETINGS

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

### 15. CORRESPONDENCE

The list of recent communications was noted.

### 16. ANY OTHER BUSINESS

Discussion took place around a new date for the Board's Strategic Planning Event. It was agreed that an evening event for approximately 1.5 hours in January 2021 be arranged and that an invitation once again would be extended to Karen Watt, Chef Executive, SFC.  
**S Hewitt to progress**

### 17. DATE OF NEXT MEETING

Tuesday 16 March 2021 at 5.00pm, Via MS Team

#### **Action Point Summary**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
Kingsway campus option 2 to be progressed with approach to D&A Foundation for funding as required	J Carnegie	31 January 2021
Financial Statements to be signed and submitted	J Carnegie	18 December 2020
Voluntary Severance Scheme arrangements to be progressed	S Taylor	31 January 2021
Board membership and recruitment to be progressed (inc potential co-option to LT&Q)	S Taylor	16 March 2021
BOM Strategic Development Session with SFC to be arranged	S Hewitt	31 January 2021

**BOARD OF MANAGEMENT**

**Tuesday 16 March 2021**

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**MATTERS ARISING**

**PAPER B**

# BOARD OF MANAGEMENT

Tuesday 16 March 2021

## Matters Arising



### *Paper for information*

The following actions were noted from the Tuesday 15 December 2020 Board of Management Meeting

Agenda Item No	Action	Current status	Open / Closed
11.1	Kingsway campus option 2 to be progressed with approach to D&A Foundation for funding as required <b>J Carnegie, 31 January 2021</b>	Kingsway new build expected to start in April/May following demolition. Following additional SFC being secured Dundee and Angus Foundation have been approached to support access to up to £250k if urgent backlog maintenance is necessary on other parts of the 3 campuses.	Closed
11.4	Financial Statements to be signed and submitted <b>J Carnegie, 18 December 2020</b>	Financial Statements signed electronically and provided to Audit Scotland	Closed
12.1	Voluntary Severance Scheme arrangements to be progressed <b>S Taylor, 31 January 2021</b>	Arrangements in place	Closed
13.1	Board membership and recruitment to be progressed (inc potential co-option to LT&Q) <b>S Taylor, 16 March 2021</b>	Arrangements in place	Closed
16.0	BOM Strategic Development Session with SFC to be arranged <b>S Hewitt, 31 January 2021</b>	Session held	Closed

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

**BOARD OF MANAGEMENT**

**Tuesday 16 March 2021**

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**STRATEGIC ITEMS**

**Strategic & COVID Risk Register**

**PAPER C**

# BOARD OF MANAGEMENT

Tuesday 16 March 2021

## Strategic Risk Register Update



*Paper for approval*

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### 1. Strategic Risk Register

A copy of the March 2021 Strategic Risk Register is enclosed. No changes have been made to the substantive Strategic Risk Register since this was last approved.

Given the current COVID 19 pandemic, an additional temporary COVID 19 Strategic Risk Register was developed to record the additional risks, mitigating actions and monitoring associated with identified areas of College operation at the current time.

The COVID 19 Risk Register was approved at the May 2020 meeting and has been included within the risk reporting to individual Board Committees. The COVID 19 Risk Register was reviewed and approved at the Audit and Risk Committee on 9 March 2021. The following amendments were incorporated within this, with each having been considered by the appropriate Board Committee.

#### 2.2 Failure to maintain financial sustainability.

The likelihood of the post mitigation risk has been reduced as a result of our improved cash position in 2020/21.

#### 3.1 Failure to reach aspirational standards in learning, teaching and service delivery

Following on from the most recent announcements in respect of COVID restrictions for practical subject areas the likelihood of impact on risk 3.1 has been increased, moving this from green to amber.

#### 3.5 Reputational Risk – Loss of reputation with key stakeholders

A change in risk likelihood has been made to risk 3.5 in relation to possible impact on our reputation with stakeholders (especially schools, parents and employers) due to the disproportionate impact of current COVID restrictions on senior phase and apprenticeship groups compared with those studying through schools and private training providers.

### 2. Approvals

In respect of the above information approval for the following actions is sought.

- Approval of the Strategic and additional Risk Registers

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



# STRATEGIC RISK REGISTER COVID 19 SPECIFIC MITIGATIONS

2020 - 2021

As at March 2021



<b>Post Holders</b>	ELT	Executive Leadership Team	Prin	Principal	<b>Score</b>	<b>Impact</b>	<b>Likelihood</b>
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	HoICT	Head of ICT	2	Minor	Unlikely
	VPP&P	Vice Principal People & Performance	HoE	Head of Estates	3	Significant	Possible
	VPCS	Vice Principal Corporate Services	Chair	Chair of the Board of Management	4	Major	Probable
	VPCA	Vice Principal Curriculum & Attainment			5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT			POST MITIGATION EVALUATION			Lead Responsibility
	Risks	Impact	Likelihood	Score	Additional COVID 19 Mitigation Actions	Impact	Likelihood	Score	Additional COVID 19 Monitoring	
<b>1</b>	<b>Strategic and Structural</b>									
<b>1.1 LT&amp;Q</b>	Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)	4	4	16	<ul style="list-style-type: none"> <li>Regular strategic analysis and assessment of need for change</li> <li>Strong engagement with government and key partners – influencing national priorities</li> <li>Clear prioritisation of activities</li> <li>Focus on core business</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Regular monitoring of recruitment, retention, ROA Outcomes and key strategic needs by SLT and reporting to Chairs</li> <li>Amendment of strategic direction/ plans</li> <li>Rolling curriculum, activity and priority review and implementation of new approaches/services where needed</li> <li>Engagement with government and other partners</li> </ul>	Prin & Chair
<b>1.4 Board</b>	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: <ul style="list-style-type: none"> <li>Ability of the College to meet key regional strategies/objectives</li> <li>Financial loss or unmanageable financial risk</li> <li>Reputational loss</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Clear prioritisation of activities</li> <li>Effective project/activity management in place</li> <li>Strong engagement with partners/funders</li> <li>Clear governance structures</li> <li>Project/initiative finances clearly understood and reviewed regularly</li> <li>Project cessation, pausing or contingency planning in place</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Regular project updates at Executive/Board level</li> <li>Monitoring of project activities, plans and outcomes</li> <li>Budget reporting and management</li> </ul>	Principal, VPC&A

**Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood:** Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

<b>Post Holders</b>	ELT	Executive Leadership Team	Prin	Principal	<b>Score</b>	<b>Impact</b>	<b>Likelihood</b>
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	HoICT	Head of ICT	2	Minor	Unlikely
	VPP&P	Vice Principal People & Performance	HoE	Head of Estates	3	Significant	Possible
	VPCS	Vice Principal Corporate Services	Chair	Chair of the Board of Management	4	Major	Probable
	VPCA	Vice Principal Curriculum & Attainment			5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
2	Financial									
2.2 F&P	Failure to achieve institutional sustainability  Risk likelihood reduced as a result of improvement in financial position and forecast out turn	5	4	20	<ul style="list-style-type: none"><li>Protection of funding through dialogue with government, SFC and other funders</li><li>Robust and effective budgetary control</li><li>Where required, swift action to implement savings</li><li>Increased focus on cash position</li></ul>	4	2	12	<ul style="list-style-type: none"><li>Monthly monitoring of budgets</li><li>Engagement with government and other partners</li><li>Detailed monitoring of income optimisation and savings programmes</li></ul>	VPCS
2.4 A&R	Financial Fraud	4	3	12	<ul style="list-style-type: none"><li>Revised financial controls: segregation of duties and review of transactions.</li><li>Review of impact of changes in ways of working, authorisation arrangements</li><li>Whistleblowing arrangements</li></ul>	3	2	6	<ul style="list-style-type: none"><li>Continuous review of financial controls and revised arrangements</li></ul>	VPCS

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

<b>Post Holders</b>	ELT	Executive Leadership Team	Prin	Principal	<b>Score</b>	<b>Impact</b>	<b>Likelihood</b>
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	HoICT	Head of ICT	2	Minor	Unlikely
	VPP&P	Vice Principal People & Performance	HoE	Head of Estates	3	Significant	Possible
	VPCS	Vice Principal Corporate Services	Chair	Chair of the Board of Management	4	Major	Probable
	VPCA	Vice Principal Curriculum & Attainment			5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT		POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
<b>3</b>	<b>People and Performance</b>									
<b>3.1</b> <b>LT&amp;Q</b>	Failure to reach aspirational standards in learning, teaching and service delivery  <b>Post mitigation likelihood still increased beyond normal level due to COVID impact &amp; deferrals</b>	4	3	12	<ul style="list-style-type: none"> <li>Clear input and engagement with revised quality arrangements and priority actions</li> <li>Rigorous CPD arrangements in place to support new ways of working</li> <li>Regular learner feedback and engagement arrangements</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>Comprehensive monitoring of engagement of learners in learning (where possible)</li> <li>Engagement with revised quality arrangements</li> <li>Outcome monitoring</li> </ul>	VPC&A, VPP&P, DirC&A
<b>3.2</b> <b>LT&amp;Q</b>	Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.	4	3	12	<ul style="list-style-type: none"> <li>Engagement and communication strategy with compliance bodies</li> <li>Clear input and engagement with revised quality arrangements and priority actions</li> <li>Prioritisation of activities/outcomes</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Effective internal monitoring/review/verification arrangements</li> <li>Engagement with revised quality arrangements and contingency plans</li> <li>Outcome monitoring/recording</li> </ul>	VPP&P, VPC&A

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

<b>Post Holders</b>	ELT	Executive Leadership Team	Prin	Principal	<b>Score</b>	<b>Impact</b>	<b>Likelihood</b>
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	HoICT	Head of ICT	2	Minor	Unlikely
	VPP&P	Vice Principal People & Performance	HoE	Head of Estates	3	Significant	Possible
	VPCS	Vice Principal Corporate Services	Chair	Chair of the Board of Management	4	Major	Probable
	VPCA	Vice Principal Curriculum & Attainment			5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3	People and Performance (cont.)									
3.4 HR&D	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	3	4	12	<ul style="list-style-type: none"><li>• Clear and proactive approaches to supporting and promoting health, safety and wellbeing when WFH and/or on-site</li><li>• Project 2020 developments and mitigations</li><li>• Outbreak management plan</li><li>• Enhanced awareness of challenges/support needs</li><li>• Extensive CPD arrangements in place – Home Working Hub</li><li>• Regular staff and learner feedback arrangements</li></ul>	3	3	9	<ul style="list-style-type: none"><li>• Regular employee engagement monitoring</li><li>• Maintaining and reporting on physical distancing measures</li><li>• Open communication with staff</li><li>• Monitoring of formal and informal feedback – student and staff feedback</li><li>• Regular union/management dialogue</li></ul>	VPP&P, VPCS
3.5 Board	Reputational Risk – Loss of reputation with key stakeholders  Post mitigation likelihood increased outwith College control due to COVID impact on delivery/outcomes	4	3	12	<ul style="list-style-type: none"><li>• Marketing strategy</li><li>• Reputation plan</li><li>• Positive marketing approaches</li><li>• Outbreak management communications plan</li></ul>	4	3	12	<ul style="list-style-type: none"><li>• Positive marketing plan</li><li>• Regular stakeholder engagement</li><li>• Social media engagement and monitoring arrangements</li></ul>	Prin DirC&A

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
<b>3</b>	<b>People and Performance (cont.)</b>									
<b>3.7</b> <b>HRD</b>	Industrial Relations Problems (including industrial action)	4	5	20	<ul style="list-style-type: none"> <li>Adherence to legislative and good practice requirements</li> <li>Positive Union relations and staff communication</li> <li>Effective management engagement and support</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Regular union/management dialogue</li> <li>Open communication with staff</li> <li>Effective management engagement and support</li> </ul>	VPP&P
<b>3.8</b> <b>A&amp;R</b>	Breach of data security / data protection	5	4	20	<ul style="list-style-type: none"> <li>Effective management of GDPR compliance</li> <li>Additional awareness raising of WFH risks</li> <li>Mandatory staff CPD and awareness raising on data protection (relative to role)</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Active data protection awareness raising</li> <li>Effective information and data security policies in operation</li> <li>Regular data security monitoring/testing</li> <li>Staff CPD</li> </ul>	VPC&A, HoICT
<b>3.12</b> <b>HRD</b>	Significant or catastrophic Covid 19 outbreak/infection rate impacts on ability to deliver learning, teaching or other core services	4	3	12	<ul style="list-style-type: none"> <li>Clear scenario and contingency planning</li> <li>COVID 19 H&amp;S mitigations in place, monitored and adapted where required</li> <li>All appropriate government guidance followed</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Monitoring of COVID 19 cases and absences</li> <li>Outbreak management arrangements</li> <li>Amendment to support prioritised services</li> </ul>	Prin VPC&A

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
4	Infrastructure									

4.3 A&R	Breach of ICT/Cyber security	4	3	12	<ul style="list-style-type: none"><li>Effective management of ICT arrangements</li><li>Active ICT/data security monitoring and cyber security policy</li><li>Additional awareness raising of WFH risks and COVID related ‘scams’</li></ul>	4	2	8	<ul style="list-style-type: none"><li>Staff awareness raising/CPD on cyber security issues</li><li>Regular security monitoring/testing</li><li>Cyber resilience plan</li></ul>	VPC&A, HoICT
4.6 LT&Q	ICT/Cyber failure significantly disrupt learning, teaching or other core services	4	3	12	<ul style="list-style-type: none"><li>‘Cloud first’ strategy implementation for major services/systems</li><li>Clear and robust management of ICT systems</li></ul>	3	1	3	<ul style="list-style-type: none"><li>Systems monitoring</li><li>On-going cyber resilience and systems development</li></ul>	HoICT



# STRATEGIC RISK REGISTER

**2020 - 2021**

As at March 2021

<b>Post Holders</b>	ELT	Executive Leadership Team	Prin	Principal	<b>Score</b>	<b>Impact</b>	<b>Likelihood</b>
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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	Strategic and Structural									
1.1 LT&Q	Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)	4	4	16	<ul style="list-style-type: none"><li>Robust strategic planning</li><li>Effective environmental scanning</li><li>Strong partnerships</li><li>Clear links between strategy and practice</li><li>Concerted demands for increased activity levels</li></ul>	4	1	4	<ul style="list-style-type: none"><li>Robust monitoring via ROA</li><li>Clear performance metrics</li><li>Amendment of strategic direction/ plans</li><li>Rolling curriculum review</li></ul>	Prin & Chair
1.2 Board	College may be disadvantaged by changes to either UK or Scottish Government policies	4	3	12	<ul style="list-style-type: none"><li>Effective environmental scanning</li><li>Negotiation/influence at national level</li></ul>	4	2	8	<ul style="list-style-type: none"><li>Review of changes and amendment of strategic direction/plans</li><li>Financial strategy sensitivities</li></ul>	Prin & Chair
1.3 Board	College disadvantaged by changes arising from UK leaving European Union	5	4	20	<ul style="list-style-type: none"><li>Negotiation/influence at national level</li><li>Review of activities/ projects</li><li>Responsiveness to new opportunities</li></ul>	5	3	15	<ul style="list-style-type: none"><li>Review of changes and amendment of strategic direction/plans/ curriculum</li><li>Financial strategy ESF sensitivity</li><li>Workforce planning</li><li>International strategy &amp; planning</li><li>Brexit planning</li></ul>	Prin

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	Strategic and Structural									
1.4 Board	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: <ul style="list-style-type: none"><li>Ability of the College to meet key regional strategies/objectives</li><li>Financial loss or unmanageable financial risk</li><li>Reputational loss</li></ul>	4	3	12	<ul style="list-style-type: none"><li>Effective project/activity management in place</li><li>Clear governance structures</li><li>Project/initiative finances clearly incorporated within College financial strategy and plans</li><li>End of project and exit/contingency planning</li></ul>	3	2	6	<ul style="list-style-type: none"><li>Regular project updates at Executive/Board level</li><li>Monitoring of project activities, plans and outcomes</li><li>Budget reporting and management</li></ul>	Principal, VPC&A

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
<b>2</b>	<b>Financial</b>									
<b>2.1</b> <b>F&amp;P</b>	Change in SFC Funding Methodology and Allocation – Reduction in Funding	3	3	9	<ul style="list-style-type: none"> <li>Negotiation/influence at national level</li> <li>Contingency plans for reduced funding</li> </ul>	2	3	6	<ul style="list-style-type: none"> <li>Advance modelling of new funding methodologies and allocations</li> <li>Monitoring impact of changes</li> <li>Amendment of strategic or operational direction/plans</li> <li>Financial strategy sensitivities</li> </ul>	VPCS
<b>2.2</b> <b>F&amp;P</b>	Failure to achieve institutional sustainability	5	4	20	<ul style="list-style-type: none"> <li>Protection of funding through dialogue with SFC</li> <li>Robust annual budget-setting and multi-year financial strategic planning</li> <li>Effective budgetary control</li> <li>Where required, swift action to implement savings</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Monthly monitoring of budgets</li> <li>Regular review of financial strategy and non-core income sensitivity</li> <li>Detailed monitoring of savings programmes</li> </ul>	VPCS
<b>2.3</b> <b>F&amp;P</b>	National outcomes on salaries and conditions of service outstrip ability to pay	4	4	16	<ul style="list-style-type: none"> <li>Influence within Employers Association</li> <li>Management of staffing expenditures</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Expenditure modelling</li> <li>On-going discussions with staff</li> <li>Financial strategy sensitivities</li> <li>Workforce planning</li> </ul>	VPP&P, VPCS

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
<b>2</b>	<b>Financial (cont)</b>									
<b>2.4</b> <b>A&amp;R</b>	Financial Fraud	4	3	12	<ul style="list-style-type: none"> <li>Strong financial controls: segregation of duties and review of transactions.</li> <li>Review of impact of any changes in structure or duties</li> <li>Whistleblowing arrangements</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Continuous review of financial controls</li> <li>Internal Audit programme</li> </ul>	VPCS
<b>2.5</b> <b>F&amp;P</b>	D&A Foundation refuses/withholds funding for key College priorities	5	3	15	<ul style="list-style-type: none"> <li>On-going dialogue with Foundation Trustees</li> <li>Appropriate bid arrangements in place</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Monitor and advise Board of Management</li> </ul>	Prin & VPCS
<b>2.6</b> <b>F&amp;P</b>	Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services	3	2	6	<ul style="list-style-type: none"> <li>Multi-year estates strategy and capital planning</li> <li>Lobbying of SFC on capital and backlog maintenance funding</li> <li>Planning for D&amp;A Foundation bids</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>Monitoring of capital plans and expenditures</li> <li>Regular review of capital plans/timescales relative to funds</li> </ul>	VPCS

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
<b>3</b>	<b>People and Performance</b>									
<b>3.1</b> <b>LT&amp;Q</b>	Failure to reach aspirational standards in learning, teaching and service delivery	4	3	12	<ul style="list-style-type: none"> <li>Clear quality arrangements and priority actions</li> <li>Continuous self-evaluation and action planning</li> <li>Rigorous CPD arrangements in place</li> <li>Regular classroom observation and learner feedback arrangements</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Comprehensive monitoring of key PIs and student/staff feedback</li> <li>Regular Stop and Review events</li> <li>External review and validation findings</li> </ul>	VPC&A, VPP&P, DirC&A
<b>3.2</b> <b>LT&amp;Q</b>	Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.	4	3	12	<ul style="list-style-type: none"> <li>Robust strategic planning and monitoring</li> <li>Effective environmental scanning</li> <li>Strong partnerships</li> <li>Clear links between strategy and practice</li> <li>Concerted demands for increased activity levels</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>Effective internal monitoring/review/verification arrangements</li> <li>External review findings</li> </ul>	VPP&P, VPC&A
<b>3.3</b> <b>A&amp;R</b>	Legal actions; serious accident; incident or civil/criminal breach	4	5	20	<ul style="list-style-type: none"> <li>Adherence to legislative and good practice requirements</li> <li>Positive Union relations and staff communication</li> <li>Effective management development programmes</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Monitoring and reporting in key areas – eg H&amp;S, equalities, employee engagement</li> <li>Continuous professional development</li> <li>Internal audit programme</li> <li>Staff surveys</li> </ul>	Prin, VPP&P, VPCS, HoE

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<b>3</b>	<b>People and Performance (cont.)</b>									
<b>3.4</b> <b>HR&amp;D</b>	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	3	4	12	<ul style="list-style-type: none"> <li>Clear and proactive approaches to managing and promoting health, safety and wellbeing</li> <li>Continuous self-evaluation and action planning</li> <li>Rigorous CPD arrangements in place</li> <li>Regular staff and learner feedback arrangements</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Regular employee engagement monitoring</li> <li>Open communication with staff</li> <li>Comprehensive monitoring of key PIs and student/staff feedback</li> <li>Regular union/management dialogue</li> </ul>	VPP&P, VPCS
<b>3.5</b> <b>Board</b>	Reputational Risk – Loss of reputation with key stakeholders	4	3	12	<ul style="list-style-type: none"> <li>Marketing strategy</li> <li>Reputation plan</li> <li>Positive marketing approaches</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Social media monitoring arrangements</li> </ul>	VPC&A, DirC&A
<b>3.6</b> <b>HRD</b>	National bargaining outcomes impact adversely on College operations, activity and flexibility	4	4	16	<ul style="list-style-type: none"> <li>Influence within Employers Association</li> <li>Management of bargaining outcomes and implementation</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Positive union relations and staff communication</li> <li>On-going discussions with staff</li> <li>Innovation in approaches</li> </ul>	VPP&P, VPC&A

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<b>3</b>	<b>People and Performance (cont.)</b>									
<b>3.7</b> <b>HRD</b>	Industrial Relations Problems (including industrial action)	4	5	20	<ul style="list-style-type: none"> <li>Adherence to legislative and good practice requirements</li> <li>Positive Union relations and staff communication</li> <li>Effective management development programmes</li> <li>Industrial action continuity planning</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Regular union/management dialogue</li> <li>Regular employee engagement monitoring</li> <li>Open communication with staff</li> <li>Industrial action continuity planning</li> </ul>	VPP&P
<b>3.8</b> <b>A&amp;R</b>	Breach of data security / data protection	5	4	20	<ul style="list-style-type: none"> <li>Effective management of GDPR compliance</li> <li>Mandatory staff CPD and awareness raising on data protection (relative to role)</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Active data protection monitoring and auditing</li> <li>Effective information and data security policies in operation</li> <li>Regular data security monitoring/testing</li> <li>GDPR Action Plan</li> <li>Staff CPD</li> </ul>	VPC&A, HoICT
<b>3.9</b> <b>HRD</b>	Failure to meet Prevent and related obligations	5	3	15	<ul style="list-style-type: none"> <li>Prevent training</li> <li>Staff awareness and contingency planning</li> <li>Engagement/practice sharing with local agencies</li> </ul>	5	1	5	<ul style="list-style-type: none"> <li>Business Continuity Plan including scenario testing</li> <li>Information sharing with local agencies</li> </ul>	VPC&A, VPP&P

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	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	HoICT	Head of ICT	2	Minor	Unlikely
	VPP&P	Vice Principal People & Performance	HoE	Head of Estates	3	Significant	Possible
	VPCS	Vice Principal Corporate Services	Chair	Chair of the Board of Management	4	Major	Probable
	VPCA	Vice Principal Curriculum & Attainment			5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT		POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
<b>3</b>	<b>People and Performance (cont.)</b>									
<b>3.10 HRD</b>	College arrangements do not minimise risk associated with Modern Slavery	4	3	12	<ul style="list-style-type: none"> <li>Clear and compliant procurement arrangements and procedures</li> <li>Staff identity checking arrangements and use of PVG.</li> </ul>	4	1	4	<ul style="list-style-type: none"> <li>Annual procurement monitoring/reporting</li> <li>Regular employee engagement monitoring</li> <li>Open communication with staff</li> </ul>	VPC&A, VPP&P

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

<b>Post Holders</b>	ELT	Executive Leadership Team	Prin	Principal	<b>Score</b>	<b>Impact</b>	<b>Likelihood</b>
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	HoICT	Head of ICT	2	Minor	Unlikely
	VPP&P	Vice Principal People & Performance	HoE	Head of Estates	3	Significant	Possible
	VPCS	Vice Principal Corporate Services	Chair	Chair of the Board of Management	4	Major	Probable
	VPCA	Vice Principal Curriculum & Attainment			5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
4	Infrastructure									

<b>4.1</b> <b>A&amp;R</b>	Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures	5	4	20	<ul style="list-style-type: none"> <li>Sound systems of administration</li> <li>Clear fire and disaster recovery arrangements</li> <li>Staff CPD</li> </ul>	5	1	5	<ul style="list-style-type: none"> <li>Business Continuity Plan including scenario testing</li> </ul>	Prin & VPCS
<b>4.2</b> <b>F&amp;P</b>	Failure to achieve ambitions of ICT strategy; strategy and development is ineffective	4	3	12	<ul style="list-style-type: none"> <li>Planning, careful phasing of changes to processes and systems</li> <li>Effective management of ICT arrangements</li> <li>Clear investment plan</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Regular review/reporting on milestones, systems effectiveness etc</li> <li>Regular CPD</li> </ul>	VPC&A, HoICT
<b>4.3</b> <b>A&amp;R</b>	Breach of ICT/Cyber security	4	3	12	<ul style="list-style-type: none"> <li>Effective management of ICT arrangements</li> <li>Active ICT/data security monitoring and cyber security policy</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Staff CPD on cyber security issues</li> <li>Regular security monitoring/testing</li> <li>Cyber resilience plan</li> </ul>	VPC&A, HoICT
<b>4.4</b> <b>A&amp;R</b>	ICT infrastructure fails to support effective data security / data protection	5	3	15	<ul style="list-style-type: none"> <li>Effective infrastructure and systems design and implementation</li> <li>Effective management of ICT arrangements and GDPR compliance</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Active data protection monitoring and auditing</li> <li>Effective information and data security policies in operation</li> <li>Regular data security monitoring/testing</li> </ul>	VPC&A, HoICT

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk



**BOARD OF MANAGEMENT**

**Tuesday 16 March 2021**

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**PRINCIPAL'S REPORT**

**PAPER D**

# BOARD OF MANAGEMENT



**Tuesday 16 March 2021**

## **Principal's Report**

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### ***Paper for information***

#### **1. Introduction**

Whilst dealing with the impact of the COVID-19 pandemic has occupied a significant amount of time and energy, the Executive and Senior Leadership Team have tried, where possible, to ensure 'Business as Usual' in regards to the planning and implementation of a range of projects which will benefit our learners and region. The following paper summarises key projects and recent activities currently being progressed and have been aligned to the three core pillars of the new 2025 More Successful Students strategy (*Effective Partnerships, Future Focused & Thriving Community*).

#### **2. Recommendation**

Members are asked to note the contents of this paper.

#### **3. Effective Partnerships**

- 3.1. Abertay/Dundee University Joint Commitment – The three Principals from their respective organisations have been meeting regularly to discuss how we can work together more effectively and collaboratively to better support our current and prospective students within the region. The three organisations are working on a partnership agreement which clearly states our clear intentions to work more closely on areas such as student transitions, progression support and a clear commitment to enhancing articulation pathways. The establishment of this agreement sends a clear message of commitment to collaboration to not only the region but to our wider stakeholders and funders.
- 3.2. Dundee & Angus Chamber of Commerce – The College has strengthened its partnership with the DACC and are now meeting on a more regular basis to discuss ways in which we can better support the local business community. Closer working on the training offer to businesses, College promotion and the kickstart scheme has helped raise the profile of the College throughout the business community and region. This work will be further enhanced through our new Economic Partnerships Manager, Caryn Gibson.
- 3.3. Michelin Scotland Innovation Parc (MSIP) – Progress continues at pace on the D&A led Skills Academy based on the new Michelin Scotland Innovation Parc site. We have now identified a location for phase 1 of the project and are looking at starting onsite delivery with learners in August. Workstreams have been established for Curriculum, Business Planning, Marketing, Comms and Reporting, Space Planning and Equipment. A timeline has been developed for the physical works to be completed at MSIP's cost. A longer-term business plan is being developed and will be presented at the June Board. Jim Brown, Director of the Energy Skills Partnership (ESP) has agreed to support the College on a 0.5 basis to support the

development of both the MSIP and Tay Cities projects.

- 3.4. General Teaching Council of Scotland (GTCS) – GTCS recently undertook a 5 year Revalidation Professional Update Review of the College and confirmed revalidation with no conditions. The Professional Update validation is a quality mark overseen by GTCS. It is awarded to colleges and employers following successful validation of their Professional Review and Development and Professional Updating processes. The review benchmarks college PRD policies and systems against the national criteria for Professional Update for Colleges. We are delighted to retain this status with GTCS and particularly pleased that this was revalidated with no conditions.
- 3.5. ENABLE Scotland – All of the recent student cohort of the Enable Works program graduated with an NPA in Digital Media after completing an 8-week program. This program was sponsored by STV Children's Appeal, and the money was used to create a purpose-built room to deliver both basic and enhanced digital skills training to disabled people in Dundee. This course included work experience support from our industry partners and previous students who talked about employment opportunities for disabled people in Dundee's growing digital sector. This is the first of many graduates who will take part in this program for the foreseeable future in the college and 4 of these students will be taking part in phase 2 of this project which will see them enhancing their skills.
- 3.6. RISE (Raising Interpersonal Skills for Employment) – The College has successfully worked in partnership with Dundee City Council for number of years in delivering positive outcomes for school pupils through the PACE (Pupil Access to College and Employability) alternative education programme for pupils who have disengaged from mainstream education. Dundee City Council asked us to co-create another alternative education programme building on the positive PACE model. Through discussions we identified a gap for a practical programme that would prepare young people for making the transition to employment. A further update will be provided as the project progresses.

#### 4. Future Focused

- 4.1. Future Planning – As we begin to emerge from the pandemic and continue to look to the future, the Senior Leadership Team have started to reflect on the learnings from the past 12 months and are beginning to vision how we want to operate in the future, alongside ensuring the delivery of the 2025 Strategy. Over the course of semester 2 we will progress this work and involve both staff and students in the co-creation of the future of the College. It is essential for all staff within the College to start to look to the future and to work together, alongside our learners, to define the vital role the College will play in the local community. We will provide a progress update at the June board.
- 4.2. 20/21 Retention – We remain cautiously optimistic on both retention and engagement for the current academic year with current withdrawal rates still looking slightly lower than the week 20 equivalent last year:

2019/20		2020/21	
Early (all)	2.6%	Early (all)	2.8%
Early (FT)	9.6%	Early (FT)	4.9%
Further (all)	9.3%	Further (all)	9%
Further (FT)	16.3%	Further (FT)	15.7%

We continue to monitor and prioritise student engagement and attendance.

- 4.3. AY 21/22 Recruitment Update – Since opening recruitment in January we have received a total of 4,404 applications from 3,486 applicants. This represents a reduction of approx. 1000 applications to the same point last year, however we are confident that as restrictions are eased, we are likely to receive a significant increase in applications. The College has also recently launched the #ChooseDA, alongside the national #ChooseCollege campaign. A series of promotional opportunities are planned over the coming months and a #ChooseDA toolkit has been created for staff to use which includes Teams backgrounds, a PowerPoint presentation template and a number of other promotional logos etc.
- 4.4. Tay Cities - The Tay Cities Deal was finally signed before Christmas and the work to submit projects for funding has intensified over the past few weeks. Timescales are becoming clearer and date of submissions for our projects are now established. As a reminder, the College is leading on three projects:
- 4.4.1. **Advanced Engineering** – The OBC has been submitted, subsequent questions have been answered and the bid is now back in with the Scottish Government for approval. As a reminder the idea behind the bid is to establish a centre for advanced engineering on the Angus campus to work with companies from across the region in using new technologies (robotics, automation, AI and digital manufacturing techniques). Links have been established with other TCD projects notably the Barley Hub at the James Hutton Institute to support agri-tech companies, and with the Bio Tech Growth for project at Dundee University to support innovative manufacturing techniques for bio tech and med tech companies
- 4.4.2. **BioTech project and SME project** – We are working well with Ekos, the consultancy firm that have been preparing our business cases. We have held workshops with key partners and other agencies and are looking to submit both business cases in April.
- 4.5. HN Next Generation Update – The College chairs the SQA HN Next Generation implementation group. The Next Gen project has been established to re-evaluate and redesign the key HN qualification. Significant progress has been made in the past 3 months and the project is now moving towards a pilot stage which the College are hoping to be involved in. This pilot is a significant first step in reimagining HNC/D qualifications and making them more future focused.

## 5. Thriving Community

- 5.1. Economic Recovery – To support the recovery of the local economy we are offering a new suite of free online courses that have been designed to encourage people to re-skill or up-skill in subjects that are linked to key growth sectors (Digital & Care). These courses are intended to support economic recovery as well as encourage more people to experience the College in the hope they will apply for additional courses within the College on completion. [Further details can be seen here.](#)
- 5.2. Period Poverty – Tatiana Zorina continues to work hard at ending the stigma around period poverty. Tatiana has been by running an anti-stigma campaign over the past year and teaching our students how to sew their own reusable period products. Tatiana has established a connection with Balozi Computing Community College in Kenya and has sent reusable pads created by our students to 20 female learners in

Kenya. More [details can be found here](#).

- 5.3. Student Q&A & Pizza – The Executive and Senior Leadership Team continue to work closely with the Students Association on engagement activities with students. Since the last Board meeting, we have undertaken 2 live Q&As with student Reps as well as the continuation of the Pizza with the Principals session, but with actual ingredients this time! We are grateful for the opportunities to work closer with the students and the value we receive from these can not be measured.
- 5.4. SFC Additional Funding for Students' Associations – The Scottish Government/SFC have recently announced additional funding to assist Students' Associations to better connect with and support students during the COVID pandemic. The College was pleased to receive an additional £24,000 on behalf of the Students' Association and plans are in place to use these funds to expand the range of support and events that DASA organise over the coming weeks.

### **National:**

- 5.5. Learner Journey Task Force – The College has been supporting the input into the Learner Journey Task Force and has provided a series of suggestions, solutions and modelled scenarios to help influence the direction of the safe reopening of the College sector. Whilst this has been challenging and time consuming, we felt it was important to continue to influence the potential direction of the sector and therefore the College itself.
- 5.6. VP Curriculum Network - The College continues to chair the VP Curriculum Group with a specific remit for collectively supporting the sector in the delivery of the curriculum in the academic year 20/21. This group has already worked collaboratively with Education Scotland, SQA, SFC, SAAS and other key agencies to provide support and advice for key approaches to supporting the sector throughout 20/21.
- 5.7. First Minister Engagement with the College Sector - In addition to wider memorial and commemorative events to mark the one year anniversary of Scotland entering full lockdown, and the impact of the Pandemic on Scotland's population, the First Minister would like to engage directly with front-line workers, from across multiple sectors, who have played a key role in keeping the country moving during the last 12 months. The Education sector has of course been a huge contributor to this effort, and the FM would like to engage with six representatives from right across the whole Education spectrum in Scotland. Given we were the receivers of the Inclusive College award at the recent CDN awards, D&A has been chosen to be the representative College from the FE sector and Katie Baxter will be one of 6 people who meets the FM on 11<sup>th</sup> March, a fantastic testament to Katie and, of course, our College.

**Author & Executive Sponsor:** Simon Hewitt,  
Principal

**BOARD OF MANAGEMENT**

**Tuesday 16 March 2021**

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**FINANCE ITEMS**

**Financial Sustainability**

**PAPER E**

# BOARD OF MANAGEMENT

Tuesday 16 March 2021



## Financial Sustainability Opportunities

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### *Paper for information*

#### 1. Introduction

The Management Accounts presented to the March meeting of the Finance and Property committee highlighted the potential for there to be a significant surplus in 2021/22.

#### 2. Recommendation

Members are asked to note the contents of this paper.

#### 3. Forecast

The financial forecast that was presented to the March Finance and Property Committee was a cash-backed surplus of £469K, which is a significant improvement from the budgeted £20K cash-backed surplus. Use of and the extension of the Coronavirus Job Retention Fund was the single biggest factor that enhanced the College's financial position.

The risk/(opportunity) assessment presented to the Committee also highlighted the potential for further SFC allocations:

- An additional 1,862 Credits for delivering Skills Boost;
  - 1,554 credits for Young Persons Guarantee = £450K
  - 308 credits for National Transition Training Fund = £89K(This allocation was confirmed on 3 March 2021)
- Sustainability Funding for the sector totalling £13m, with our share being c£780K  
(We are awaiting the announcement on this allocation)

Whilst there will be some associated costs to deliver the additional credits it is anticipated that the sustainability funding will not include caveats or outcome measures.

Without additional in-year planning the year end cash-backed surplus could therefore be in excess of £1,500K.

#### 4. Opportunities

There are a number of opportunities that these potential one-off funds affords us:

- Carry forward an increased cash-backed surplus and enhanced bank balance.  
This carries some risk associated with the potential for future allocations to be reduced or monies clawed back. Given these risks, this approach is not proposed.

- Bring forward spend from future years (particularly IT spend). On an annual basis there continues to be a need to replace equipment, with the focus over the last two years being ICT related and funding could be utilised to help to establish this and reduce spending in future years. The aspiration is to have a 7 year rolling devices replacement programme. Due to the demand for devices there is currently a 4-month waiting time so decision making on this may be required earlier than for other opportunities.

There is also an opportunity to consider other priority equipment replacement within curriculum areas.

It is proposed that we bring forward spend from future years.

- Invest in New Ways of Working. The College has adapted exceptionally well to the demands of remote delivery of learning and services. Some of these new ways of working will continue to be enhanced and embedded. It is anticipated that the process of embedding will take at least 2 years.

Investment will be necessary to:

- Understand how/what/when blended learning best suits and supports student achievement and engagement
- Understand when/how/what services students need/want to access
- Embed blended learning pedagogical approaches and develop necessary resources and materials
- Continue to provide CPD to staff to support blended learning and delivery of services remotely
- Upgrade systems to maximise efficiency/accessibility of the use of systems by students and staff
- Understand what the potential new ways of working are/will need to be for different groups of staff

It is proposed that investment in this area is required over the next 2 years with the funding being “released” from bringing forward spend in other areas such as ICT.

- Invest in Strategic Priorities. As part of the College’s 2025 Strategy, some of our priorities that we could realistically invest in are:

#### Effective Partnerships

- Prioritising sustainability & income generation
- Being responsive & agile
- Raising the profile of Further Education both locally & nationally

#### Future Focused

- Co-designing sector leading, modern courses & services
- Ensuring we are digitally enabled & developed
- Using data to better inform our decision making
- Providing modern & flexible learning spaces

#### Thriving Communities

- Being health & wellbeing focused
- Responding to the Global Climate Emergency
- Fostering a leadership culture

As with New Ways of Working these will require longer term investment and would be funded from bringing forward spend in other areas.



- Fast-track, where feasible, cyber resilience investment.
- Additional repayment of the Gardyne Campus Loan. A 'mortgage holiday' was taken on the loan in August 2020, extending the payback period and interest costs. Any repayment would impact only on the cash balance and not on the cash-backed surplus.

## 5. Timelines

We anticipate hearing about any additional funding before 25 March. Based on the waiting times for new ICT devices it is intended to progress with investment in this area immediately. Alongside this, the Executive Team will consider further priority investments, both short-term and long term with a view to maintaining a modest cash-backed surplus.

## 6. Link to Strategic Risk Register

There are opportunities to utilise the cash-backed surplus to mitigate the following risks

- 1.1 – Failure of College strategy to meet the needs of the D&A Region and/or national priorities
- 2.2 – Failure to achieve institutional sustainability
- 3.1 – Failure to reach aspirational standards in learning, teaching and service delivery
- 3.4 – Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students
- 4.2 – Failure to achieve ambitions of ICT strategy; strategy and development is ineffective

**Executive Sponsor:** Jaki Carnegie, Vice Principal – Corporate Services

**BOARD OF MANAGEMENT**

**Tuesday 16 March 2021**



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**STUDENTS' ASSOCIATION PRESENTATION**

**PAPER F**



# **DUNDEE AND ANGUS COLLEGE STUDENTS' ASSOCIATION**

Board of Management March 21 Update

# New SFC Funding

The Students' Association are delighted to announce that they have received additional funding from the Scottish Funding Council to help support the work of the SA.

We have started to make plans for the additional funding and have been able to recruit three new members of staff to the SA Team. We are delighted that we will be able to continue to introduce more cuppy's and chats and more interaction on Teams, as well as other events and activities for our students going forward. The rise in engagement with the SA and the additional funding has provided us with this fantastic opportunity to grow further.

A Service Design approach will be taken to allow our students to be a part of the process and decision making after on the remainder of the funding.



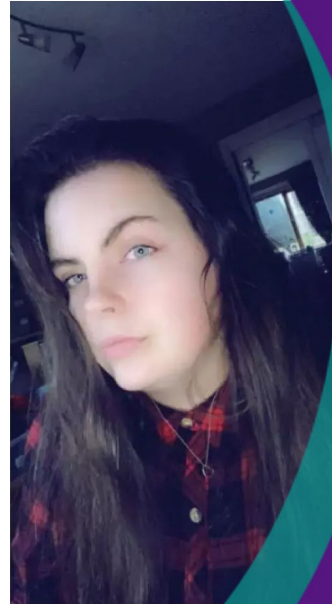
# Meet the new Team Member

Hey, I'm Caitlin, I'm currently studying a HND in sports coaching and I am in my second year.

I love sports especially football and formula one but my real passion is working with people.

I am looking forward to working with you all and hopefully bringing some new exciting things your way to help enhance your student experience.

Email - [c.milne@dundeeandangus.ac.uk](mailto:c.milne@dundeeandangus.ac.uk)



**CAITLIN**  
**MILNE**

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DUNDEE & ANGUS  
COLLEGE  
STUDENTS' ASSOCIATION  
ASSISTANT

---

ALL CAMPUSES

[c.milne@dundeeandangus.ac.uk](mailto:c.milne@dundeeandangus.ac.uk)

# Meet the new Team Member

Hi! I'm Lynsey and I am a Level 3 Hairdressing Student.

Being class and lead Rep for the second year running gave me the confidence to go for his job. I already loved working alongside DASA so achieving this job is amazing. I really enjoy working with the students and being a voice for them.

Now more than ever students need and want support. It feels fantastic to be a part of an amazing team so full of positivity and hope for the future.

Email - [l.buchan@dundeeandangus.ac.uk](mailto:l.buchan@dundeeandangus.ac.uk)



**LYNSEY**  
**BUCHAN**

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DUNDEE & ANGUS  
COLLEGE  
STUDENTS' ASSOCIATION  
ASSISTANT

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ALL CAMPUSES

[l.buchan@dundeeandangus.ac.uk](mailto:l.buchan@dundeeandangus.ac.uk)

# Meet the new Team Member



**JOSHUA**  
**MAYALL**

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DUNDEE & ANGUS  
COLLEGE  
STUDENTS' ASSOCIATION  
ASSISTANT

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ALL CAMPUSES

[j.mayall@dundeeandangus.ac.uk](mailto:j.mayall@dundeeandangus.ac.uk)

Hey, I'm Joshua,

I'm 21 years old and I am a student in the Computing department. My favourite past times is making things and doing nerdy stuff.

I really look forward to having a truly unique experience and having the privilege of helping my fellow students have a fun but safe learning environment.

Email - [j.mayall@dundeeandangus.ac.uk](mailto:j.mayall@dundeeandangus.ac.uk)

# Student Led Staff Awards 2021

With the success of our Student Led Staff Awards 2020, the Students' Association have launched the Awards for 2021 with hope of a similar number of nominations as last year!

Our Student Led Staff Awards will close at the end of April to allow us to shortlist and put out for voting for our deserving winners.

The nominations are fantastic to see and really do showcase the hard work of our staff





# Class Rep DRop INs

Our Class Rep drop in's are becoming more and more popular with our Class and Lead Representatives. The feedback from our Reps is that it is easier for them to pop in and out of a Teams meeting Hub rather than previously trying to get into on campus meetings and that this is something that they would love to keep.

We have two meetings every week to allow our students access to the SA outwith their class times.



# #moresuccessfulstude



We are absolutely delighted to continue with our Lead Rep of the month, Luciano Nobre has shown outstanding commitment to the Students' Association. Not only has Luciano attended all of the meetings, he constantly engages with the SA, answers all questions, provides feedback etc. Luciano supports fellow reps, as well as other Students from the Animal Care department. All that effort hasn't gone unnoticed. Congratulations Luciano!



With the set up of Departmental Teams pages we have been encouraging Students to get involved and feel that they are part of the wider college community and they are not on their own. This month the Health and Social Care Department have really gone above and beyond to get their page off to a great start. Special shout out to H&SC Lead Rep Kevin Johnstone who has engaged a huge number of his fellow students to join, even creating a 'DASA Notice Board' so his classmates know exactly what we have going on!

# The Lead Reps and the HoS

As we endeavour to increase our representation system across the college departments, we have introduced new meetings between our Lead Reps and our Heads of Sectors.

The first of these meetings were held on Monday 25th January and has been a huge success from both the staff and students side. We have received positive feedback from both sides with each looking forward to the next meeting.

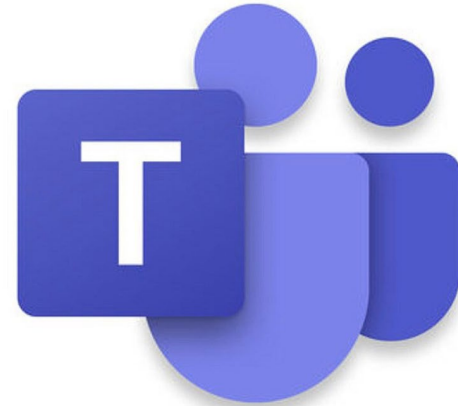
As a result of this initial meeting, actions have already been put into due to the feedback provided by our Lead Reps. We are delighted that they have formed positive working relationships and are looking forward to continuing this partnership going forward.



# Departmental Teams Pages

As a result of feedback from our students during a service design workshop, we set about creating social and study spaces for our students in each of their departments. Students were feeling isolated and not part of the wider college community, therefore we requested that each student should have access to a teams page that will be full of students from their department. Where they could have a chat and talk about their college work and assessments, which they would do if on campus in the college canteens and classrooms etc.

These teams were launched at the start of January and are now filling up nicely with students in each of the departments. We will be promoting these spaces in our newsletter and encouraging students from all different levels to become another level of support network for our students. Sharing study tips and tricks and studying from home ideas and methods. This will also add as another social space for our students.





# Pizza with the Principals

To celebrate World Pizza Day on Tuesday 9th February, we moved our popular Pizza with the Principals online!

Our students and College Exec all joined together online to learn how to make pizza with the lovely Sophy from Hospitality. After much hilarity and messy kitchens we all successfully made some delicious pizzas.

The event was a fantastic opportunity to let our students and Exec to openly chat about anything and everything regarding their college experiences. It was a whole family affair with both students and Exec making pizzas and chatting with their families.

Having Pizza with the Principals allows for the breaking down barriers and allowing the students to see the human side of the decision makers, making it easier for our students to share their experiences.

# DASA Pay It Forward Fund



The DASA Pay it Forward Fund has been launched during the month of January, with the creation of its committee comprising of SA Team, Lead Reps and Sarah Thom (Student Services)

We have already started to send out the gifts to some of the amazing nominations and stories of why people are wanting to pay it forward to their choice of nomination. We are hoping that some of the individuals will allow us to share their stories. Each week the new nominations are put up for voting in the committee and the gifts purchased and paid forward.

The feedback and pictures we have been sent are so heartwarming, it has been amazing to know that we are spreading joy and kindness around our College Community.

This will be our new fundraising focuses going forward in the Students' Association. Both staff and students can be nominated to receive a gift.

# Dasa Team€Page

As a result of student feedback through a Service Design workshop, our students indicated that they would love to have more of a community feel throughout their learner experience, through clubs and groups.

The response so far to all of our SA Student Clubs has been fantastic. Students from all over the College have been meeting with others who share their interests and socialising online. Creating friendships that would not have been possible if we were on campus.

There are a number of established clubs up and running with more in the pipeline!



Join our teams page here :

[DASA Teams Page](#)



# Student Engagement



The Students' Association has continued to grow throughout the Covid-189 pandemic and the number of students engaging with us continues to rise. We have hosted a number of Cuppy & Chat's both individual and groups of students. These have been hugely popular and beneficial to our students. With one hour scheduled in they usually end up running over three hours !! No one wants to leave!

Bingo nights hosted on Teams by Lee have also been a hit with both students and staff joining in to win prizes and have a lot of laughs! Weekly quizzes shown Live on our Facebook page with Cianne have the College community and the wider community getting involved.

These events will be continuing on into our future planning as they have seen high amounts of student engagement. Our teams events have had over 200 students take part in January, and our social media events and content has reached over 60,159 people in the last 28 days! A new upcoming event will be running every Tuesday evening called 'DASABOX' a bit like Gogglebox but our very own version on Teams as suggested by our students.



# eNGAGEMENT WITH STUDENTS

Lockdown Lounge

473 members

1317 Comments

1005 reactions

1607 live video views

2.4k engagement

14,844 post reach.

Facebook page.

2383 likes

2322 comments

1377 reactions

203 link clicks

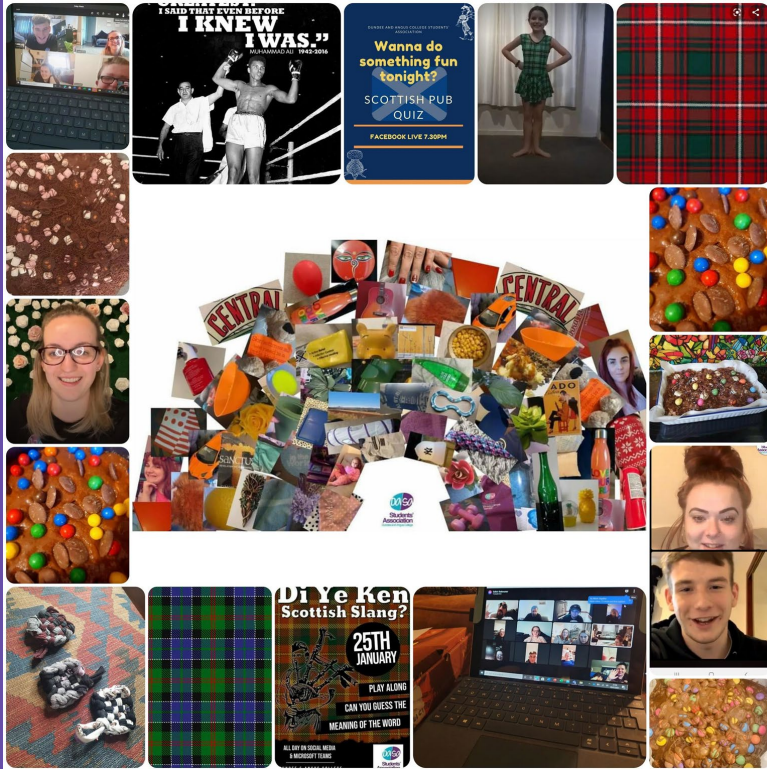
6986 video views

10.8k engagement

10.9k page reach

60,159 posts reach.

# Refresher



ReFreshers Week was a full on exciting week for our students at the Students' Association, it was a non stop fun filled, action packed week!

The SA held Burns Night celebrations, photography challenges, Highland Dancers, Live Q&A's, game shows, fitness workouts, step challenges, baking with Sophy, breakfast clubs, cuppy and chats, and so much more.

Our engagement across both the MS Teams and Facebook platforms has risen greatly over this month and we are looking forward to carrying on everything that has worked well into our future planning.

Although it has been a busy time, it makes it all worthwhile when you get feedback from students like this :

<https://youtu.be/DpSL95rBQL0>

# Teams Steps Challenge

## DASA Steps Challenge - The Results!

We had a number of teams signed up to take part in our DASA Steps Challenge last weekend, and 6 completed entries into our mailbox today! So who is the winning team.....

Run Like the Winded - 123,226 steps  
The Champions - 159,098 steps  
One Step Beyond - 205,586 steps  
Teepie Clan - 230,918 steps  
Red Hot Chilli Steppers - 227,656 steps  
Eat My Dust - 220,115 steps

As you can see the results were very very close, congratulations to the TEEPIE CLAN.

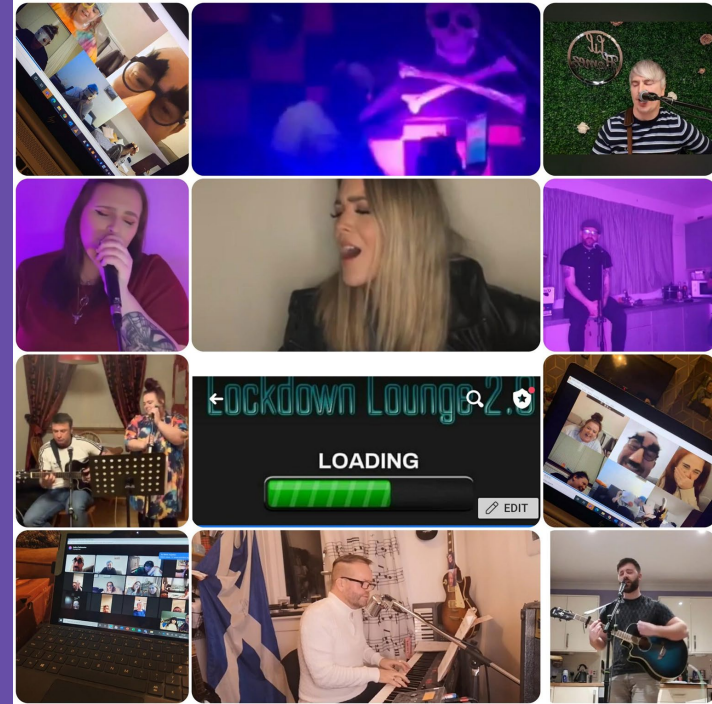
The teams managed a whopping 1,166,599 collective steps!!!! This averages out to 583.3 miles, which is 20 miles short of going from John O Groats to Lands End (as the crow flies). We had a great response to this challenge and are happy to see that so many staff and students joined forces in a bid to win the challenge.

# Lockdown Lounge 2.0

The Students' Association launched it's Lockdown Lounge 2.0 in January after its initial success during the summer months to engage students throughout these difficult times. During this time we have gained 500 members who have enjoyed all of the weekly quizzes, live music and banter!

We have reintroduced the well received gameshows on a Friday night with our previous VP for Gardyne, Colin Ogilvie. Our live Saturday entertainment will continue on a fortnightly basis going forward into the month of February,

Join the Facebook group here : [DASA'S Lockdown Lounge | Facebook](#)



# Cuppy & Chat's

During the month of January we decided with the announcement of an additional lockdown our students would need someone to talk to, so we launched our Cuppy & Chat's to make sure that they felt supported during these times. I do not think any of us were prepared for how much the students (and us) would love them and the positive impact that they are having.

We have had students that have initially joined with their cameras and mics off, who would often just leave a comment or two in the chat box, who are now in with cameras on and fully engaging in the chat and having a laugh.

The feedback that we have received from students is heartwarming and we will continue to offer more of these sessions out as they are having a positive impact on our students. In total we have carried out over 50 sessions between group chats and individual chats with students. Our themed cuppy and Chat is our most popular on a Monday night.





# Origami with Joshua



One of our new weekly student events is a Wednesday evening Origami Class with new team member Joshua Mayall. Each week Joshua teaches us how to make beautiful and intricate Origami pieces. Joshua explains step by step (often more than once, haha) making sure no one is left behind. If you like crafty and creative activities be sure to register for the class at 7pm on Microsoft Teams every Wednesday.

# DASA WHAT'S ON

## MARCH 2020

### MONDAYS

All day - #motivationmonday  
7.30pm - Themed Cuppy and Chat

### TUESDAYS

All day - #tiktoktuesday  
7.15pm - Themed Quiz Night  
8pm - DASABOX

### WEDNESDAYS

All day - #wellbeingwednesday  
7pm - Origami Class

### THURSDAYS

All day - #thoughtfulthursday  
2pm - Live Cuppy & Chat  
6.30pm - Bingo & Banter  
(25th) 7.30pm - Wellbeing Hub Catch Up

### FRIDAYS

All day - #funfriday  
9pm - Colin's Gameshow

### SATURDAYS

All day - #socialsatursday  
(14th & 28th) 6pm - LIVE Music

### SUNDAYS

All day - #selfcaresunday



MARCH

# Contact us



## FIND US ON



[facebook.com/DASStudentsAssociation](https://facebook.com/DASStudentsAssociation)



[twitter.com/DASStudentAssoc](https://twitter.com/DASStudentAssoc)



[dasusa.scot](https://dasusa.scot)



TEAM EMAIL -  
[student-association@dundeeandangus.ac.uk](mailto:student-association@dundeeandangus.ac.uk)

SA DEVELOPMENT OFFICER-  
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SA PRESIDENT-  
[c.meldrum@dundeeandangus.ac.uk](mailto:c.meldrum@dundeeandangus.ac.uk)  
SA VICE-PRESIDENT (ARBROATH)-  
[a.monks@dundeeandangus.ac.uk](mailto:a.monks@dundeeandangus.ac.uk)  
SA ASSISTANT (KINGSWAY)-  
[c.smith@dundeeandangus.ac.uk](mailto:c.smith@dundeeandangus.ac.uk)  
SA ASSISTANT (GARDYNE)-  
[l.paterson@dundeeandangus.ac.uk](mailto:l.paterson@dundeeandangus.ac.uk)



**BOARD OF MANAGEMENT**

**Tuesday 16 March 2021**

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**GOVERNANCE ITEM**

**Board Membership**

**PAPER G**

# BOARD OF MANAGEMENT

Tuesday 16 March 2021



## Membership Update

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### *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 Extension of Board Appointments

Requests to extend the Board membership of Donna Fordyce and Tricia Pirie were approved by the Scottish Government. Accordingly, these appointments have been extended for a further 4 year period to 30 April 2025.

#### 4 Board Recruitment

The terms of office for the following Board members will come to an end on 31 May 2021.

**Margo Williamson, Gary Bisset, Steve Mill**

Each of these members had their appointments extended in 2017 and as a result are not eligible to have them extended a second time. These members are eligible to apply for continued Board membership if they wish and to be reappointed to the Board through the normal recruitment and appointments process on an equal basis alongside the other applicants.

Arrangements have been progressed for advertising and recruitment, with the advertisement scheduled to go live on 19 March 2021 in accordance with the arrangements and skills mix approved at the December 2020 Board meeting.

Recruitment will be completed in mid-May 2021.

## **5 Staff Board Members**

The terms of office for the current staff Board members were set at 2 years. The Code of Good Governance highlights that staff and ordinary Board membership is normally for a term of 4 years. As a result, it is proposed that the terms for current and future staff Board members be reset at 4 years.

## **6 Senior Independent Member**

As advised in December 2020, the role of Senior Independent member will be vacant from April 2021 onwards. One nomination has been received for this role, from Donald Mackenzie, and the Board are invited to make an appointment to this role.

## **7 Chair of the Human Resource and Development Committee**

In addition to the role as Senior Independent Member, the resignation of Pam Milne will leave a vacancy as Chair of the Human Resource and Development Committee and nominations have been sought for a replacement. One nomination has been received for this role, from Donald Mackenzie, and the Board are invited to make an appointment to this role.

## **8 Approvals**

In summary, approval is sought for the following:

- Reset staff member terms of office to a standard of 4 years.
- Appointment of the roles of Senior Independent Member and Chair of the Human Resource and Development Committee as noted.

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

## Board of Management Membership and Skills Mix as at March 2021

	<b>Appointment</b>	<b>Member Until</b>	<b>Profession/Specialism</b>
<b>1. Angela McCusker</b>	Regional Chair July 2014	Scottish Government Appointment until 31/07/2022	Business, Management, Finance
<b>2. Margo Williamson</b>	June 2014	31/05/2021	Public Service Management, Education Management, Learning & Teaching
<b>3. Gary Bissett</b>	June 2014	31/05/2021	HR, Management, Manufacturing
<b>4. Steven Mill</b>	June 2014	31/05/2021	Finance, Public Service Management
<b>5. Pamela Milne</b>	March 2015	Resigned 31/03/2021	HR&OD, Management, Education
<b>6. George Robertson</b>	March 2015	31/03/2023	Finance, Management
<b>7. Donna Fordyce</b>	April 2017	31/04/2025	Economic Development/ Enterprise, Fisheries, Retail Management
<b>8. Trisha Pirie</b>	April 2017	31/04/2025	Economic Development, Commercial Management, Enterprise
<b>9. Kirsty Keay*</b>	January 2019	31/12/2022	Commercial, Governance, HR, Third Sector Management
<b>10. Helen Honeyman*</b>	January 2019	31/12/2022	Risk, Governance, HR Management
<b>11. Neil Lowden*</b>	January 2019	31/12/2022	Educational Management, Learning & Teaching, Educational Policy
<b>12. Donald Mackenzie*</b>	April 2019	31/03/2023	HR & OD, Corporate Communications Management
<b>13. Angela Wilson*</b>	December 2020	31/12/2024	Leadership, Management, Governance, Third Sector
<b>14. Kevin Ditcham*</b>	March 2021	31/03/2025	Community Learning & Engagement, Management, Third Sector
<b>15. Simon Hewitt</b>	August 2020	--	Principal
<b>16. Sam Stirling</b>	September 2019	31/09/2023	Non-Teaching Staff Member
<b>17. Barry Carmichael</b>	April 2019	31/03/2023	Teaching Staff Member
<b>18. Cher Meldrum</b>	August 2019	31/07/2021	Student Member
<b>19. Amy Monks</b>	August 2019	31/07/2021	Student Member

\* Eligible for reappointment

**BOARD OF MANAGEMENT**

**Tuesday 16 March 2021**

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**GOVERNANCE ITEM**

**Board Metrics**

**PAPER H**

# BOARD OF MANAGEMENT

Tuesday 16 March 2021

## Board Metrics



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### *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**

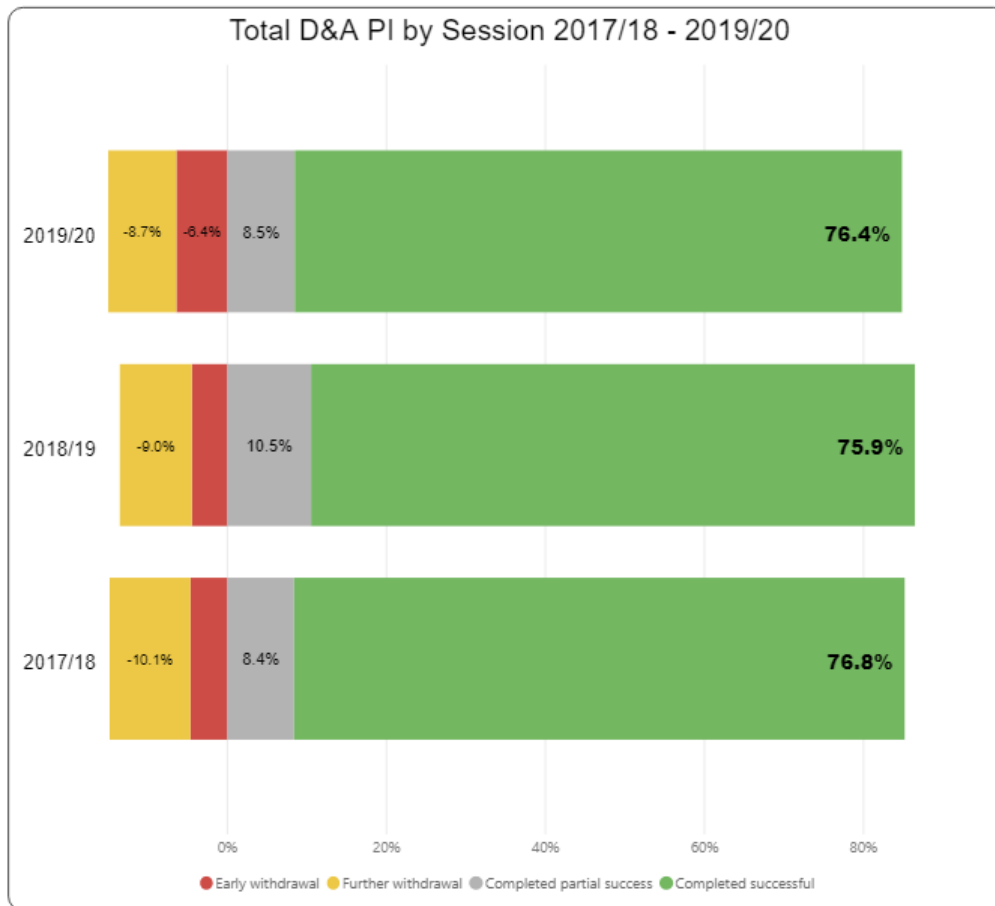
Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely;

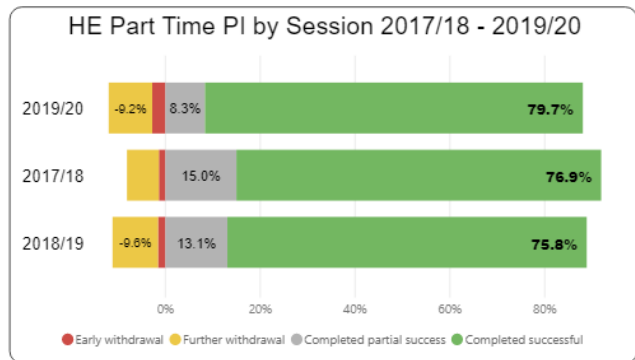
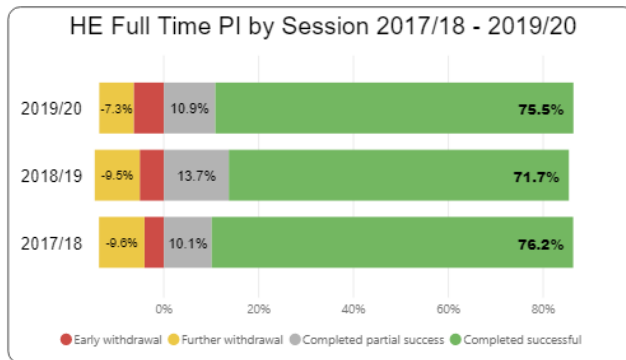
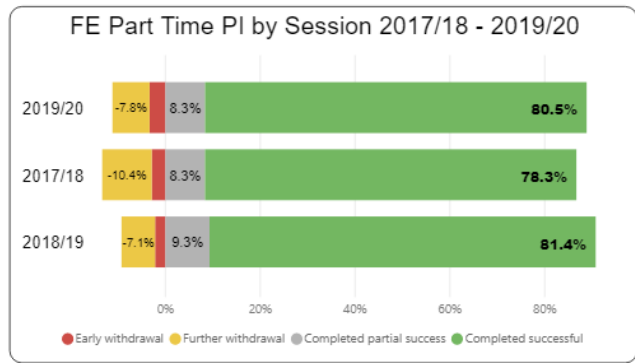
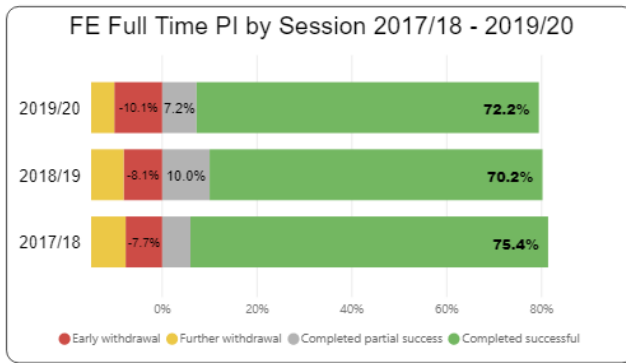
- 1.1 – Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)
- 2.2 – Failure to achieve institutional sustainability
- 3.1 – Failure to reach aspirational standards in learning, teaching and service delivery
- 3.3 – 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

**Author** Colin Lynagh, Business Intelligence Officer  
**Executive Sponsor:** Steve Taylor, Vice Principal People and Performance

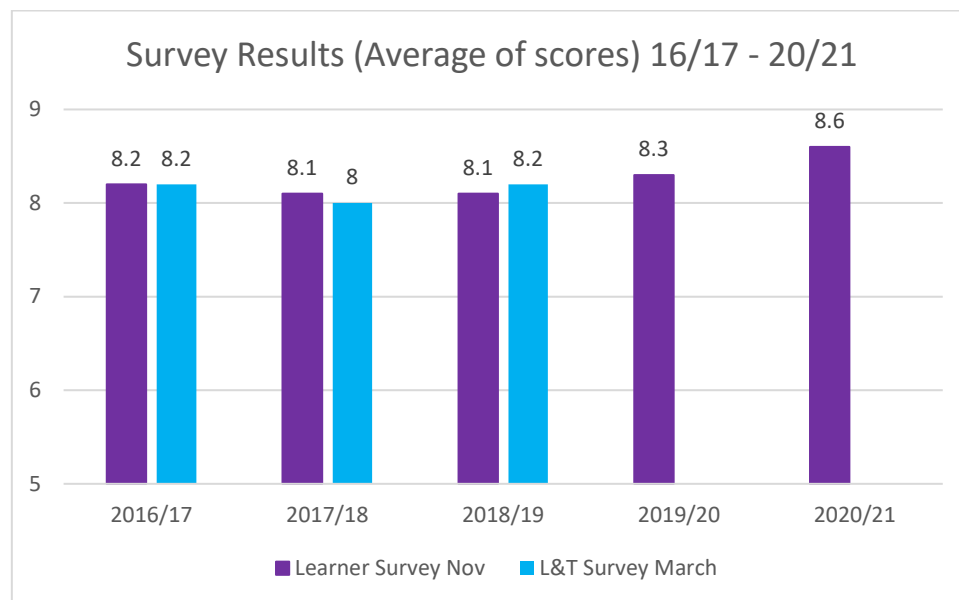
## Performance Indicators

All data outlined below is up to date as at March 2021. PIs for 2019/20 are final.





## Student Survey Results



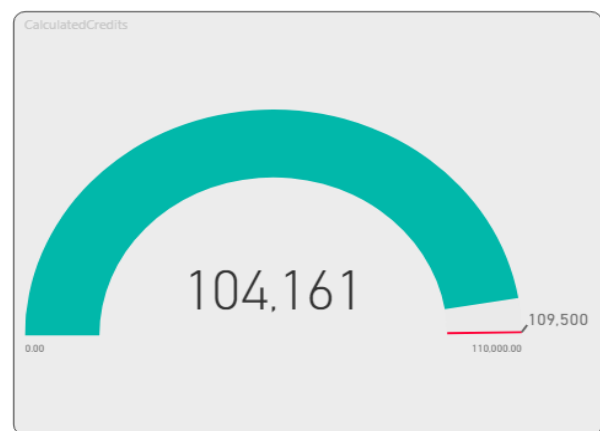
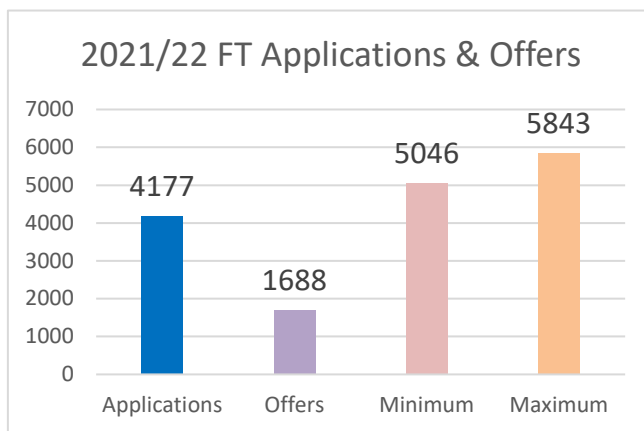
Note: The 2019/20 L&T Survey was not completed. The Learner Survey is now scored out of 5 but the 2020 result (4.3) scaled up to be consistent with prior years. The 2020/21 March survey is currently underway



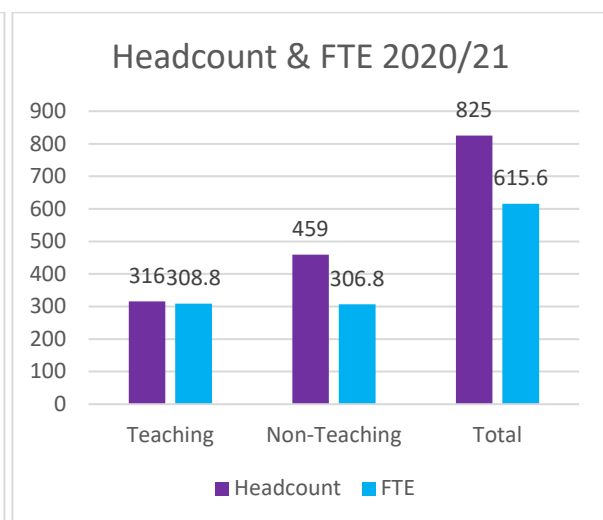
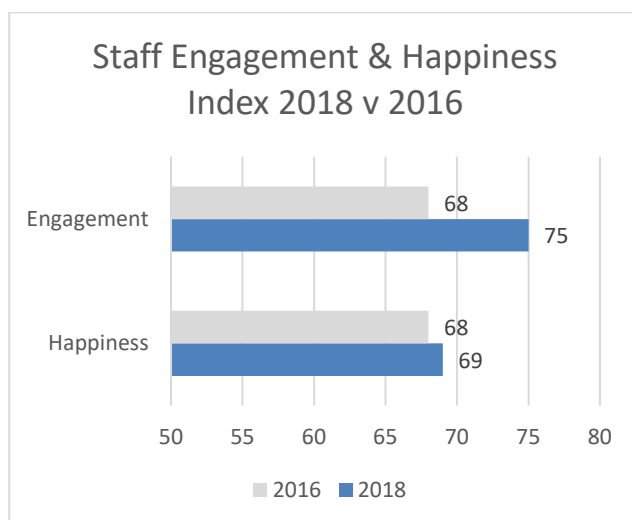
## SFC Student Satisfaction & Engagement Survey – Positive response rate

	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%

Note: The 2019/20 SFC Student Satisfaction and Engagement Survey was not completed. The 2020/21 SFC survey is currently underway.

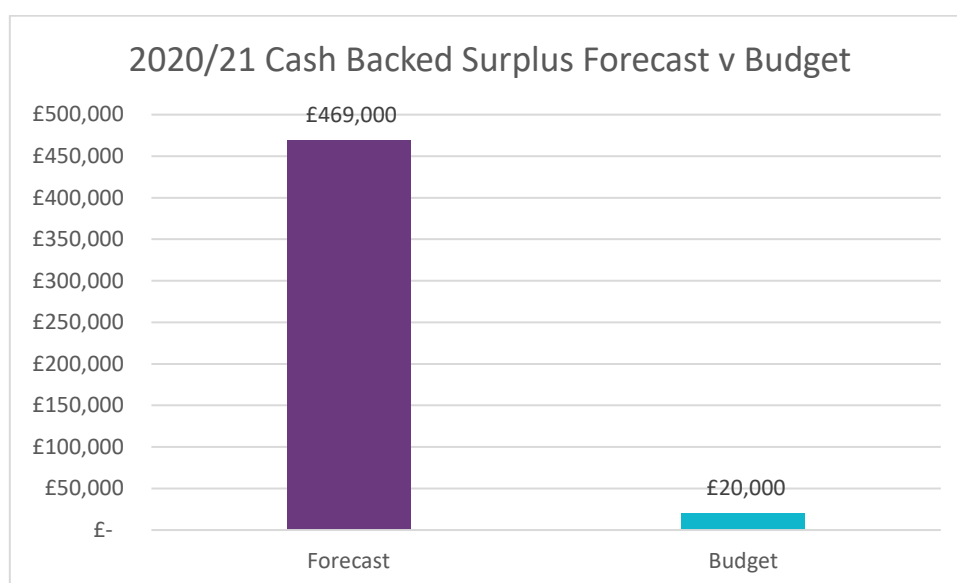


## Staff – Engagement and Happiness Index, FTE & Headcount and Absence



	Year to Date to 31/01/21	Rolling Year to 31/01/21
<b>Average working days lost per headcount</b>	<b>4.34 days</b>	5.67 days
<b>Working time lost</b>	<b>1.67%</b>	2.18%
<b>Comparison with sector/national rates</b>		
UK All Sector rate (CIPD 2016)	3.3%	
UK Public Sector rate (Unison 2016)	3.4%	

## Finance – Surplus/Deficit v Planned Budget out-turn



	2020/21	2019/20
RIDDOR – Reportable Accidents	2	1

2020/21	Completed	Planned
Audits Completed v Planned	3	7

**BOARD OF MANAGEMENT**

**Tuesday 16 March 2021**

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**GOVERNANCE ITEM**

**2021/22 Boars Meeting Dates**

**PAPER I**

## CALENDAR OF BOARD AND COMMITTEE MEETINGS 2021 - 2022

BOARD/COMMITTEE	DATE
<b>BOM Development Sessions - 4.00pm</b>	Tuesday 28 September 2021 Tuesday 14 December 2021 – morning if onsite Tuesday 15 March 2022 <del>Tuesday 7 June 2022</del> <b>21 June 2022</b>
<b>Board of Management - 5.00pm</b>	Tuesday 28 September 2021 Tuesday 14 December 2021 – morning if onsite Tuesday 15 March 2022 <del>Tuesday 7 June 2022</del> <b>21 June 2022</b>
<b>Learning, Teaching and Quality Committee – 5.00pm</b>	Wednesday 1 September 2021 Wednesday 3 November 2021 Wednesday 9 February 2022 Wednesday 27 April 2022
<b>Human Resources and Development Committee – 5.00pm</b>	Thursday 16 September 2021 Thursday 11 November 2021 Thursday 17 February 2022 Thursday 5 May 2022
<b>Finance and Property Committee – 5.00pm</b>	Tuesday 7 September 2021 Tuesday 23 November 2021 – JOINT Tuesday 1 March 2022 <del>Tuesday 10 May 2022</del> <b>24 May 2022</b>
<b>Audit and Risk Committee – 5.00pm</b>	Tuesday 21 September 2021 Tuesday 23 November 2021 – JOINT Tuesday 8 March 2022 <del>Tuesday 17 May 2022</del> <b>7 June 2022</b>
<b>Chairs Committee</b>	Minimum 2 times a year

Other Dates:

**Board of Management Strategic Planning Days - TBC**

**Principal's Christmas Party -**

**Board of Management Christmas Lunch –** Tuesday 14 December 2021 if onsite

**Board of Management Dinner - TBC**

**Graduation Ceremony**

**BOARD OF MANAGEMENT**

**Tuesday 16 March 2021**

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**MINUTES OF COMMITTEE MEETINGS**

**PAPER J**

- 12.1 Learning, Teaching & Quality – 10 February 2021**
- 12.2 Human Resources & Development – 18 February 2021**
- 12.3 Finance & Property Committee – 2 March 2021**

**VERBAL UPDATES**

- 12.4 Audit & Risk Committee – 9 March 2021**

# BOARD OF MANAGEMENT

## Learning, Teaching and Quality Committee

Wednesday 10 February 2021



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### Draft Confirmed by Chair

Minute of the Learning, Teaching and Quality Committee meeting held on Wednesday 10 February 2021 at 5.00pm via Microsoft Teams.

<b>PRESENT:</b>	M Williamson (Chair)	G Robertson
	B Carmichael	A McCusker
	S Mill	A Monks
	K Ditchburn	S Stirling
	C Meldrum	S Hewitt
	M Thomson	J Grace

**IN ATTENDANCE:** S Taylor (Vice Principal / Secretary to the Board)  
J Carnegie (Vice Principal Corporate Services)  
M Sanderson (Executive Secretary)  
G Graham (Quality Manager)

#### 1. WELCOME

M Williamson welcomed Committee members and welcomed Kevin Ditchburn to his first committee meeting.

M Williamson noted the sad loss of Kevin Murphy (Director of Curriculum) who died last month. The Committee asked that their condolences be passed on to Julie McDonald and Kevin's family.

#### 2. APOLOGIES

Apologies were noted from H Honeyman.

#### 3. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 4. MINUTE OF PREVIOUS MEETING

The minute of the meeting held on Wednesday 4 November 2020 was approved as an accurate record.

#### 5. MATTERS ARISING

The close out of matters arising from previous meetings was noted. An update on item 6 was included in VP Curriculum and attainment report.

## **6. COVID 19 ARRANGEMENTS FOR LEARNING, TEACHING AND ENGAGEMENT OF LEARNERS**

S Hewitt provided a verbal update to the Committee on COVID 19 arrangements and guidance.

S Hewitt noted that he expected deferrals to increase due to the ongoing pandemic. He also noted the team were working on responses to the Economic Recovery and were exploring a wide range of course and new training options and opportunities.

J Grace provided an update on key issues around Learning and Teaching, highlighting that the focus internally was on what the College could plan and control, including preparations for the return to Campus. J Grace noted the Executive team had made the decision in January to move to full-time online learning and close campuses. The team were focusing on current students and what they could still achieve this year, even if a return to campus was not possible. Student's might be deferred to next Academic session; however, this would also have an impact on Academic Year 2021/22.

J Grace noted that 2021/22 recruitment had opened as normal and that this was felt to be an important and positive step in providing opportunities going forward.

S Taylor updated the Committee on the work being taken forward to support students during the new lockdown and noted extensive work from teams such as Student Services to move to remote services, rather than face to face meetings. It was noted that there were a small number of students for whom engagement and support was difficult, with currently 24 students identified that were struggling significantly to engage remotely. This was as a result of mental health issues, British Sign Language (BSL) interpretation needs, and other wellbeing needs that required additional support to be provided on campus. Student Services and teaching teams were working with these students and providing positive support. S Taylor noted the hardship fund is more flexible, and more students have been able to apply. Digital devices from campus were also still available (and had been supplemented) to give out to students.

J Carnegie noted that every department had been asked to update their risk assessments as required in the light of the new lockdown and updates to guidance. Numbers of positive cases were very low, although it was recognised that students may not record they are self-isolating due to not being on campus.

J Carnegie noted Caryn Gibson had been appointed as Economic Partnership Manager and started with the College last month. Caryn will be working with external partners as part of the economic recovery.

N Lowden asked how many laptops were bought using the fund and was the number short? S Taylor noted that 460 devices were purchases using the funds from the Government, with 419 issued to date. The original focus to distributing the devices, was to focus on students with the greatest need. These criteria had been relaxed slightly, to help students who are home-schooling children and might only have one device available in their household. J Carnegie noted there had also been c100 Wi-Fi devices made available to students to help with their studies.

N Lowden asked if students would have to undertake a COVID test before returning to campus and if this could maximise the number of students returning? S Hewitt noted that this had not been put forward as an option by the government and noted that the College needed to take a practical approach and look at the implications of a return to campus.

G Robertson asked if there was an option to extend term dates into holidays to get students through their courses. S Hewitt noted there were conversations ongoing with Scottish Government and unions to look at possible options around this.

M Williamson noted there was a concern around students who were vulnerable and not engaging. M Williamson asked if there were financial impacts for students who couldn't complete the practical element of their course. S Taylor noted the sector had raised this with the Scottish Government and there were additional costs with staff having more hours on campus and courses potentially running into holiday dates. S Taylor also noted that entitlement to bursaries would come to an end at the end of semester and funding needed to be available from the Government to support students beyond the normal end date if required. The team were looking at options to extend bursary entitlement rather than students having to reapply and completing the process again.

M Williamson asked what percentage of students were affected by this? J Grace noted that the team are looking at multiple approaches and working with SQA and other awarding bodies. J Grace noted the worst-case scenario would be around 1500 Senior Phase and 4000 other students not being able to complete their course if there were to be no return to campus this year.

A McCusker asked if the College had capacity for staff to deliver to students during holiday dates? S Hewitt confirmed the team are looking at several options around this, with staff expressing interest in helping in whichever way they can. This would, however, incur additional costs and there were a number of capacity and other issues to be considered.

M Williamson thanked the team for the comprehensive update and noted the extensive work being developed to support students and staff.

## **7. CURRICULUM REPORT – COVID 19 WORK WITH SQA & AWARDING BODIES**

G Graham provided a detailed [presentation](#) to the Committee around work with SQA and other Awarding Bodies during COVID 19.

G Graham highlighted the impact of the cyber-attack on the College and students and noted that this had (paradoxically) resulted in the building of stronger relationships with awarding bodies, especially SQA that had helped during the COVID 19 pandemic.

G Graham noted that D&A had played a vital role with SQA in their response to COVID 19 in spring 2020. They worked together to create a solution to assessing student outcomes holistically, with SQA emphasising trust in quality assurance processes of the college sector. A decision tree approach was implemented, with extensive support from the Quality Team which provided a route map for students during the lockdown.

G Graham summarised the extensive work still being undertaken with SQA to support assessment adaption arrangements and a revised holistic approach to assessment because of the most recent lockdown.

S Mill asked if learners had been engaged with designing the process? G Graham noted that they had not as arrangements were highly technical in nature but noted that the D&A Students' Association had been involved in reviewing and re-writing the student FAQs and D&A communications for students around the arrangements.



## **8. STUDENTS ASSOCIATION REPORT**

C Meldrum presented the [report](#) presentation to the Committee.

C Meldrum noted the lockdown lounge was still happening every second Saturday night to entertain students at the weekend and help students through isolation.

C Meldrum updated the committee on the DASA pay it forward fund. The project was now fully launched and the group had held their first meeting.

C Meldrum noted the various activities the team were organising with both staff and students. These included a step challenge to encourage exercise help with mental health, 'Cuppy and a Chat' sessions for students to come along and have a chat with each other, weekly quizzes, game shows etc.

C Meldrum and A Monks highlighted to the Committee that the team recently organised a 'virtual' Pizza with the Principals. This was a great way for students to get to know the Executive Team and the feedback from the event had been really positive. J Grace also meets with C Meldrum and A Monks every fortnight to catch up on feedback and any questions from students.

M Williamson noted the incredible hard work of the team and praised C Meldrum and A Monks for their continued hard work during the pandemic.

K Ditchburn asked if the team were providing feedback to the Executive Team from events. S Hewitt noted that C Meldrum and A Monks attend the 'Check-in' session twice a week, with the Executive, Senior Leadership Team and Unions. This was welcomed.

## **9. LEARNER SATISFACTION SURVEY NOVEMBER 2020**

S Taylor summarised the paper presented and noted that the autumn survey had been reviewed and the questions adapted to the ongoing pandemic. It was noted that the survey generated over 3000 responses and overall results were very positive.

Key areas of feedback from the survey were discussed, and the recognition from students that the College was doing as well as it could in the circumstances was noted.

S Taylor noted that the overall results had been discussed with the senior leadership team and that each team had reviewed the results for their students and were using this to inform changes.

## **10. 2018/19 POST COURSE SUCCESS**

S Taylor summarised the report and noted that the destination data for 2018/19 students had been gathered just after the cyber-attack and just before the COVID 19 pandemic. It was noted that there had obviously been a very significant change in economic conditions since then, which made any assessment of the data difficult.

S Mill asked if there was any possibility of reaching out to the 15% of students who had not been able to be contacted to see what they were now doing? S Taylor noted it was difficult to maintain contact for some students as they changed address and contact details quite regularly. S Taylor noted the hard work and extensive efforts of the team who had contacted the 85% of students.

## **11. VP CURRICULUM & ATTAINMENT REPORT**

J Grace summarised the report and noted the COVID 19 recovery work remained as the main focus. The team were continuing to review the curriculum and look at new opportunities. The new Pathway Apprenticeship courses had had positive feedback and had reasonable recruitment despite the new lockdown and requirement to deliver remotely.

J Grace noted that the College had been revalidated for GTCS and that the feedback from the revalidation panel had been very positive.

M Williamson noted a fantastic report and great work from the team in response to COVID 19.

## **12. STRATEGIC RISK REGISTER**

S Taylor summarised the Risk Register and noted no changed in terms of the strategic register.

There were changes in the COVID Risk Register in relation to 3.1 Learning and Teaching.

S Taylor noted that there had been an increase in the likelihood post mitigation that students may not be able to complete their courses as a result of the COVID restrictions. It was noted that there was a strong potential for increased numbers of deferrals and also increased risk to levels of withdrawals.

M Williamson noted she is comfortable with the need for the increased risk. The Committee approved the changes to the COVID Risk Register.

A McCusker asked if there was a risk that 3.1 could move to red? S Taylor noted that any move to red would only happen if it was felt that there would be a major impact on outcomes and not appropriate deferral outcomes or other options. S Taylor noted that this would be kept under review.

## **13. LT&Q METRICS**

S Taylor highlighted that these were for noting. There were no questions in respect of the metrics.

## **14. DATE OF NEXT MEETING**

The next Learning, Teaching and Quality Committee meeting will take place on Wednesday 28 April 2021 at 5.00pm, Microsoft Teams.

### **Action Point Summary**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
No action points were noted.		

# BOARD OF MANAGEMENT



## Human Resources and Development Committee Thursday 18 February 2021

Draft confirmed by Chair

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Minute of the Human Resources and Development Committee meeting held on Thursday 18 February 2021 at 5.00pm via Teams.

**PRESENT:**

P Milne	D Fordyce
D Mackenzie	K Keay
T Pirie	B Carmichael
S Stirling	S Hewitt
A Wilson	

**IN ATTENDANCE:**

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

### 1. WELCOME

P Milne welcomed members to the meeting and welcomed Angela Wilson to her first meeting.

### 2. APOLOGIES

No apologies were recorded.

### 3. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 4. MINUTE OF THE PREVIOUS MEETING – 12 November 2020

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

### 5. MATTERS ARISING

The matters arising were reviewed and closed.

### 6. COVID 19 UPDATE ON HEALTH & SAFETY, LEADERSHIP, WAYS OF WORKING & COMMUNICATION

B Grace provided the Committee with an update on COVID 19 guidance and arrangements that the College was following.

B Grace noted that visits to campuses were very limited and were only for students who need to collect IT equipment and maintenance and similar essential staff. There was a bookable system, and everyone must book before arriving on campus, for test and protect purposes.

The Senior Leadership Team were working with Trade Unions regarding health and safety

mitigations with returning to campus and departmental risk assessments all being reviewed.

B Grace noted the Estates team were working hard to ensure all safety measures were in place before students return to campus, ensuring that all signage and one-way systems etc were all still in place.

B Grace highlighted project work was taking place with the Kingsway redevelopment.

A Mawhrt provided an update to the Committee with matters relating to Staff and wellbeing.

A Mawhrt noted that video updates were being planned to keep staff them updated with the ongoing situation. The Wellbeing group had also created CPD events for staff, such as cooking classes to promote wellbeing.

P Milne asked if the Executive Team were planning different scenarios for a return to campus. S Hewitt confirmed the team were looking at solutions and working with external agencies due to complications with deferrals again this year. S Hewitt noted the team were preparing for the possibility of significant deferrals and on-going blended learning next academic year.

S Taylor noted there were a large number of students in practical areas missing out on learning and noted that the senior team were looking at possible options to support increased delivery, including the possible extension of courses into the summer holidays.

J Grace added that some academic staff have already offered to teach during the summer break, for a few weeks to help students achieve their courses.

P Milne asked if any practical teaching was taking place. J Grace noted a very limited number of students had attended campus, either for induction or practical 'closed book' assessments.

T Pirie noted the need for caution when overspilling into the summer break, and the need to ensure staff still had a break. S Taylor noted that this was recognised and that any arrangements would still ensure that staff had a reasonable break.

P Milne noted thanks for the update and for the hard work that staff were undertaking to continue to support students and each other.

## **7. VP PEOPLE AND PERFORMANCE REPORT**

S Taylor summarised the report.

S Taylor noted the report included information on the number of COVID 19 cases within the College and highlighted the numbers were low.

S Taylor provided an update on National Bargaining and noted the support unions were progressing with a pay offer for 2020/2021. An industrial action ballot was open for Academic Staff and discussions were taking place at a national level in respect of this. It was confirmed that this was a sector wide ballot, but there were hopes for a settlement.

S Taylor summarised arrangements and numbers in respect of the furlough scheme and noted the College desire to utilise furlough income to support additional delivery as and when this was possible.

A Mawhrt noted the College have been promoting Cyber Security to staff over the last month, marking one year since the Cyber-attack. A Mawhrt noted there is a new staff benefits portal page for staff and encouraging staff to view this.

P Milne asked if the College had a planning in place if the furlough scheme ended before staff could return to work. S Taylor noted the team were looking at this and noted that it would depend upon the length of any gap and the financial circumstances of the College. S Taylor noted the Voluntary Severance scheme would be opening soon.

B Carmichael noted the hard work of the team in successfully gaining the GTCS revalidation.

S Taylor noted this was P Milne's last committee meeting and thanked her for all her support for the People team and himself over the years. This was echoed by the Committee.

## **8. NATIONAL BARGAINING UPDATE**

S Taylor noted the update in the VP report.

## **9. STRATEGIC RISK REGISTER**

S Taylor summarised the Risk Register and was approved by the Committee. No overall change to the risk register in respect of the risks delegated to the Committee.

D Fordyce asked if EU transition should be noted within the Risk Register. S Taylor noted that this was included in the full risk register and was reported to the Audit & Risk Committee. S Taylor confirmed that the College had supported supporting staff who required settled status. It was noted that the College did not undertake international recruitment of staff.

## **10. HR METRICS**

HR Metrics were noted by the Committee.

S Taylor noted that staff absences were down to 1.87% which are low for this time of year. This was attributed to the wider effects of lockdown and working from home.

## **11. MEETING MINUTES / UPDATES**

The minutes of the JCF and Health, Safety and Wellbeing meetings were noted.

## **12. DATE OF NEXT MEETING**

The next Human Resources and Development Committee will take place on Thursday 6 May 2021, via Microsoft Teams.

Committee members thanked P Milne for her hard work and input as Chair of the Committee over many years and wished her all the best for the future.

### **Action Point Summary**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
No specific actions noted		

# BOARD OF MANAGEMENT

## Finance and Property Committee Meeting

Tuesday 2 March 2021

*Draft confirmed by Chair*



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Minute of the Finance and Property Committee meeting held on Tuesday 2 March 2021 at 5.00pm via MS Teams

**PRESENT:**

S Mill (Chair)	D Mackenzie
A McCusker	B Carmichael
D Fordyce	S Hewitt
S Stirling	N Lowden
K Ditcham	

**IN ATTENDANCE:**

J Carnegie (Vice Principal)	S Taylor (Vice Principal)
B Ferguson (Head of Finance)	J Grace (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 and welcomed Kevin Ditcham to his first meeting.

### 2. APOLOGIES

None

### 3. DECLARATIONS OF INTEREST

None

### 4. ELECTION OF VICE CHAIR

Donna Fordyce was confirmed as Vice Chair of the Finance & Property Committee.

### 5. MINUTES OF FINANCE AND PROPERTY COMMITTEE MEETING 8 DECEMBER 2020

The minute of the Finance and Property Committee meeting held on 8 December 2020 was approved as an accurate record.

### 6. MATTERS ARISING

Finance Strategy will be brought to the May 2021 meeting along with an update on the OBC for the STEM Centre. **J Carnegie and B Grace to progress.**

A McCusker asked if the move to remote Learning & Teaching moving forward would impact on the ways of working and OBC needs.

J Carnegie noted that there was an expectation that there would be minimal change from the previous version of the OBC due to the flexible nature of the original proposals and the specialist nature of the planned accommodation, but noted that the revisions would take account of opportunities like MSIP and Tay Cities Deal (TCD).

## **7. FINANCE**

### **7.1 BUDGET MONITORING REPORT**

S Mill highlighted the management accounts for Month 6 (August – January) which incorporated the budget that was approved in September 2020 together with the latest forecast for the year. S Mill noted the significant increase in forecast outturn to £469k.

B Ferguson summarised the report and the various changes in forecast.

B Ferguson noted that SFC income, although remaining below budget, had increased by £172K. Whilst there was some additional funding focused upon student welfare, this net increase is largely due to additional confirmed funding of £388K for the Kingsway project.

B Ferguson outlined the Risks and Opportunities noting confidence in the prospect of positive movement and taking advantage of this. However, the risk of achieving core credit target at a national level was a challenge.

B Ferguson stated that there was an indicative allocation to deliver an additional 1,862 Credits, split between Young Persons Guarantee and Transitional Training Funding activity. Aside from the challenges of enrolling sufficient numbers within this academic year, conditions of this provisional allocation stipulates that Credits delivered must be in excess of core target.

B Ferguson also highlighted the theoretical losing of ESF Funding with SFC warning that ESF contribution will be lost if the sector does not achieve its core Credit target.

B Ferguson highlighted that the College had taken advantage of the opportunity afforded by the furlough scheme - £447K has been claimed under the Job Retention Scheme in the period to January and the forecast through to April has been revised to £800K.

J Carnegie noted the possibility of an extension to Job Retention Scheme with an announcement by the UK Government expected.

B Ferguson noted that further additional COVID related funding (of up to £700k) may be allocated to D&A College but noted that this did not yet feature in reporting as an announcement was still awaited.

A McCusker asked about the Flexible Workforce Development Fund (FWDF) and whether it was possible to carry monies forward. B Ferguson confirmed that the College was still working on the 19/20 allocation to be spent by December 2021 with the 20/21 allocation to be spent by March 2022.

S Hewitt highlighted that it was important that the College reinvest any in-year funding to look at new ways of working and to support delivery of the 2025 Strategy – what are the things we need to invest in to be a College we want to be: Estates, Staffing and Long Term Planning. Along with investment in ICT Equipment.

S Hewitt noted that the Senior Leadership Team (SLT) were currently assessing priorities and will bring an update to the May 2021 Committee.

J Carnegie confirmed that looking to make a loan payment (a mortgage holiday had been taken in August 2020) would be an option if there were no other call on the in-year funds but the intention was to think more long term.

S Hewitt noted the strategic opportunities and planning the direction of travel. An ideal time to step back and define the College we want to be – community focused with enhanced partnerships.

The budget report and update was welcomed.

## **8. ICT**

### **8.1 TELEPHONY SOLUTIONS**

A Ross provided the Committee with background information on the 10-year-old system currently in use highlighting concerns that this was no longer supported.

The options appraisal was reviewed, and the different options considered. A Ross stated that having reviewed solutions by multiple vendors who offer a direct routing solution in Teams, the solution delivered by 8x8 was considered to be the most complete solution. This solution balanced costs, resiliency and support and provides the simplest, compliant route for procurement.

D Fordyce noted the opportunity for agile working which is being seen by more organisations and a positive move forward.

A Ross confirmed that the tender process had taken place with 3 different vendors with the cheapest cost procurement from the framework within the budget.

A McCusker noted the cultural shift and the use of Microsoft Teams and asked if there would be any impact on student with this change. A Ross confirmed that this was unlikely and should be relatively straight forward. However, training would be provided.

The Committee approved the proposed Telephony solution.

### **8.2 VIRTUAL DESKTOP SOLUTIONS**

A Ross provided background to the request to the Committee to approve renewal of support and maintenance for the full VM Ware application for one year.

A Ross highlighted the purchase of laptops for use by students due to the COVID-19 pandemic and the discovery of instances where educational software which the College was licensed to use on the corporate network but would either carry an additional charge for students to purchase their own version (e.g. Adobe) or the device they used could not support this software. To resolve this issue the spare capacity of the VDI infrastructure was being used to enable students to access a College workstation from home and therefore the VDI infrastructure was still required.

S Mill enquired about the lifespan of the laptop provision and A Ross confirmed that this was expected to be around 7 years with upgrades. The College has a rolling replacement schedule in place and accommodated within budgets.



The Committee approved the proposed renewing of the support and maintenance of the full VM Ware application for one year.

## **9. ESTATES**

### **9.1 ESTATES UPDATE**

B Grace provided an update on Estates noting plans for the demolition of the old library at Kingsway Campus and the use of a time-lapse video to record the progress from demo to the raising of the new building.

B Grace confirmed that SFC have provided the additional offer of grant for the redevelopment of Kingsway Campus - £591,00 to be spent by 31 March 2021. B Grace noted that this would be achieved with the purchase of the steel structure and design elements of the project. A clear spending strategy had been provided to SFC.

B Grace noted additional funding received from the Scottish Funding Council diminished the requirement to seek additional financial support from the Dundee and Angus Foundation. However, it remained the intention to request access to funding of up to an additional £250k instead of the original £500k.

B Grace intimated that because of COVID-19 pandemic there was an opportunity to bring forward Phase 2 of the Kingsway Campus redevelopment – social space and training restaurant with the plan to have new high quality spaces ready for use for the 2021/22 academic year.

B Grace noted that work was ongoing with the MSIP project with no decision currently being made. A Project proposal would be brought to Finance & Property before making any commitments. B Grace noted the summary provided to the Committee from Grant Ritchie and Jim Brown the Director of Energy Skills Partnership, who will support the College (up to 0.5 FTE per week) to bring the plans, activities and structures required for the Michelin Scotland Innovation Parc (MSIP) and Tay Cities Deal projects into fruition.

A McCusker congratulated the team on a fantastic job.

J Carnegie noted that the new build to house Hair, Beauty & Complimentary Therapies was expected to be completed by December 2021. J Grace confirmed that the completion date of December 2021 worked well for students starting in Semester 2 noting that students and staff could not wait to experience their new environment.

J Carnegie confirmed that there was an opportunity to play around with the 2<sup>nd</sup> and 6<sup>th</sup> floors of the Tower at Kingsway Campus to support and encourage new ways of working especially in light of the likelihood that not all staff working from home would return full-time to campus.

## **10. PROCUREMENT**

### **10.1 PROCUREMENT POLICY**

S Mill enquired about the level of significant changes to the Policy.

J Carnegie noted changes to the Procurement Value and how the College made purchases along with section 7.3 Environmental & Sustainability and the Climate Change Emergency and the Scottish Governments setting of net-zero emission by 2045.

J Carnegie noted a major revision on Scotland's Policy of Procurement especially around sustainability and buying local. J Carnegie also noted the hope to develop community payback options at a national level.

D Fordyce suggest that future changes / additions to policies be highlighted for easy identification of the actual change(s). This suggestion was welcomed.

The Procurement Policy was noted.

## **10.2 PROCUREMENT UPDATE**

It was noted that the situation around PPE remained fluid, with very volatile pricing. APUC was issuing weekly updates on the overall state of the market and availability of particular items.

The College had an existing framework for Associate Trainers, which was due to expire in March 2021. There was an option to extend this framework for a further year, but it was considered preferable to retender this year.

S Mill asked if the Timetabling Software renewal was the final extension? A Ross confirmed that the Software was renewed annually on a rolling basis but would seek clarification on this.

The Committee approved the contracts within the update.

## **11. PROJECTS**

### **11.1 TAY CITIES DEAL**

S Hewitt highlighted the key points of the Tay Cities Deal that was quickening pace. Jim Brown (Energy Skills Partnership - ESP) had brought a lot of skills and enthusiasm to the project and was using his connections to support the work needed.

The Tay Cities Deal Outline Business Case for Advanced Engineering had been submitted, subsequent questions had been answered and the bid was now back with the Scottish Government for consideration.

In terms of the Biotech project and SME project, the College was working well with Ekos, the consultancy firm that have been preparing our business cases.

S Hewitt also highlighted the work being undertaken by Caryn Gibson, the new Economic Partnership Manager who was focusing on the SME piece.

S Mill highlighted the need for clarity around any financial exposure (for example any matching funding) and the risks for the College in respect of these projects. This was recognised and would be included as part of the approval's arrangements.

Discussion took place around skills gaps and it was suggested that for the BioMed and MSIP there was a need for Technician level skills to get 'boots on the ground' and D&A College can service this type of demand with current staff and knowledge.

The upskilling and reskilling staff would become a priority, with industry and other partners being partners in this along with the College and universities.

J Grace confirmed that the “offer” was key – what we can deliver with staff’s skill set front and centre. There was also time to adapt mainstream curriculum and requirements, with the curriculum workstream focusing on this.

S Hewitt noted that (in terms of the MSIP arrangements) there were good opportunities for D&A staff to be upskilled with a range of providers on site.

S Taylor also noted that the College (via ESP) had access to high quality training / course and professional development opportunities.

## **12. COVID-19 UPDATE**

### **12.1 ESATES & INFRASTRUCTURE**

B Grace highlighted the work ongoing for a safe return, from 8 March 2021, for small numbers of students and staff on campus with updated mitigations and clear guidance created.

A Ross noted current priorities were for continuing support for remote working and making sure things are up and running for return to campus.

J Carnegie confirmed that the maximum number of students returning on campus was 5%, with this focused on critical and timebound delivery. J Grace noted that these were a small number of students primarily apprentices and/or those in their final year of practical study.

### **12.2 FINANCE & GOVERNANCE**

B Ferguson summarised the priorities around: workstream objectives; Finance Management; cash balance; alternative funding; credit control e.g. bad debt.

## **13. STRATEGIC RISK REGISTER & COVID REGISTER**

S Mill noted the improved position of item 2.2. of the Risk Register (Failure to achieve institutional sustainability) and to seek approval from the Audit & Risk Committee to reduce the “likelihood” to 3 from 4. **S Taylor to progress.**

The Committee agreed this course of action.

## **14. VP CORPORATE SERVICES REPORT**

J Carnegie summarised her report, highlighting the excellent work being undertaken by the Help Points in contacting students and encouraging engagement in their programme of study.

Recruitment continued to be the focus despite not being able to offer a face to face service for our February start programmes, we have successfully recruited 425 learners.

J Carnegie noted that SDA were now in a position for the Business Plan to be reviewed. There was huge demand for service design with the possible need to recruit new consultants to bolster the team.

S Mill stated his praise for the work of the SDA noting the very positive feedback he had received from the ongoing project with his colleagues at Angus Council.

D Fordyce welcomed the news and progress of the SDA around the online / blended learning and the opportunity to reach more people/businesses even the internal market.

A McCusker noted that this was an ideal opportunity to look at the structure of the SDA along with the Business Plan.

## **15. DATE OF NEXT MEETING**

Tuesday 11 May 2021 at 5.00pm via MS Teams

### **Action Point Summary**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
Revised Finance Strategy to be developed	J Carnegie / B Ferguson	11 May 2021
Revised STEM Centre OBC to be developed	J Carnegie / B Grace	11 May 2021
2.2. of the Risk Register (Failure to achieve institutional sustainability) - to seek approval from the Audit & Risk Committee to reduce the "likelihood" to 3 from 4.	S Taylor	9 March 2021

**BOARD OF MANAGEMENT**

**Tuesday 16 March 2021**

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**CORRESPONDENCE**

**PAPER K**

# BOARD OF MANAGEMENT

Tuesday 16 March 2021



## Correspondence – SFC Communications

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### *Paper for information*

Reports and Publications Listing	Summary
<a href="#"><u>NTTF and YPG for colleges in 2020-21</u></a> Ref: SFC/AN/07/2021 03/03/2021	The National Transition Training Fund (NTTF) and Young Person's Guarantee (YPG) for colleges in 2020-21, including funding allocations
<a href="#"><u>Additional FE student support COVID-19 discretionary funding</u></a> Ref: SFC/AN/05/2021 19/02/2021	Announcement of £3 million of additional student support discretionary funding for colleges in FY 2020-21 to support Winter payments for FE students in hardship due to COVID-19.
<a href="#"><u>In-year redistribution of student support funds 2020-21</u></a> Ref: SFC/AN/04/2021 19/02/2021	Announcement of in-year redistribution of student support funding to colleges for AY 2020-21; detailing the recovery of unspent funds from 2019-20 and reallocation of funding for 2020-21.
<a href="#"><u>Access to free sanitary products at colleges and universities in 2020-21</u></a> Ref: SFC/AN/02/2021 12/02/2021	Announcement of continued additional funding in FY 2020-21 for access to free sanitary products at colleges and universities.
<a href="#"><u>Assessment of procedures</u></a> Ref: SFC/CI/03/2021 11/02/2021	This Call for Information requests institutions, following the publications of the independent QC-led reports, commissioned by the University of Strathclyde and Heriot-Watt University, to carry out a self-assessment of their own procedures against the key findings, implement any necessary improvements, and report on the outcome of that exercise.

<b><u>College Leaver Destinations Guidance 2019-20</u></b> Ref: SFC/GD/02/2021 29/01/2021	Guidance notes and code lists for completion of First Destination of College Leavers data: Academic Year 2019-20 student cohort.
<b><u>College Student Satisfaction Survey Guidance 2020-21</u></b> Ref: SFC/GD/01/2021 29/01/2021	Guidance notes for the completion of the College Student Satisfaction and Engagement Survey: Academic year 2020-21.
<b><u>College and University Students' Associations Funding 2020-21</u></b> Ref: SFC/AN/01/2021 27/01/2021	Announcement of additional funding in Financial Year (FY) 2020-21 for college and university students' associations and unions.
<b><u>College Statistics 2019-20</u></b> Ref: SFC/ST/01/2021 26/01/2021	This publication provides an overview of college sector statistics from 2010-11 to 2019-20. Estimates of student numbers for the 2020-21 session are also provided on an experimental basis.
<b><u>College mid-year Financial Forecast Return 2020-21</u></b> Ref: SFC/CI/02/2021 15/01/2021	This Call for Information requests colleges / Regional Strategic Bodies to provide an updated financial forecast return for the academic year 2020-21.
<b><u>Funding for Student Mental Health and Wellbeing 2020-21</u></b> Ref: SFC/AN/21/2020 15/01/2021	Announcement of additional funding in Financial Year 2020-21 for student mental health and wellbeing support in colleges and universities.
<b><u>Articulation from Scottish Colleges to Scottish Universities 2018-19</u></b> Ref: SFC/ST/08/2020 15/12/2020	The purpose of this publication is to provide information on transition from college to university and to provide figures for levels of accreditation for prior learning.

Further details on the above Communications can be accessed via:

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

**Author:** Tracey D'All, PA to the Principal & BOM Chair  
**Executive Sponsor:** Steve Taylor, Vice Principal People and Performance