

BOARD OF MANAGEMENT

Tuesday 8 June 2021 **at 5.00pm**,
In Microsoft Teams



AGENDA

1. **WELCOME**
2. **APOLOGIES**
3. **DECLARATIONS OF INTEREST**
4. **MINUTE OF LAST MEETING – 16 March 2021** Paper A for approval AMc
5. **MATTERS ARISING** Paper B for approval AMc
6. **COVID 19 UPDATE** Verbal update Exec
7. **STRATEGIC ITEMS**
 - 7.1 Tay Cities Deal Presentation G Ritchie
 - 7.2 Strategic Projects Update Paper C for Information SH
 - 7.3 Board Development Sessions Verbal update AMc
 - 7.4 2025 Strategy Verbal update SH
 - 7.5 Colleges Scotland Ambitions Document Paper D for information AMc
8. **STUDENTS' ASSOCIATION REPORT** Presentation CM/AM
9. **NATIONAL BARGAINING UPDATE** Verbal update ST
10. **PRINCIPAL'S REPORT** Paper E for information SH
11. **FINANCE & ESTATES ITEMS**
 - 11.1 2020/21 Priority Spending Verbal update JC
 - 11.2 2021/22 Budget Paper F for approval JC
 - 11.3 Financial Forecast Return Verbal update JC
12. **GOVERNANCE ITEMS**
 - 12.1 Membership Update Paper G for approval ST
 - 12.2 Board Metrics Paper H for information ST
13. **MINUTES OF COMMITTEE MEETINGS** Paper I for information AMc
 - 13.1 Learning, Teaching & Quality – 28 April 2021
 - 13.2 Human Resource & Development – 6 May 2021
 - 13.3 Audit & Risk – 18 May 2021
 - 13.4 Finance & Property – 25 May 2021
14. **CORRESPONDENCE** Paper J for information
15. **DATE OF NEXT MEETING**
Tuesday 28 September 2021 at 5.00pm

BOARD OF MANAGEMENT

Tuesday 8 June 2021



**MINUTE OF LAST MEETING –
16 March 2021**

PAPER A

BOARD OF MANAGEMENT

Board of Management Meeting

Tuesday 16 March 2021



Draft, confirmed by Chair

Minute of the meeting of the Board of Management of Dundee and Angus College held on Tuesday 16 March 2021 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	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)	

1. WELCOME

A McCusker welcomed members to the meeting

2. APOLOGIES

Apologies were noted for M Williamson (who attended in part)

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 – 15 December 2020

4.1 Adoption

The minute of the Board of Management meeting held on 15 December 2020 was signed and approved as an accurate record.

4.2 Matters Arising

All matters arising had been closed out.

5. COVID 19 UPDATE

S Hewitt intimated the positive step forward with that day's coronavirus update from the First Minister and the significant work undertaken by the College to support scenario planning for the sector. There was hope around allowing more students to complete their studies with the appropriate mitigations and more national funding and flexibility.

S Hewitt said that he was massively proud of the work undertaken by College staff over the previous few weeks getting students back on site and acknowledge the successful working relationship with the academic and support unions.

S Hewitt acknowledged the transition back to some kind of normality for our students and staff would be managed carefully and sensibly and noted that J Carnegie, J Grace, and S Taylor will provide a short update for their areas of responsibility.

J Carnegie highlighted there had been a maximum of 5% of students on campus at Kingsway and Arbroath since 8 March 2021 – delivering practical study for students in areas such as: engineering, construction, and hospitality.

J Carnegie highlighted the:

- Review of Health & Safety Risk Assessments
- Communications to students and staff re expectations on returning on site
- Free of charge food e.g. breakfast and packed lunches to encourage students to stay on site and limit on campus movement
- Individualised Health & Safety Induction for both students and staff returning on site

J Carnegie was delighted to report that the students have embraced the changes noting that arrangements had worked well without any major incidents.

J Carnegie summarised the key points for Colleges from the First Minister's announcement:

- Priority for onsite study for students undertaking practical subject and at risk of not completing their studies in construction, engineering, hospitality and hair and beauty from 5 April 2021.
- Shielding students and staff can return to college from 26 April 2021, with this date also signalling a return to the 'level' system and more students able to resume studies in line with this
- A likely return to Level 2 for most areas, with further students able to return to on campus learning from 17 May 2021

J Grace said that the return to campus approach would continue with emphasis around employment and regulated qualifications in the areas of construction, engineering, hair, and beauty etc.

J Grace confirmed the Senior Leadership Team would work closely with the Heads of Sector, teams and students on the revised guidance from the First Minister's announcement and potential way of helping students complete their studies including the possibility of continuing studies during the Easter break; extending the length of the study day from 9.00am – 9.00pm with additional financial support made available for staff costs and student support.

J Grace noted progress with SQA on the holistic approach to student/course assessments with the Quality Team working closely with other awarding bodies on alternative approaches to assessments.

J Grace noted the holistic assessment arrangements were available for Senior Phase school students who will be back on campus in May, and these arrangements would be used to help these students attain their qualifications.

J Grace stated that overall retention rates were very good, but that it was clear that the highest number of withdrawing students had been from the practical study programmes (this was also being seen nationally). There had been good engagement with these students and there may be further opportunities for them to return to College, but some may have to defer or repeat a year.

S Taylor confirmed that currently there were a group of 32 students with significant needs attending physically on site, including British Sign Language (BSL) students struggling with online studying or students where their home circumstances or support needs were complex.

S Taylor highlighted:

- considering the First Minister's announcement increased access to study space/safe zones may be available again for students in April 2021
- over 650 laptops had been issued to students
- ongoing extensive remote support for students
- continuation of delivering food parcels to vulnerable students

S Taylor noted recent communications to students via Lead Reps around who could / couldn't attend College based on the current guidelines where only 5% of students were allowed on site. There had been some upset from students that were not included in the priority list and, due to the generally low mood of the student population, it was important to try and give some reassurance.

S Taylor said that communications around the First Minister's announcement had been prioritised to students and that a Live Q&A session had been planned with the Executive Team on 22 March 2021. Future sessions with support managers around any arrangements for extended courses – eg Student Funding, would also be organised.

S Taylor stated that the number of staff on furlough had increased dramatically and that funding accumulated via the Furlough Scheme would be redirected to support any ramping up of delivery of provision to students.

S Taylor noted that College staff and unions had engaged with management in the 'D&A Way' around arrangements and were working together to seek to manage these as smoothly as possible to try to make the best of the current situation.

H Honeyman asked about access to broadband for students as well as laptops and it was confirmed that this was available as part of the digital poverty support for students.

A McCusker noted how positive the report was and that it was good to hear about the way in which the College had come together to do a great job for our students in the current situation.

6. STRATEGIC ITEMS

6.1 Strategic Update

S Hewitt delivered a short presentation highlighting the opportunities D&A College had taken to drive forward D&A priorities with Colleges Scotland and the Scottish Government. Providing a breakthrough in clarity with government around statistics on a subject by subject basis of on projected non-completers versus percentage of students on campus.

This has resulted in significant engagement from the government and key agencies to create the flexibilities needed for students to complete their studies and minimise the number of deferrals.

S Hewitt noted that the current priorities were:

- the safe return of students and staff on site
- innovative and creative ways to get as many students to complete their programme of study in year as possible
- a very clear focus on Academic Year 2021/22 and how this would look to manage deferrals and support the 2021/22 cohort.

S Hewitt noted that the Scottish Government still saw colleges as playing a vital role in the Economic Recovery and with Caryn Gibson, Economic Partnership Manager, on board there had been a real shift in this work.

S Hewitt stated that there was a good opportunity for D&A College to define its future with a reflection piece clearly outlining what the post-COVID landscape meant for students, staff, the local market, and subject areas.

S Hewitt provided an update on the current recruitment position noting that applications were lower, but noting that this may be as a result of the lockdown e.g. no pupils on site; no guidance available for pupils at school; challenges around parents' information events and pupils stay on at school. This all continued to be a challenge for the College was an ongoing focus for the Senior Academic Leadership Team (SALT).

S Hewitt took the opportunity to also highlight a number of projects that were developing and progressing well including:

- Michelin Scotland Innovation Parc (MSIP) – further update to be provided to the BOM meeting in June 2021.
- eSport was moving quickly with a curriculum group developing a pilot to run in January 2022
- Tay Cities Deal (TCD) was at a crunch period – further update to be provided at the BOM meeting in June 2021 on the likely projects to be progressed and what it means for D&A College
- Flexible Workforce Development Fund (FWDF) – J Carnegie, J Grace along with C Gibson are looking at building capacity to optimise activity supported by this fund.

A McCusker congratulated the S Hewitt and the Team on how they had managed to influence at a national level with Scottish Government, Scottish Funding Council, and others.

D Fordyce echoed A McCusker's comment adding that the opportunity to lead from the front and shape the national picture was key to developing solutions.

S Hewitt noted that the College's priority was to work through the best solutions in the best interests for our students – very student centred.

Discussion took place around actions planned to counteract the reduction in applications and J Grace confirmed that work had taken place drilling down into the figures and noting the highest reduction in areas of Nursing, Healthcare and Construction and the possible need for wider input to aid recruitment.

J Grace highlighted initiatives in development to increase applications including:

- D&A College Parents' Evening with post 16 opportunities
- Virtual Open Events
- The school leave pledge running until 31 March 2021 highlighting the good news that this was being extended
- Joint advertorial piece with Dundee & Abertay Universities in the local media to publicise education opportunities
- Buy-in with local employers to help influence and inform career paths and progression within industries - for example Hospitality
- A Social Care National Campaign to increase capacity
- Scenario planning and staggered starts for some full-time courses to allow as deferred students many to complete their programme of study
- Adapt Course Portfolio to the needs and trends

J Grace noted one of the biggest challenges was the lack of face to face sessions with School Guidance Teams and Skills Development Scotland (SDS). It was hoped that this would change as current restrictions eased.

The update was welcomed.

6.2 Strategic & COVID Risk Register

S Taylor confirmed that there was no change to the overall Strategic Risk Register. However, discussion had taken place at committee level on 3 changes to the COVID-19 Risk Register:

- 2.2 Improved Financial Position – this risk was reduced
- 3.1 Reduction in Student Outcomes – the Learning, Teaching & Quality Committee agreed to keep this under observation/review as it is hoped the potential risk rate should improve.
- 3.5 - S Taylor noted that the Reputation Risk with schools and employers was a concern due to the impact of COVID-19 and the current government guidance that was out of our control.

G Robertson welcomed the engagement of each Committee in the Risk Register process.

The Board approved the updates.

6.3 Board Development Sessions

A McCusker proposed 2 x 1 hour a BOM Development Sessions in May/June with the Students' Association Lead Reps, Senior Leadership Team and Board members to discuss the "College of the Future" using Service Design (Discover, Define, Develop & Deliver).

Board members confirmed they would be happy to attend such a session taking place in May and June at 5.00pm. **A McCusker & S Taylor to progress**

A McCusker also proposed a 'Deep Dive' BOM Development Session in June 2021 around strategic projects, including MSIP, TCD etc. **A McCusker & S Hewitt to progress**

G Robertson noted a recent conversation at the Audit & Risk Committee re Cyber Security Issues and the desire for BOM members to have some awareness raising training on this. D Robertson, HEFESTIS shared Chief Information Security Officer had offered to facilitate such a session which expected to only last approximately 30 minutes. G Robertson will circulate reference material to members for reference.

It was agreed that this be scheduled for later in the year. **G Robertson & S Taylor to progress.**

7. NATIONAL BARGAINING UPDATE

S Taylor stated that the EIS industrial action planned for 16 March 2021 had been postponed and that it was hopeful that a resolution could be achieved to the national dispute.

S Taylor noted that the Support Staff 20/21 salary negotiations were near conclusion, with the offer made being accepted by the support unions. It was expected that this would be ratified on 18 March 2021.

8. PRINCIPAL'S REPORT

S Hewitt noted his report was for information and contained highlights on a wide range of recent work and developments.

S Hewitt took the opportunity to draw Board members attention to the fact that D&A had been chosen to be the representative college from the FE sector at the First Minister's Engagement event on 1 March 2021 and noted that Katie Baxter was one of 6 people who met the FM - a fantastic testament to Katie and, of course, the College.

9. FINANCE ITEMS

9.1 Financial Sustainability

J Carnegie noted the financial position presented to the Finance & Property Committee was a cash-backed surplus of £469K, which is an improvement on the budgeted £20K position. Use of (and the extension of) the Coronavirus Job Retention Fund had been the single biggest factor that enhanced the College's financial position. With the potential for other support funds to be announced (and assuming no additional expenditures) the year end cash-backed surplus could therefore be around £1,500K.

J Carnegie stated that the more positive forecast gave opportunities to think carefully about how funds could be used to support Tayside Regional Economic Recovery as well as D&A's Strategic Plan 2025 and work to support priorities such as the Climate Emergency, Cyber Security or loan repayments.

J Carnegie highlighted that the College was at the early planning stage of processing an order for desktop devices as part of a 7-year rolling programme as there was currently a delay of c.4 months on IT resources.

To assist with Blended Learning approach J Carnegie sought approval for the rollout of “Lapsafe” security lockers to allow students to access laptops using their student id card. This would be a long-term digital plan of c £135,000 and noted that this would require approval from the Finance and Property Committee.

Discussion took place around this request and it was agreed that a paper should be prepared outlining the request and circulate via email for approval by Finance & Property Committee members. **J Carnegie to progress.**

J Carnegie noted that it was not the College’s intention to spend more on things but to make sure that we take advantage of funding to better support long-term sustainability.

Given the changing position and the lead in time for some items S Mill suggested that it would be appropriate for the Senior Leadership Team to progress with plans and to report on key areas of priority and spend at the next Finance & Property Committee.

10. STUDENTS’ ASSOCIATION REPORT

C Meldrum and A Monks outlined the range of work that the Students’ Association had progress since their last report, and took the opportunity to highlight some of the more recent developments

- The SA has received an extra £24,000 from SFC and had used this money primarily to appoint 3 new members of the Team (Caitlin Milne, Lynsey Buchan, and Joshua Mayall) who would be in post until the end of June 2021. The SA had also purchased additional IT resources. Students had also been asked to suggest how they would like the remainder of the funds spent e.g. Student Wellbeing
- SA Elections were about to go live with 18 candidates, so far, for the posts of President and Vice Presidents – voting would close on 30 April 2021
- Nomination were underway for Staff Awards with 450 nominations to date.
- Newly devised Class Rep Drop-In Sessions for Lead Reps had progressed well with excellent feedback
- Lead Rep of the month, Luciano Nobre, along with Health and Social Care Department who received the Departmental Achievement Awards this month.
- Lead Reps and Head of Sector monthly meeting were progressing really well and building valued / beneficial relationships
- Dedicated Departmental MS Teams pages had been set up as a result of Services Design session where isolation and not being part of the wider college community was highlighted by participants.
- Pizza with the Principals had been continuing virtually with Sophy Mitchell, Hospitality Team demonstrating how to make pizzas, along with the SA and the Exec – informal chat, cooking, eating, and breaking down barriers
- The SA Pay it Forward project was going from strength to strength with 6 gifts handed out each week and fundraising continuing
- DASA Clubs – there were currently 14 clubs based on requests from students.
- Student Engagement and Engagement Stats continue with an upward trend
- Refreshers Week took place in January with various activities

- The Teams Step Challenge (COVID safe) was very successful with great feedback. The Team total was 1,166,599 steps approx. 583.3 miles
- Lockdown Lounge 2.0 was launch in January 2021 after the success of the Summer events
- Cuppy & Chat opportunities were being offered to students every day including evenings with themed events on Monday nights. Wednesday nights had Joshua and his origami class, with bingo nights on Thursdays.
- There were several events planned throughout March 2021

Board members thanked C Meldrum and A Monks for their report and the excellent work being done.

11. GOVERNANCE ITEMS

11.1 Board Role in Cyber Security

G Robertson noted that this was covered earlier in the meeting.

11.2 Board Membership

S Taylor confirmed 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.

S Taylor confirmed that this was P Milne's last Board of Management Meeting and that Donald MacKenzie has been nominated for the roles of Senior Independent Member and Chair of the Human Resource and Development Committee as noted.

The Board of Management approved both proposals.

11.3 Board Metrics

The Board Metrics were noted

11.4 2021/22 Board Meeting Dates

S Taylor intimated that (following conversations around the timeline for setting the budget) it was proposed to push the June meetings slightly later to allow consideration around budgeting as SFCs indicative and final grant announcements were usually later than previously.

The Board of Management approved the meetings calendar for session 2021/22.

12. MINUTES OF COMMITTEE MEETINGS

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

13. CORRESPONDENCE

The list of recent communications was noted.

14. ANY OTHER BUSINESS

A McCusker took the opportunity to thank P Milne for her time as a member of D&A College's Board highlighting her commitment, skills, experience as well as an invaluable contribution from the HE Sector.

15. DATE OF NEXT MEETING

Tuesday 8 June 2021 at 5.00pm, Via MS Team

Action Point Summary

Action	Responsibility	Date
Dates to be confirmed for BOM Development Sessions in May/June – College of the Future with SA	S Taylor / A McCusker	30 April 2020
Date to be confirmed for a 'Deep Dive' BOM Development event around current Strategic Projects	S Hewitt / A McCusker	30 April 2020
Date to be confirmed for Cyber Security BOM Development Session	S Taylor / G Robertson	30 April 2020
Approval of Lapsafe proposal to be considered by email for approval by Finance & Property Committee.	J Carnegie / A Ross	30 April 2020

BOARD OF MANAGEMENT

Tuesday 8 June 2021



MATTERS ARISING

PAPER B

BOARD OF MANAGEMENT

Tuesday 16 March 2021

Matters Arising



Paper for information

The following actions were noted from the Tuesday 3 March 2021 Board of Management Meeting

Agenda Item No	Action	Current status	Open / Closed
6.3	Dates to be confirmed for BOM Development Sessions in May/June – College of the Future with SA - S Taylor / A McCusker, 30 April 2020	Sessions organised and undertaken	Closed
6.3	Date to be confirmed for a 'Deep Dive' BOM Development event around current Strategic Projects - S Hewitt / A McCusker, 30 April 2020	Following further discussion, it was agreed to do a brief presentation to the BoM on 08/06/21 with a more detailed session to be organised for AY21/22	Closed
6.3	Date to be confirmed for Cyber Security BOM Development Session S Taylor / G Robertson, 30 April 2020	Date being finalised for 19 October 2021	Closed
9.1	Approval of Lapsafe proposal to be considered by email for approval by Finance & Property Committee. J Carnegie / A Ross, 30 April 2020	Approved	Closed

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

BOARD OF MANAGEMENT

Tuesday 8 June 2021



STRATEGIC ITEMS

Strategic Projects Update

PAPER C

BOARD OF MANAGEMENT



Tuesday 8 June 2021

STRATEGIC PROJECT UPDATE

Paper for Information

1. Introduction

This paper summarises the work being undertaken on a range of key strategic projects across the region where the College is leading or heavily involved. This paper will be presented at the Board meeting, following discussion by the Finance & Property Committee.

This paper will cover D&A involvement in the:

- Michelin Scotland Innovation Parc (MSIP)
- Tay Cities Deal

and outlines key decisions required over the coming weeks.

2. Recommendation

Members are asked to:

- a) Note the update on the progress of the MSIP project
- b) Note the progress of the Tay Cities projects, with a view to the Board being asked to approve the project outlines

3. Michelin Scotland Innovation Parc



Background

The Michelin Scotland Innovation Parc (MSIP) aim is to create a sustainable mobility & low carbon energy parc on the previous Michelin site.

An Advanced Skills Academy, led by D&A, will be created to develop the skills of future needed to train the workforce in low carbon, green energy, hydrogen, battery storage, offshore wind, remote control systems, and advanced manufacturing. An Innovation Centre is also planned to allow research, prototyping and development with the College, Universities, and Industry partners.

The full detail is included in the MSIP paper.

4. Tay Cities



Overview

The Tay Cities Deal was finally signed in December 2020 and work has been progressing to complete bids and to engage with the Programme Management Office and the Scottish Government on the system of approvals and submission.

D&A Bids

The College is now active in four bids:

3.1. Tay Cities Engineering Partnership (TCEP)

This £4.3m innovative project will bring together the resources of training organisations, public sector bodies and engineering employers across the Tay Cities Region to establish the Engineering and Advanced Manufacturing (EAM) network.

TCEP will drive the transformation of manufacturing processes required to meet the ambitions of The Fourth Industrial Revolution - from implementation of robotics and artificial intelligence and the digital skills to operate those new engineering methods.

3.2. Supporting the development of our business-base (SMEs)

This project will support SMEs (particularly micro businesses) and focus on tackling barriers to accessing training and addressing identified gaps in training provision. A specific focus will be on helping rural businesses, which can encounter additional barriers to accessing the training they require.

3.3. Growing the Tayside BioMedical Cluster (GTBC) – Skills and Training

The GTBC project is being developed to establish a training package that will support the Biotechnology and Medical Technology sector. The focus is to develop a technical training facility and a suite of life science workforce development programmes at Dundee & Angus College to increase the supply of skilled laboratory staff. This project will target gaps in training, enhance training prospects for individuals from disadvantaged groups or communities, and help to address inequalities in the workforce. The project will support the wider £25m Growing the Tayside BioMedical Cluster project being led by the University of Dundee.

3.4. Shared Apprenticeship Scheme

This bid in partnership with Angus Council will see the existing Shared Apprenticeship scheme extended beyond the boundaries of Angus and rolled out across the full Tay Cities Region. Presently the scheme relates mainly to apprenticeships in construction, but this will be trialled in other occupational areas such as agriculture and hospitality.

The full details of these projects are included in the Tay Cities Paper

5. Approvals

Significant work has been progressed for these projects and they offer a major opportunity for the College to be involved directly with employers and key stakeholders to respond to sector and regional developments that form part of new economic growth initiatives.

The Board will be asked to note and/or approve the progress of the various projects, with each paper summarising the specific requests for Board approvals and action at this time.

The Board will also be asked to note the Strategic Projects Update paper and consider their preferences in respect of future updates/reporting.

6. Link to Strategic Risk Register

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

- 1.1 Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)
- 1.4 Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on:
 - Ability of the College to meet key regional strategies/objectives
 - Financial loss or unmanageable financial risk
 - Reputational loss
- 2.2 Failure to achieve institutional sustainability
- 2.6 Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services
- 3.5 Reputational Risk – Loss of reputation with key stakeholders

Author Grant Ritchie, Consultant & Jim Brown, Project Director
Executive Sponsor: Simon Hewitt, Principal

BOARD OF MANAGEMENT



Tuesday 8 June 2021

MICHELIN SCOTLAND INNOVATION PARC

Paper for Information

1. Introduction and Summary

MISP, The Michelin Scotland Innovation Parc, was born out of the investment planned by Michelin to leave a legacy for the site, and the city, that had served the company so well during all the years of tyre production. MSIP is a company formed by Michelin, Dundee City Council and Scottish Enterprise.

The aim of the company is to rejuvenate the Michelin site and attract companies to locate on the Parc. The aim is to stimulate the employment of 850 people to match the 850 jobs delivered by the site at its peak.

The site is being refurbished and reimagined, including demolitions, to prepare to deliver, in the first phase:

- 600 Manufacturing Jobs
- 16 Jobs in a Business Accelerator
- 70 Jobs in Research and Innovation

At present four significant companies have agreed leases to come on site with many more in the pipeline.

MSIP are attracting 6 to 7 notes of interest every month at present.

The site offers many benefits, apart from the proximity of 'like-minded' companies, the energy generated by the wind turbines and the heat exchange from the neighbouring incinerator plants provide a cheap and green alternative to mainstream power supplies.

2. Opportunities and Benefits

For the College the opportunity to be partnering with MSIP on this project places us at the heart of new developments and in the forefront of developing training for the greening of the economy.

We will be working directly with companies and with equipment at the leading edge of new industries.

Our access to technology and commercial opportunities will be far greater than anything we could achieve at the Kingsway campus.

3. Companies on Site

At the moment four companies have signed leases to be on site, they are:

- Arcola Energy – 135 jobs, MISP will be the main manufacturing base for this company who specialize in heavy vehicles powered by hydrogen technologies.

- Swarco – 40 jobs, supporting the growth and development of electric vehicle charging networks
- MEP Technologies – 20 jobs providing high technology battery solutions
- Solariskit – 5 jobs providing flat pack solar thermal collectors for hot water and clean energy

There are a number of active potential investors and more tenants will be announced this year.

4. The Skills Academy

Planning is also well underway to develop the Skills Academy on site.

The idea is that the Skills Academy will work with the companies locating on the site to train young people from the Dundee and Angus area to have the skills required to become employees and become the future workforce for the new tenants now beginning to move in.

The focus of the site is on low carbon transport and on 'green' jobs. The Skills Academy will be training the young engineers of the future in managing hydrogen energy, wind power, advanced manufacturing techniques, robotics, and artificial intelligence.

We are targeting a launch on the 13 September 2021.

5. Non-Core/Commercial Offer

We know from meeting with the companies interested in the site that having a skills academy on site to help train and recruit their workforce is a major element in their investment decision to locate in Dundee. One company alone has a requirement for 200 staff and is looking to the skills academy to produce the right kind of people to fill the posts. It is difficult at this stage to gauge the full commercial potential as the number of tenants in year 1 will still be limited. We also have interest from companies outside of the site who want to make use of the Academy for training and development. The commercial 'deal' we are working towards with MSIP recognises the evolving nature of the business model. See section below.

6. Curriculum Offer

The Skills Academy will be delivered in partnership with University of Dundee, Abertay University and St Andrews University and will also act as a showcase for engineering and STEM careers more generally.

Showing young people and their parents, teachers and carers, the possibilities opening up for careers in engineering in its widest sense as well as focusing on digital and green energy

It is planned in that the Academy will be open to school pupils, foundation and graduate apprentices, mainstream students, and the employees of the companies on site.

Below is an outline for the areas of activity for the Skills Academy

- Green Energy zone – incorporating hydrogen, battery storage & development, clean growth, bio economy, low carbon,
- Skills zone – practical engineering workshops, machine workshop, hybrid/ MV
- Technology & Innovation zone – focussing and highlighting the skills required for Industry 4.0, meta skills, AR/VR and AI. Incorporating cobalt robotics etc. Creating the digital engineer of the future.
- Wind Turbine zone – practical area for working at height, rope access, H&S, confined space training etc

- Data Zone – data centre using smart technology and digital sensors to create digital twins, remote control room for simulation of remote wind turbine technology.

7. Costs and Business Model

MSIP, the Michelin Scotland Innovation Parc company, are developing the physical space for the skills academy and a 3000m² facility is being prepared at an estimated cost to MSIP of c£1M.

Capital costs will lie with MSIP and revenue costs with D&A at this stage.

Dundee and Angus College have been leading the planning for the academy. Whilst MSIP will prepare the physical space for the academy, the College are providing the equipment, IT, all teaching and learning materials and are working with partners to ensure that we can provide access to the latest technology and advanced engineering techniques.

A business case is being prepared and we are in detailed discussions with MSIP over the exact arrangements. The model will be a charge and charge back arrangement with MSIP charging the college for rental and service whilst we charge back for staffing and equipment costs incurred in running the Skills Academy on MSIP's behalf. The aim is to be cost neutral in the first two years.

Once we have a better understanding of the commercial potential of the site and as more companies come on to the site in the next couple of years we will revise the business model and will do due diligence on a possible joint venture with MSIP.

Our initial outgoings will be in the region of £100K mainly on ICT provision. We have a bid for support to cover a substantial part of the whole amount with Mathew Trust. £40K was received from SDS that can be attributed to this spend and budget available from the ICT or innovation fund from next year that can be allocated to this spend if Mathew Trust are unable to support. Staffing will be within existing resources in the first instance as activity is likely to be serviced from Kingsway in the early stages. The IT kit purchased will also be portable and can be relocated if required.

We have been working on an 'open book' basis with MSIP and we are very close to having a fully developed financial model, and a partnership agreement, in place to capture the detail of this working arrangement.

8. Risks

The cautious, partnership approach to the development of this project is aimed at minimising risk to the college. The commitment of staffing and resources is largely displacement rather than additional. Significant resources have been sourced from the Energy Skills Partnership and from others such as local trusts and SDS to minimise financial risk to the college. This will be reviewed again as activity on the site ramps up and the college has an opportunity to revise arrangements accordingly. As a result, the overall financial risk is considered minimal.

There are reputational risks if we fail to deliver on the type and/or level of training and company support in our offer but our national expertise through running the ESP project will assist us greatly in ensuring we can deliver as promised. The greater risks lie in not taking advantage of the open partnership approach from MSIP and not engaging with the innovative companies on site.

9. Approvals

The Finance & Property Committee has confirmed approval to progress with lease/business arrangements for MSIP, with the final details to be approved by the Chair of the Board and Chair of the Finance and Property Committee.

The Principal is authorised to agree the appropriate memorandum of understanding underpinning the Skills Academy.

Author Grant Ritchie, Consultant & Jim Brown, Project Director

Executive Sponsor: Simon Hewitt, Principal

BOARD OF MANAGEMENT



Tuesday 8 June 2021

TAY CITIES DEAL

Paper for Information

10. Overview

The four bids listed in the cover paper are at various stages of the approvals process and the following papers will summarise the progress of the individual projects.

D&A has leadership of all four projects. The Tay Cities Engineering Partnership (TCEP) project and the Shared Apprenticeship are in partnership with Angus Council and the Bio Tech and SME projects are under the auspices of an overall £20m Skills Thematic Board led by a partnership board of which a D&A representative is Vice chair.

The TCEP project has the development of a Community Interest Company as part of its sustainability strategy, this is similar the arrangement we have with Angus Council in relation to the existing Shared Apprenticeship scheme.

11. Timelines

The TCEP project has a reduced timeline of 5 years. The other projects all cover the full ten-year span of the Tay City Deal.

The funding is due to become available across the financial year 2021/2022 which effectively means that projects will be undergoing approvals processes but are expected to meet 'spend' profiles that may not fit exactly together. On the major capital projects that the Universities are engaged in, for example, spend was committed well before full approval was obtained.

We may need to consider the risks of this with specific projects that we are managing. Once we have projects submitted and have engaged with the Tay Cities Deal Project Management Office and the Government on the detail of the bid then the risk becomes very small that no funding will follow. The Board may need to support spending prior to full approval but supported by the fact that bids are submitted and are in the system. Each individual bid will follow its own approvals timeline.

The TCEP Outline Business Case (version 5) has been submitted and is expected to be submitted for Full Business Case consideration in August 2021.

The Bio Tech and SME bids are complete and are ready for submission in June 2021 once the overall Skills Thematic project is approved.

The Shared Apprentice Bid will be ready by late June 2021.

12. Overall value of bids and staffing

The bids we are submitting have an overall value of £9.5m to the College over the ten-year period.

The new posts listed are within the bid funding, the exact salary levels remain to be agreed and staff costs are likely to be c £3m. A management fee is applied in projects where possible to cover finance and HR costs.

Total number of new posts

Project	FTE
Advanced Engineering	1
Bio tech	1.5
SME	2
Shared Apprenticeships	1.5

13. Risk

Involvement in the TCD brings some risks in terms of the financial arrangements and the completion of overall targets within projects but the project design has been carefully considered to minimise risk and to ensure maximum benefit to the college.

The projects are designed to target industry sectors and employers identified as crucial to the development of the regional economy and to build sustainable partnerships. These will help to position the College at the forefront of innovation and economic recovery.

The projects are all targeted at increasing non-core income and providing innovative training to an expanded company base as well as inspiring the future workforce.

The projects are all designed on doing what we would aspire to do under normal circumstances but enhanced by the availability of additional funding and ability to develop wide, effective partnerships.

Additional staffing and other operational costs associated with projects will be covered by the available project funds, minimising the financial risk to the college.

There are reputational risks if we fail to deliver on the project outcomes, but these are considered to be minimal. In almost all cases, the project activities fall within the normal range of college operations and the college has extensive skills and experience available to assist in ensuring we deliver as promised. The greater risks lie in not taking advantage of the funding and partnership opportunities available through the cities deal.

14. Approvals

The Board has previously provided approval to progress the various projects back at the start of the Tay Cities projects. As arrangements and developments have progressed, the range and nature of the projects have developed, although these remain in line with previous updates provided.

As projects are finalised and submitted the Board will be asked to formally approve each of the projects outlined in this paper for full submission and note the detail of the arrangements.

As part of the establishment of the Tay Cities Engineering Partnership project, a Community Interest Company will be established in partnership with Angus Council. This is likely to be required over the coming weeks and a paper on these arrangements is included as Appendix A below.

In respect of the establishment of the Community Interest Company the following approvals are sought.

- Approval in principle for the College to be a partner within the Community Interest Company
- Approval for the Board Chair and Principal to agree and sign off the final details for establishment of the Community Interest Company.

The papers in Appendix B describe in more detail the activities, outputs and partnerships involved in progressing each project.

Author Grant Ritchie, Consultant & Jim Brown, Project Director
Executive Sponsor: Simon Hewitt, Principal

Tay Cities Engineering Partnership ("TCEP")

Note provided by Angus Council on options for method to progress the Project

Initial discussions have referred to the possibility of using a Community Interest Company ("CIC") as the appropriate vehicle to take the project forward and this note examines the advantages and disadvantages of a Community Interest Company, alternative solutions and next steps.

Community Interest Company

It is in essence a hybrid between a charity and a profit making limited company. Setting it up therefore must follow the usual requirements for registration of a limited company in the Companies Register. Additionally it can only be registered with the consent of the Community Interest Companies Regulator and it must comply with the additional requirements of CIC legislation which sets out provisions to be included in the Company's Articles of Association to implement the principal aim that the company is set up to benefit the community. This is a paramount consideration in obtaining the CIC Regulator's consent to the company being registered and in addition to the requirements of a limited company to file an annual return and accounts a CIC must submit an annual return stating what its activities have been during the year and that these have been of community benefit. In addition to passing the "Community Interest test" assets held by the CIC are subject to an "asset lock" to ensure that the community purpose is retained.

CIC status confers a positive commitment to a community cause and requirements such as the assets lock ensure that the CIC's funds are used for the benefit of the company's social objectives rather than concentrating on a profit motive for the benefit of individual shareholders or investors. Because it is a social enterprise operating on a settled and well established limited company framework it provides a degree of assurance and integrity to those who trade and participate with it and generates an element of confidence to attract finance and investment. Because it is a limited company it has limited liability for the various partners who own and participate in it. Its assets continue to be held for its social purpose and can only be disposed in furtherance of that purpose.

The limited company structure is beneficial in a trading context by being familiar to external commercial businesses and also gives the flexibility to take account of the differing partners participating in the company and with different levels of responsibility and liability. It can also allow the basic structure to be retained whilst adapting to changed circumstances.

Although it is a social enterprise a CIC can trade profitably in relevant commercial markets and where appropriate can pay individual partners/directors for their services. A CIC limited by shares can pay dividends to its directors and shareholders but there are financial limits on what can be paid by way of dividends and not applied to furthering the social purpose for which the company is set up.

Potential disadvantages are the need to ensure compliance with the legislative requirements for limited companies regulating annual returns and accounts and maintaining company registers etc and the additional ongoing compliance with CIC legislation in the form of annual forms certifying compliance with the identified social purpose of the company.

Given that the CIC is a separate legal entity subject to an "asset lock" it will also be necessary to consider what assets are to be held and owned by the CIC and which in the form of existing and future physical assets, principally plant and equipment, are to be retained/owned by individual members and for example leased to/used by the CIC. The assets of a CIC, if not sold for full value can only be transferred to a socially focussed body and not to a commercial enterprise.

Forms of CIC

If it is agreed that this is the favoured option to take the project forward it will then be necessary to decide whether the CIC should have a share capital or as more usually happens in a social or charitable context should be limited by guarantee.

A share capital structure tends to be used when it is envisaged that income will be distributed to individual members. In the context of TCEP it appears to be more appropriate that members guarantee a fixed sum, usually a nominal sum of £1.00, towards the debts of the company.

Article 26 of the model Articles provides that the subscribers to the Memorandum of Association are the first members of the Company. Such other persons as are admitted to membership in Accordance with the Articles shall be members of the Company. No person shall be admitted a member of the Company unless he or she is approved by the Directors. Every person who wished to become a member shall deliver to the Company an application for membership in such form and containing such information as the Directors require. Membership is not transferable to anyone else.

Additionally the model Articles contain two non-mandatory provisions:-

“ 26.3 Each member of the Company shall be a Director.” and

“27.2.3 Membership is terminated if a member ceases to be a Director.”

It may be felt that these are too restrictive to allow the Project to retain sufficient flexibility.

1. Project Team final decision on director appointments
2. Decisions on voting rights

Article 17 of the Model Articles provides that in all proceedings of Directors each Director must not have more than one vote. Questions arising at a Directors' meeting shall be decided by a majority of votes, with the Chair having a second or casting vote in any equality of votes.

3. Meetings of Members

Article 28 of the model Articles provides that the Directors may call a general meeting at any time. General meetings must be held in accordance with the provisions regarding such meetings in the Companies Acts.

Article 28.3 which is a mandatory provision provides that a person who is not a member of the Company shall not have any right to vote at a general meeting of the Company but without prejudice to any right to vote on a resolution affecting the rights attached to a class of the Company's debentures. Model Article 28.4 indicates that Article 28.3 does not exclude a proxy or duly authorised representative from voting at a general meeting of the Company.

Actions to set up CIC

Assuming the decision is made to progress as a CIC we need to do the following:

Action	Who
Decisions list (above)	Project Team
Draft memorandum of association	Angus Council legal support
Draft articles of association	Angus Council legal support
Complete list of 'People with Significant Control'	Keira Malkowska/Legal
Complete form CIC36: <ul style="list-style-type: none">- Draft community interest statement – beneficiaries- Draft community interest statement – activities & related benefit	Kirsty Scott
Complete form IN01	Keira Malkowska/Legal

Project 1 -Tay Cities Engineering Partnership (TCEP)

A full OBC has been submitted for TCEP, subsequent questions have been answered and the bid is now back in with the Scottish Government for approval before progressing to FBC.

D&A College as the lead partner has a number of responsibilities including:

1. Recruit and employ the Projects Manager who will monitor and review all partner activity under the auspices of a new Community Interest Company (CIC)
2. Sign up to the CIC – Angus Council leading on the CIC submission
3. Administer project finances
4. Establishing an Advanced Manufacture Centre at the Arbroath Campus
5. Purchase and run the Mobile Engagement Unit to engage with schools and communities with an initial proposal to purchase a bus for this purpose.

Project Name	Tay Cities Engineering Partnership (TCEP)	
Project Lead	D&A College	Jim Brown
Staffing Implications	1 Project Manager	
OBC/FBC Status	Submitted OBC - then FBC (likely August)	
Funding Committed by TCD	Yes	
Project Timeline (5 years)	Start Date: April 2021	End Date: March 2026
Project Partners	D&A College Angus Council Angus Training Group Perth College UHI	
Project Funding	£4.3m - £2m TCD + £2.3 partners contributions/matched funding	
Funding Status / Approved?	Confirmed, awaiting final OBC approval before going to FBC	
VAT Inclusive	Yes - not if claimable from HMRC	
Spend Profile Flexibility	Yes	
Flexibility to reallocate across deliverables.	Across sub projects but not across years Future years across revenue and capital	
Reporting	Monthly & Quarterly	
Claims	Quarterly, first claim likely September for November payment	
Spend Profile	See table below	
Deal signed / Funding Committed	Not signed but funding committed - very low risk	

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
	£000	£000	£000	£000	£000	£000
Revenue	61	76	91	198.2	173	599.2
Capital	496	334	345	225.8	0	1400.8
Total	557	410	436	424	173	2,000

Project Deliverables	Project Leads	Project Timeline
Project Manager recruitment	Jim Brown, DAC	Year 1-5
Community Interest Company	Kirsty Scott, Angus Council	Establish year 1
EAM Centre	Jim Brown, DAC	Build – year 1 Capital equipment years 1 and 2
Mobile Engagement Unit	Jim Brown DAC	Year 3
Angus Training Group – Cobot Demonstration Centre	David Baker Garry Talbot	
Product Innovation Lab - Aviation Academy	Jennifer Brickwood PCUHI	
Product Innovation Lab - Creative Exchange	Mike Figures PKC	

The establishment of the Advanced Manufacture Centre at the Arbroath Campus is currently being progressed. An update on the design of this facility is included within the Estates update and an update on the procurement approach is included within the VP report.

Project 2 - Tay Cities BioTech Project – Business case ready for submission.

D&A College are committed to establishing pathways into careers in technician roles to support the projected growth in the bio tech industry. The University are modelling around 280 jobs to 2033 (800 jobs over 30 years). We are working in a timeline of a third of that time.

We anticipate total demand over 10 years of between 80 and 160 jobs, which is modest. In the OBC we have broadened out the project scope to include other TCD projects, for example the James Hutton Institute AgriTech project. Both the University and the James Hutton Institute are clear about the skills requirements of technicians moving forward and our project will both train existing students to fill those jobs and attract new entrants to the industry.

The project will focus on curriculum improvements, working with bio tech firms to ensure the correct skills are in place, developing placements and apprenticeship opportunities for learners across the region and on increasing the numbers of people attracted to careers in science, with an emphasis on inclusive growth,

We are assuming a target of 220 jobs filled over the ten years of the project.

Project Name	Tay Cities BioTech Project	
Project Lead	D&A College	Grant Ritchie/Jim Brown
Staffing implications	1.5 FTE	
OBC/FBC Status	BJC to be submitted April/May 2021. One stage process.	Ronnie Palin Advisory and Management Group
Funding Committed by TCD	Yes	
Project Timeline (10 years)	Start Date: May 2021	End Date: April 2031
Project Partners	D&A College University of Dundee James Hutton Institute Perth College UHI Fife College	
Project Funding	£2m TCD	
Funding Status / Approved?	Business Justification Case submitted in May	
VAT Inclusive	Yes - not if claimable from HMRC	
Spend Profile Flexibility	Yes	
Flexibility to reallocate across deliverables.	Across sub projects but not across years	
Reporting	Monthly & Quarterly	
Claims	Quarterly, first claim likely December for January payment	
Deal signed / Funding Committed	Not signed but funding committed - very low risk	
Spend Profile/Targets	See table below	

Total	21/22	22/23	23/24	24/25	25/16	26/27	27/28	28/29	29/30
£2m	75	300	300	500	300	211	202	112	-

Project Deliverables and timelines	Project Leads	Project Timeline
Recruitment of staff asap	Grant Ritchie, DAC	Year 1
Delivery of work package approach to outcomes	Project manager once in place	Year 1 to 10
<u>Comments</u> <ol style="list-style-type: none"> 1. Links to Dundee Universities £25m Biotech growth project and the James Hutton Institute's £60m Barley growth centre 2. Strong support from both University institutions in terms of establishing relations with new companies and with access to state-of-the-art technology and techniques. 		

Project 3 - SME Project

Business Case ready for submission. The SME project is predicated on a college led partnership of all the region's colleges, universities and economic development agencies pooling resources to target business support and improvement for SME's in the region. The existing business support is dominated by high worth companies and limited resource for many of the very small micro businesses. The aim of the project is to form a partnership that will link a business need to an expert adviser in any of the local institutions whether that is Business Gateway, FSB, the colleges, or the universities. The expert will then support the SME to overcome an identified weakness and help them grow.

Engagements mean successful upskilling projects with individual SME's.

Project Name	Tay Cities SME Project	
Project Lead	D&A College	Grant Ritchie
Staffing Implications	2 FTE	
OBC/FBC Status	OBC to be submitted April/May 2021 before progressing to FBC	Ronnie Palin Advisory and Management Group
Funding Committed by TCD	Yes	
Project Timeline (5 years)	Start Date: April 2021	End Date: March 2031
Project Partners	D&A College Chamber of Commerce Business Gateway University of Dundee University of Abertay Perth College UHI Fife College	
Project Funding	£2.5m TCD	
Funding Status / Approved?	Confirmed, awaiting OBC approval before going to FBC	
VAT Inclusive	Yes - not if claimable from HMRC	
Spend Profile Flexibility	Yes	
Flexibility to reallocate across deliverables.	Across sub projects but not across years	
Reporting	Monthly & Quarterly	
Claims	Quarterly, first claim likely December for January payment	
Deal signed / Funding Committed	Not signed but funding committed - very low risk	
Spend Profile/Targets	See table below	

Year	1	2	3	4	5	6	7	8	9	10
Number of Successful engagements	50	75	100	100	100	100	100	100	100	100
Cumulative total	50	125	225	325	425	525	625	725	825	925
% of Co's engaged as % of total business base	0.2	0.5	1.0	1.4	1.8	2.3	2.7	3.1	3.5	4.0

We will be looking to get that overall cumulative total to 1,000.

Funding Schedule

Total	21/22	22/23	23/24	24/25	25/16	26/27	27/28	28/29	29/30
£2.5m	100	300	436	449	316	310	290	249	50

Project Deliverables and timelines	Project Leads	Project Timeline
Recruitment of new staff	Grant Ritchie, Caryn Gibson DAC	Year 1
Delivery of partnership agreements, management structure and work processes		Year 1
<u>Comments</u> <ol style="list-style-type: none"> 1. Links to existing work of partners 2. Agreements are in place with existing providers 3. Strong support for the breadth of this initiative from all partners 		

Project 4 - Shared Apprenticeship Project

We have recently been asked to resubmit an OBC to expand the Shared Apprenticeship Project across the region. This bid was originally turned down two years ago but has now been resurrected.

The original bid was for £6.5m and had 6 full time posts but the resubmission will be closer to £2.5/3m and will be stripped back significantly.

Angus Council has part prepared an OBC from the original bid and are funding a revision to scale it back. They are keen that D&A College front up the bid therefore it is likely to go in under our name. However, the posts will sit with the Community Interest Company that runs the current Shared Apprentice Ltd supported by Angus Council.

Effectively the bid will fund a new post to work alongside the existing staff and to help expand the opportunities for apprenticeships on the shared model across the wider Tay Cities Region.

The existing business model that has operated for 5 years will be extended.

Project Name	Tay Cities Shared Apprenticeship Project	
Project Lead	D&A College	Grant Ritchie/Jim Brown
Staffing Implications	1.5 FTE	
OBC/FBC Status	OBC to be submitted being developed	Ronnie Palin Advisory and Management Group
Funding Committed by TCD	No	
Project Timeline (5 years)	Start Date: April 21	End Date: March 2031
Project Partners	D&A College Angus Council	
Project Funding	£2.5 - £3m proposed	
Funding Status / Approved?	At initial OBC development phase	
Spend Profile Flexibility	Yes	
Flexibility to reallocate across deliverables.	Across sub projects but not across years	
Reporting	Monthly & Quarterly	
Claims	Quarterly, first claim likely December for January payment	
Deal signed / Funding Committed	Not signed but funding committed - very low risk	
Spend Profile/Targets	Still under development	

Project Deliverables and timelines	Project Leads	Project Timeline
Recruitment of staff	Jim Brown/Angus Council	Year 1
Delivery of extended offering across region		Year 1 - 10
Comments <ol style="list-style-type: none"> 1. Links to existing Shared Apprenticeship Scheme 2. Links to Community benefits TCD project run by Dundee City Council 3. Strong support from other local authorities to roll out the model 4. Strong support from Scot Gov and SDS to expand model 		

BOARD OF MANAGEMENT

Tuesday 8 June 2021



STRATEGIC ITEMS

Colleges Scotland Ambitions Document

PAPER D

College Sector Statement of Ambition, 2021 – 2025



**When colleges thrive,
Scotland thrives.**

**Colleges are supporting
Scotland's economic recovery
with innovation, excellent
education and teaching, skills
training, and smart investments
in people and place.**

**Colleges unlock the potential
of students and communities.
Industry gains, and productivity
increases through strong
colleges – we make an impact
beyond our walls.**

**When colleges thrive,
Scotland thrives.**



Supporting and innovating

Support economic recover with innovation, excellent education and teaching, skills training, and smart investments.



Supporting Scotland

Unlock the untapped potential of a stronger and more empowered college sector.



Supporting students

Deliver excellent education, teaching and skills training, available locally.

WHEN COLLEGES THRIVE, SCOTLAND THRIVES.



Supporting industry

First choice delivery partner for work-based skills and training.



Supporting communities

Anchor institutions in our communities and resilient partners for the stakeholders around us.



About Scotland's Colleges

Across Scotland, colleges are equipping students from every background with the education and skills they need to achieve their ambitions, maximise their potential, supporting our country to thrive. Colleges are the first choice destination for students with aspiration, turning potential into qualifications and skills that last a lifetime. Colleges are a great place to work, with routes to professional improvement and opportunities for development and promotion. Every college in Scotland has close links to industry and their local communities, with 26 colleges across 13 regions.

Colleges are inclusive and offer opportunities to everyone, building community wealth through education and training with a hugely diverse course offering. Nearly a third of college students come from Scotland's lowest socio-economic backgrounds, with a supported population of care experience students. Fifteen per cent of students have a recorded disability and three quarters of those students are studying on mainstream programmes. Advancing social inclusion and delivering equality are a vital part of the impact colleges make.

Every year, almost a quarter of a million students benefit from a total of 70 million hours of teaching, with 19 in every 20 students who complete their studies going on to a job, training or continuing in education as positive destinations. More than a quarter of all higher education in Scotland is delivered by colleges.

Our ambition, following the shock of the Covid-19 pandemic, is to unlock the untapped potential of a more empowered college sector, making a strong and positive impact on lives, our environment, our economy and in our communities. By building even closer links with industry now and for the future, strengthening our role as anchor institutions in local communities, and leveraging the energy and innovative spirit of the sector into success, colleges can deliver a game-changing amount of good for Scotland. Students are at the heart of everything colleges do, and they are at the heart of our ambitions for the future. Colleges are organisations built around people - our students, our staff, our stakeholders, and our partners.

A lot has changed in a short period of time, and this refreshed Statement of Ambition for 2021-2025 reflects these changes incorporating the major contributions from a range of stakeholders to the college sector in the past two years, including from 2020 the College of The Future Report; The Cumberland-Little Report; The Report of the Advisory Group on Economic Recovery, and the forthcoming 2021 Review of Coherent Provision and Sustainability by the Scottish Funding Council.



Supporting and innovating

Our ambition is that colleges will **support** economic recovery with **innovation**, excellent education and teaching, skills training, and smart investments. Emerging from the Covid pandemic, colleges will play a vital role in Scotland's education-led recovery, and we will work to make an impact on every part of the system to help achieve economic stabilisation, community wealth building and growth.

COLLEGES WILL MAKE AN IMPACT BY:

- Playing a vital part in Scotland's **Covid-19 recovery**. We will influence and advocate for the best learning and working experience at college, while adhering to public health guidelines and keeping people safe. We will be visible in the discussion about economic recovery and active in promoting colleges as a solution to the many harms brought about by the pandemic. Colleges will repurpose the knowledge and expertise garnered in the pivot to digital learning – expertise will not be lost. Scotland's colleges will be a key partner by supporting inclusive and sustainable economic growth – regional economies are key to achieving this Ambition, and colleges as regional partners will be active and visible. Colleges will add to community wealth building and be strong contributors to wellbeing in our communities.
- Influencing decision makers on the need and opportunity to deliver a **coherent, flexible and integrated tertiary system** – in driving economic recovery there should be a move to a seamless skills system.
- Advocating for the urgent need for **fair funding** for institutions. Our ambition is to move to a simplified and streamlined funding landscape under new ways of working with the Scottish Funding Council. Our ambition is to reform the relationship between student headcount and qualifications. We will highlight the need for flexibility across the system.
- Capitalising on the sector's **Digital Ambition**, which has the potential to transform college's future estate requirements as well as bring innovation and creativity to teaching, learning and vocational study. Colleges will continue to be leaders in the national conversation on digital transformation, and we will work strategically and collaboratively with partners.
- **Delivering innovation**. Colleges will work together to investigate the huge opportunities of digital learning and innovative education, accelerated because of the pandemic, reflecting the swift changes to work and learning which have taken place. Colleges will increasingly work with universities to shape the innovation landscape.
- Making **smart investments** with limited resources, to deliver long-term sustainable financial investment for colleges. We will advocate strongly and visibly for appropriate resources to provide high standard facilities for our students and our workforce in a refreshed conversation about funding for estates. Colleges will continue to be efficient, and provide an excellent return for investment. We will work with Scottish and UK Governments to rebalance the loss of funding to colleges because of the UK's exit from the European Union.



Supporting students

Our ambition is to support students to unlock their potential. Colleges will deliver excellent education, teaching, and skills training, available locally and with different methods of delivery, and to everyone whatever their age, ability or circumstance. We recognise the disruption caused by the pandemic to young people and adults.

COLLEGES WILL MAKE AN IMPACT BY:

- **Listening to and empowering students**, understanding what they want and need from college as part of lifetime learning. We will deliver excellent education and teaching, skills training, and smart investments, supporting students to unlock their potential with recognised and trusted qualifications delivered by strong curriculum programmes, and a strong life skills framework. Colleges will continue to work closely with employers and will advocate for suitably resourced careers advice for college students. We will work to increase the baseline amount invested in each college student for education.
- Equipping the college workforce with the resources they need to **deliver excellence** for students. This investment is especially important because of the impact of the pandemic on the college workforce.
- **Strengthening pathways** in a truly tertiary system for students, connecting schools, colleges, universities and employers.
- Advocating for **fair funding for college students** with decision makers, to ensure that anyone who wants to learn can access suitable grants and loans whatever route they take.
- **Supporting students** holistically, delivering increased resource for mental health support, support for care experienced students, and maximising the college experience for students with additional support needs, vulnerabilities, and disabilities. We will recognise the impact of poverty and digital poverty, and address these with effective funding bids.
- Promoting the importance of **higher technical and professional qualifications**.
- Assessing the **current qualifications landscape** and challenging how well this meets the needs of the future workforce.



Supporting communities

Our ambition is to build on the pride we collectively hold as anchor institutions in our communities and to be resilient partners for the stakeholders around us. Colleges are part of a local, regional and national ecosystem which includes the third sector, local authorities, employers, public sector bodies, and government. Colleges also connect internationally. We will capitalise on the opportunities with partners to do more for our students and communities, raising the profile of colleges with stakeholders and with the public.

COLLEGES WILL MAKE AN IMPACT BY:

- Being **anchor institutions**, recognising the rich history and generational connections colleges have within communities, being cognisant of the sense of place and belonging.
- **Looking local first**, responding to local needs and capitalising on local knowledge and expertise on economic, workforces and skills needs.
- **Driving** a fundamental change in the volume and delivery mode of adult and lifelong learning, enabling adults to gain the skills and knowledge that help them as parents, citizens and members of local communities.
- Being part of the development of **20 Minute Neighbourhoods**.
- Continuing work to realise the shared ambition between colleges and the Scottish Government of **widening access** to education for people from all backgrounds, of all ages, ethnicity, and disability. We will increase equality and diversity in the makeup of college leadership and staff to address underrepresentation of BAME staff in tertiary education.
- Minimising the **environmental impact** of colleges, including taking behaviour changes from the pandemic into account when planning around travel and the potential benefits of hybrid learning and working. Colleges will continue to embrace our role as contributors to Scotland becoming a net-zero emission economy.

A photograph of two men in high-visibility work clothes and hard hats standing in a field with several large wind turbines in the background. The image has a yellow-green tint.

Supporting industry

Our ambition is to affirm the role of colleges as a core business support enabler, and the first choice delivery partner for work-based skills and training in Scotland.

COLLEGES WILL MAKE AN IMPACT BY:

- Building colleges into the regional economy discussion at every level, working across our **regional partnerships** to increase the role of colleges in economic recovery, development, and regeneration.
- As part of building regional economies and community wealthbuilding, colleges will be key organisations locally and in regions for future workforce development, embedding the skills needed most in the areas which need them most.
- **Supporting** two specific recommendations of the College of the Future Report (2020), 1. by committing to widening the remit of all colleges to include the provision of services to businesses as well as education and training, particularly towards SMEs. This will accelerate strategic partnerships between employers and colleges, help to embed colleges as key partners locally and regionally, and increase national productivity and innovation, and 2. by achieving investment for the development of specialist college 'Employer Hubs'. These would act as a one-stop shop for employers, offering support on skills needs and strategic advice.
- Maximising college provision of **apprentices** and other work-based training intrinsic to colleges, which support employers and help to build a highly trained workforce which fits economic needs.
- Working to recover and then grow **commercial income** for colleges, dented by the pandemic.
- **Supporting employers** through the Just Transition, and the moves to net zero by 2045.
- **Increasing sensitivity** to the quick changes at play in our economy, ensuring that colleges respond to demand for new ways of learning and to a rapidly redefined workforce.



Supporting Scotland

Our ambition is to deliver positive impacts for Scotland through the activity of colleges. Hand-in-hand with the economic recovery is the opportunity to unlock the untapped potential of a stronger and more empowered college sector, helping Scotland to thrive. When colleges thrive, Scotland thrives.

COLLEGES WILL MAKE AN IMPACT BY:

- Working across our **regional partnerships** to increase the role of colleges in economic recovery and regeneration. **Nationally** we will be a trusted partner across the Four Capitals which underly the Scottish Government's ethos – Business, Community, Environment and People – maximising opportunities and making the voice of the college sector heard. **Locally** colleges will be resilient partners for the stakeholders around us.
- Establishing recovery from the pandemic, and then continue to make **positive gains** in the measures set out in the Scottish Government National Performance Framework.
- Responding to the **climate emergency**. Colleges will educate and train students to support the strategic needs of the green economy, providing a pathway to good, green jobs, supporting the ambitions of the Just Transition Commission. We will engage with Scotland's Covid-19 recovery plans and play our part in creating a fair and green future economy. And as institutions, colleges will reduce carbon footprints, again making smart and creative investments to reduce and mitigate our impact on the environment.
- Continuing to **develop and invest** in the college workforce for the future, attracting talent, providing high quality continuing professional development, and career paths for our staff. Colleges will invest in staff, and play our part in the Fair Work agenda. We will deliver impact for our students by equipping the college workforce with the resources they need to deliver excellence for students. This investment is especially important because of the impact of the pandemic on our staff, including the rapid pivot to online and blended learning. Workforce development will be cognisant of the growing demand for higher level technical and professional skills needed in the Scottish economy.
- Supporting the National Joint Negotiating Committee as a means of **delivering progress** and sustainable outcomes for college staff, in partnership with trade unions.

Colleges

NORTH EAST SCOTLAND COLLEGE
www.nescol.ac.uk

AYRSHIRE COLLEGE
www.ayrshire.ac.uk

BORDERS COLLEGE
www.borderscollege.ac.uk

FORTH VALLEY COLLEGE
www.forthvalley.ac.uk

DUMFRIES & GALLOWAY COLLEGE
www.dumgal.ac.uk

EDINBURGH COLLEGE
www.edinburghcollege.ac.uk

FIFE COLLEGE
www.fife.ac.uk

GLASGOW KELVIN COLLEGE
www.glasgowkelvin.ac.uk

GLASGOW CLYDE COLLEGE
www.glasgowclyde.ac.uk

CITY OF GLASGOW COLLEGE
www.cityofglasgowcollege.ac.uk

ARGYLL COLLEGE UHI
www.argyll.uhi.ac.uk

INVERNESS COLLEGE UHI
www.inverness.uhi.ac.uk

LEWS CASTLE COLLEGE UHI
www.lews.uhi.ac.uk

MORAY COLLEGE UHI
www.moray.ac.uk

NORTH HIGHLAND COLLEGE UHI
www.northhighland.uhi.ac.uk

ORKNEY COLLEGE UHI
www.orkney.uhi.ac.uk

PERTH COLLEGE UHI
www.perth.uhi.ac.uk

SHETLAND COLLEGE UHI
www.shetland.uhi.ac.uk

WEST HIGHLAND COLLEGE UHI
www.whc.uhi.ac.uk

SOUTH LANARKSHIRE COLLEGE
www.south-lanarkshire-college.ac.uk

NEW COLLEGE LANARKSHIRE
www.nclanarkshire.ac.uk

DUNDEE AND ANGUS COLLEGE
www.dundeeandangus.ac.uk

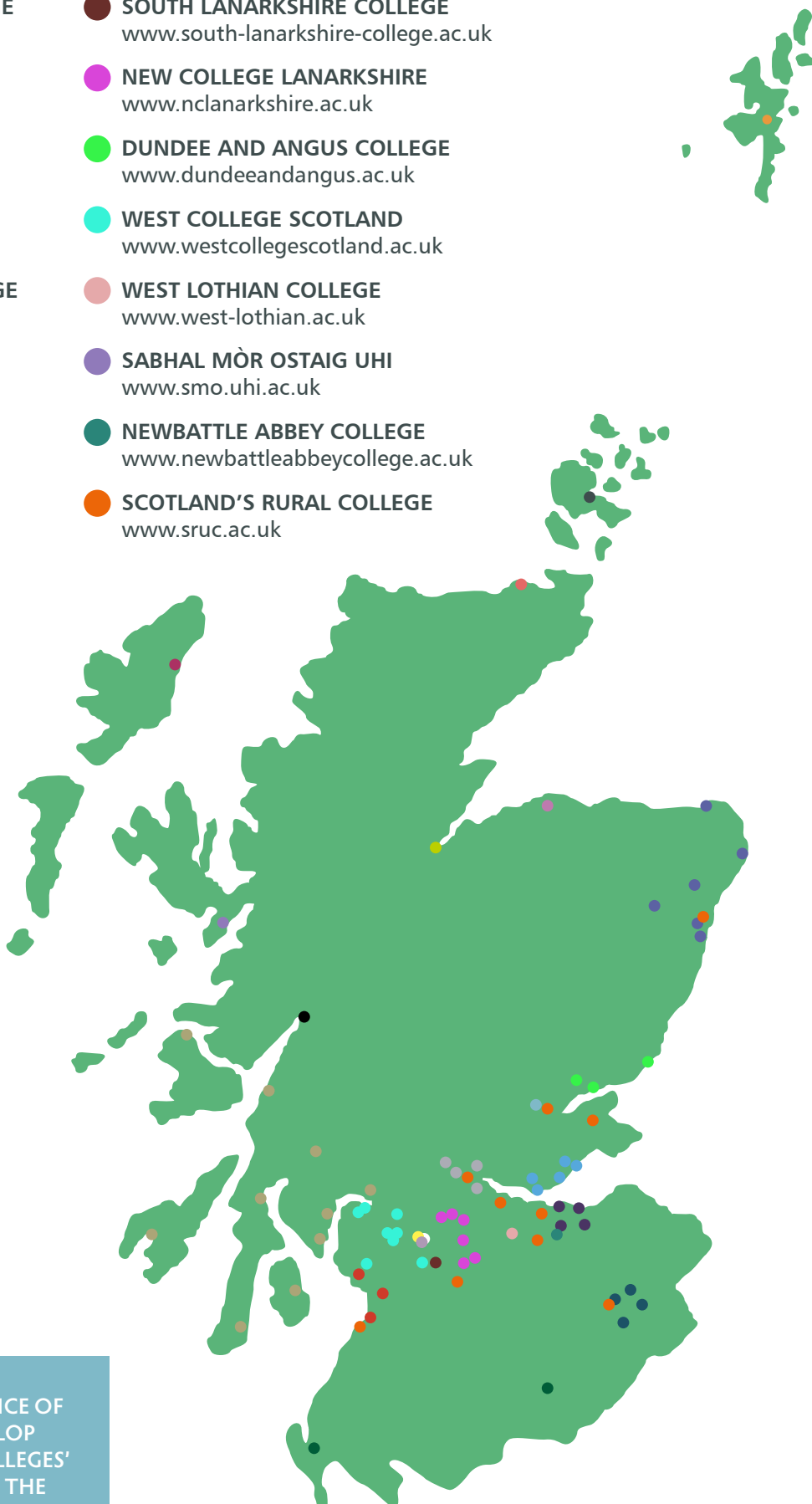
WEST COLLEGE SCOTLAND
www.westcollegescotland.ac.uk

WEST LoTHIAN COLLEGE
www.west-lothian.ac.uk

SABHAL MÒR OSTAIG UHI
www.smo.uhi.ac.uk

NEWBATTLE ABBEY COLLEGE
www.newbattleabbeycollege.ac.uk

SCOTLAND'S RURAL COLLEGE
www.sruc.ac.uk



COLLEGES SCOTLAND IS THE VOICE OF THE COLLEGE SECTOR. WE DEVELOP POLICY AND ADVOCATE ON COLLEGES' BEHALF, RAISING AWARENESS OF THE TREMENDOUS VALUE COLLEGES BRING TO DAILY LIFE IN SCOTLAND.

BOARD OF MANAGEMENT

Tuesday 8 June 2021



PRINCIPAL'S REPORT

PAPER E

BOARD OF MANAGEMENT



Tuesday 08 June 2021

Principal's Report

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 – As reported at the March Board meeting, we have been working closely with Dundee University and Abertay to look at ways to enhance our collective relationship and to demonstrate our joint commitment to support the wider region and our prospective students and communities. In April we [issued a joint statement](#) that was published in the local press and we are now progressing a more detailed set of plans and initiatives that will see us work more collaboratively on a number of key strategic areas.
- 3.2. Employability – The College continues to play a pivotal role in defining and enhancing the strategic direction of employability provision and services within both the Dundee and Angus local authorities. The College has been working at a senior level with Angus and Dundee City Councils to help shape the employability services in accordance with the national guidance for local authorities around employability. Over recent months we have been contributing to Angus Council's service design events to shape the strategic direction of their Employability services and we have also supported the co-design of the new Employability Strategy for Dundee City Council.
- 3.3. eSports – The College continues to work closely with Abertay University in establishing a centre of excellence for eSports within Scotland. D&A are currently leading a curriculum workstream that sees us, alongside NESCol and Glasgow Clyde College, designing and developing a new eSports FE

pathway course into either degree study or employment within the eSports industry. Building up to the opening of the eSports arena in 2025, the College is working with local partners to develop a series of inspirational events for schools and the wider community to better educate people on the eSports industry and the potential job opportunities within it. This is known locally as the 'vanguard project'.

- 3.4. V&A Dundee – Recently we had a positive initial meeting with the Chief Executive and Training Manager of V&A Dundee and have agreed to engage in a memorandum of understanding committing to the creation of collaborative partnership to inspire and empower young people and communities in Dundee to access and participate in cultural and creative activities. Specifically, we will aim to raise awareness of design and its impact on society; engage, inspire and encourage participation in the fields of architecture, design and art; embed creative/design thinking across the curriculum, encouraging Dundee and Angus College students to develop higher order (meta) skills and enhance current and future V&A Dundee and Dundee and Angus College workforces' skills, knowledge and experience.
- 3.5. DFN SEARCH Project – The College's Supported Education team has worked hard to provide opportunities that respond to the changing needs of young people with learning difficulties and autism spectrum conditions within the Dundee and Angus area, but it has been difficult to find them sustainable employment. DFN Project SEARCH has enabled the College to team up with the Employment Support Service, part of Dundee Health and Social Care Partnership, and NHS Tayside. Together they are creating a unique, business-led, one-year employment preparation programme where participants will complete three 10-week placements within Ninewells Hospital. You can [read more here](#).
- 3.6. Dundee's Coast Renewable Services Ltd – The College has established a new partnership with Dundee's Coast Renewable Services Ltd and this has led to the introduction of a new training course designed specifically to support the creation of a workforce of competent wind turbine technicians both in the Tay Cities region and abroad. Based at the Skills Academy within Michelin Scotland Innovation Parc (MSIP), the College will offer the Global Wind Organisations (GWO) basic technical training course, which is designed to increase the number of skilled technicians. Meanwhile Coast Renewables will provide the GWO basic safety training qualification.

4. Future Focused

- 4.1. 21/22 Planning – Planning continues for next academic year and, whilst there still remains significant uncertainty, we continue to model a number of different scenarios which factor in student deferrals from the 20/21 academic year, the potential of 1 and 2 metre distancing and the enhancement of blended and remote delivery. Much of the planning for academic year 2021/22 still depends upon the national guidance in place but we are anticipating a range of non-medical interventions to remain in place and are planning accordingly. The biggest impact on planning for on-site delivery

remains physical distancing requirements as this will have an impact on capacities in our facilities. Teams are currently using qualitative and quantitative data to review and evaluate the courses, units and groups where a blended approach to learning and teaching has worked well and should be embedded next year.

- 4.2. 20/21 Retention – As we reach the end of the 20/21 academic year it is becoming clearer that retention has been significantly impacted compared to the 19/20 AY:

2019/20 (whole year)		2020/21	
Early (all)	3%	Early (all)	2.8%
Early (FT)	9.6%	Early (FT)	5%
Further (all)	6.4%	Further (all)	11.1%
Further (FT)	18.2%	Further (FT)	21.3%

Whilst disappointing, this is not unexpected (both within D&A and sector wide) as our students have faced significant challenges this academic year. We continue to work hard to re-engage these learners and support as many to achieve this academic year.

- 4.3. AY 21/22 Recruitment Update – Since opening recruitment in January we have received a total of 8,043 applications from 5,987 applicants. This represents a reduction of approx. 1500+ 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 we have engaged with a well-established marketing agency to support us with the on-going recruitment campaign.
- 4.4. 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 6 months and the project is now moving towards a pilot stage and also phase 2, 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.
- 4.5. SFC Review Sub Groups – As part of the SFC review of coherent provision and sustainability, there has been three workstreams established, Research and Innovation Policy, Funding Model and Accountability & Impacts. The College has been selected as a small number of representative Colleges in two of the three workstreams, Research and Innovation Policy and Funding Model. This is an excellent opportunity to impact the future thinking and direction of the sector.

- 4.6. Commitment to Tackling the Climate Emergency – Following CDN's [formal launch of their commitment to Tackling the Climate Emergency](#), D&A have also added their support to this hugely important issue which includes committing to achieving net-zero emissions by 2045. The College has made huge strides in mitigating the impact over the last 10 years with a 60% reduction in carbon emissions during that time, an achievement that we are very proud of. Following our carbon reduction successes over the last 10 years, we are confident of meeting our net-zero emissions target well in advance of the Scottish Government's 2045 timeline.

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. TES Award - The College's Quality Team, who do the vital job of assessing and verifying our national qualifications, has been singled out for their outstanding contribution at this year's Times Educational Supplement's FE awards. The team was awarded the Professional Services award in recognition of its sector leading response to two devastating events to hit the College; firstly the cyber- attack, swiftly followed by the global pandemic which forced all teaching on line. We are really proud of the quality team it is fantastic that they have been recognised in the UK wide awards.
- 5.3. Staff Awards – This year's virtual Staff Awards will take place on 18th June with a wide range of amazing staff and teams recognised for the fantastic work they have done this year. There were 54 nominations received and these have been shortlisted to a final 15 which staff have been voting on. There will be one winner per College value (innovation, inspiration, success, respect and trust), alongside student nominated winners and Executive award winners.
- 5.4. Fairness Commission Report – The College was involved in the recent Dundee Fairness Commission which looked at vital areas such as Mental Health, Food and Fuel and Disability. The final recommendations were [published here](#).

Author & Executive Sponsor: Simon Hewitt,
Principal

BOARD OF MANAGEMENT

Tuesday 8 June 2021



FINANCE & ESTATES ITEMS

2021 / 2022 Budget

PAPER F

Board of Management Meeting

Tuesday 8 June 2021

Draft Budget for 2021/22



Paper for information

1. Introduction

This report brings to the Board's attention a revised draft budget for the year to 31 July 2022.

2. Recommendation

The Finance & Property Committee is content to propose that the Board of Management consider the attached draft budget for final approval.

3. Context

The budget is influenced by the Indicative grant allocations provided by Scottish Funding Council (SFC) in March, reflecting a strong commitment to financial sustainability welcomed by the sector. It is prepared, at this early stage, using certain high level assumptions which are deemed reasonable and appropriate. In addition, management is necessarily taking a view on the degree to which normal activity will return, guided as much as possible by government expectations. This relaxation of Covid-19 restrictions have a significant impact upon the budget and, in many respects, reflect a position not seen since setting a budget for 2019/20. It does however also continue to feature specific additional sources and application of funding designed to deal with the impact of the pandemic, particularly on student deferrals.

An assessment of the risks from key areas is included within the papers in order to compliment this commentary and, in some cases, to provide more details of mitigation and contingencies. Possible cash deviations are mere estimates, particularly at this time, in an effort to provide some indication of likely impacts, both favourable and adverse. As usual these will be refined in future forecasts as the year progresses.

Although we seek ultimate approval for this budget, we will further refine and update forecasts at key points during the year as more information becomes available and our student profile can be better determined.

4. Summary of results

A **Cash-backed surplus of £215K** is budgeted. A comparison is presented with the latest forecast for the outgoing year, however there are differences that reflect the very different environment and level of activity expected during 2021/22. Consequently there are unusually large fluctuations in both income and expenditure.

The budget also benefits from the strong operating performance that we expect to achieve in the current year, and the higher levels of cash generated that far exceed previous expectations. This has enabled continued accelerated investment in our infrastructure and also allowed us to provide for an innovation fund, of £200K, to further develop the curriculum for the future, redesign services and improve efficiency and effectiveness.

5. Income

Total income budgeted is £43.7m, some £1.8m greater than the previous year's forecast due principally to a large increase in Scottish Funding Council (SFC) funding for 2021/22.

SFC Credit income, including ESF, increases by £2.5m, 8.5%. A base line increase of 2.2% has been augmented by supplementary funding of £1.9m. This enables expansion of Digital learning and Mental Health provision. It also provides funds to support Deferred Students and for Foundation Apprenticeships, both attracting additional Credits, with the latter previously having been funded through SDS. Our total Credit target has consequently increased from 107,405 to 111,897.

Detailed guidance on the use of these additional funds is awaited from SFC and it is therefore not yet clear if funds could be withheld or recovered if targets are not achieved, nor is it clear if we require to deploy additional resources beyond those allowed for in this budget. These risks are therefore highlighted for the Committee but cannot be reliably quantified. We do take some comfort from SFC's commitment to providing financial sustainability and stability to colleges.

Our budget for SFC Credit income also includes an allowance of £288K for an additional 1,000 Credits for delivery of the Governments Youth Guarantee Programme and National Transitional Funding (YPG/TTF) employability programmes, raising our combined Credit Target to 112,897. These Credits are the subject of a bid for an additional 2,500.

Other SFC grants are budgeted at £3.5m. The net reduction is due mainly to the absence of sustainability funding of £898K received for the current year, together with a reduction of £400K in Capital & Maintenance funding recognised and applied as revenue in 2021/22. This grant is provided on an FY basis and so assumptions must always be made regarding future years. The total grant for FY2021/22 of £2.4m was only slightly down on the previous year and the bulk of the High Priority allocation of £1.7m will be used for Kingsway development and applied as capital. Certain assumptions have been made regarding the application of the Lifecycle portion of £757K, assuming that flexibility afforded in 2020/21 will be similarly available, although SFC are yet to confirm this.

Aside from minor changes to other miscellaneous funding from SFC, with some yet to be confirmed, the significant other feature is an increase in delivery of Flexible Workforce Development Funds (FWDF) from £0.25m to £1.4m. Although the allocation for 2021/22 has yet to be announced, a substantial volume is again anticipated. In any event, Covid-19 has resulted in a substantial backlog of delivery from previous year's

allocations and this is true throughout the sector. The level of activity planned is consequently substantially more than previously delivered and will be challenging. This is however receiving a strong focus and additional management resources are deployed to ensure we are successful. Additional Associate Trainers are being procured to provide additional capacity and broaden delivery.

Tuition Fees, at £3.7m, represent an increase of some £345K. This is predicated upon a return to near normal levels of part-time and commercial activity, benefiting also from the successful growth in Service Design Academy (SDA). However, full-time recruitment is currently lower than previous year and therefore, recognising also that retention may fall from the very high levels experienced this year, the HE full-time budget is conservatively set at a level 9% down on 2020/21.

Non-Core income is budgeted to reduce by £463K to just over £2.6m. This category suffers from the move to fund new Foundation Apprentices through Credit income as noted above. Remaining apprenticeship funding is prudently predicted at less than full contractual value and so downward risks are considered to be minimal, albeit that in certain cases contracts are not yet agreed. Other elements of this category, totalling some £1.1m, fund specific programmes of activity, such as Developing the Young Workforce (DYW) and Energy Skills Partnership (ESP) and movements will largely be matched with equivalent changes in costs. This includes Erasmus mobility funding of £350K that has been reintroduced on the assumption that a further programme extension will be granted to allow travel later in the year. This is similarly reflected in higher staff and student travel costs.

Catering and other income is budgeted at £1.4m. The net reduction from 2020/21 is due to the end of the furlough scheme in September and an assumed return to full staff deployment. This rationale is used to increase other site based income streams, most notably Catering. At just over £800K this cautiously assumes approximately 80% of pre-Covid-19 service.

No revenue donations are assumed from the Foundation, with the full £3.3m awarded to the College to be treated as capital receipts.

No attempt has been made to incorporate discrete funding or other income expected to accrue from involvement in either the Tay Cities Deal projects or Michelin Innovation Scotland Parc (Msip). At this stage it was felt that this would introduce an unnecessary distortion, particularly whilst details have yet to be finalised and approvals obtained. Furthermore the combined impact is not expected to result in a net cost beyond resources already deployed. Indeed, a contribution to overheads is also expected.

6. Pay Costs

Total Pay Costs are budgeted at £34.4 million, a net increase of almost £1.9m or nearly 6%.

The increase reflects a number of new posts designed to increase capacity to deliver additional income, in particular FWDF, apprenticeships and commercial delivery by SDA. Also to enhance services and ensure student success, in part attributable to additional funding received and requiring a degree of estimation. Savings, in support

areas, have been assumed from leavers via the recent VS scheme but these are off-set by further contingency for an innovation fund split meantime between pay and curriculum costs.

Provision for a pay award of £700K is included, from September. Cognisance is taken of public sector pay policy minimums but with a 2% increase applied to both teaching and support for the sake of prudence only. This is outwith the control of the College and will be negotiated at national level.

No budget provision has been made for costs of a voluntary severance scheme.

7. Non Pay Costs

The budget for Non-pay costs is just over £9m and is £654K more than the latest forecast for 2020/21.

With few exceptions, most notably Property costs, we see increases across most of the major categories due to the anticipated increase in activity. We utilise the 2019/20 budget as a starting benchmark, particularly for academic areas, before applying discreet changes informed both by additional funding or income generation. Inflation would not normally be factored into our budgets, effectively providing an efficiency target, however on this occasion a contingency has been allowed in view of rising prices due to the effects of both Covid-19 and Brexit.

Property costs reduce by a net £349K due to the absence of any revenue expenditure associated with Phase 2 of the Kingsway development, although this may be subject to some revision. The reintroduction of full utility and similar costs do however partially off-set reductions by adding £260K for a full year.

Total ICT costs of £1.6m are almost unchanged from 2020/21. Although budget has been supplemented by additional SFC funding, the previous year similarly benefited from in-year funding. Whilst supply difficulties continue, delivery dates remain unpredictable and as a consequence cost currently forecast within 2020/21 could yet fall into 2021/22. Licencing costs continue to rise as we increasingly move to a hosted subscription service where appropriate in line with strategy.

8. Subsidiary Company

It is still difficult to predict the extent to which Gardyne Theatre performances return to normal, free of restriction, and with pre-Covid-19 demand. The budget prepared necessarily makes many assumptions and generally adopts an activity level of 70% of that originally envisaged for 2019/20. This achieves a break-even position. There are indications that further Creative Scotland funding may become available in the short-term.

9. Student Support Funding

SFC have increased baseline funding and undertaken to provide sufficient funds to meet demand and the needs of deferred students, stating that further allocations would be made available if required.

10. Capital Expenditure

Capital expenditure has been assumed only for Kingsway Development Phase2, with an assumed balance of £4.7m incurred during 2021/22, funded by SFC Capital & Maintenance grant and from ALF donations of £3.3m.

Any other expenditure must either be diverted from revenue grant, reducing revenue costs also, or be funded by third party sources and should have no effect on operating position or cash.

11. Cash Flow Forecast

After accounting for the term loan repayment of £457K and assumed changes to working capital, including movement in restricted funds, cash is expected to reduce to 2020 levels, mainlining a strong position in excess of £3m. No allowance has been made for any additional loan repayment.

12. Conclusion

In addition to the usual inherent uncertainties, our budget prepared at this time contains some inescapable risk from insufficient clarity of funding and the continuing unpredictability of the Covid-19 situation. That said, management take due cognisance of the risks and will manage these to the full extent possible within our control. We believe that, on balance, we have made adequate overall contingency to account for the most likely outcomes. Furthermore, cash generated during the preceding two years provides robust mitigation. We therefore have confidence that the operating position presented is both achievable and appropriate.

13. Link to Strategic Risk Register

This report supports in mitigation the following risk identified within the Strategic Risk Register namely;

2.2 – failure to achieve institutional sustainability

Authors: Brian Ferguson, Head of Finance

Rhonda Bissett, Senior Management Accountant

Executive Sponsor: Jaki Carnegie, Vice Principal – Corporate Services

Income & Expenditure

	2020/21	2021/22	
	Latest Forecast	Draft Budget	Variance from 2020/21 forecast
	£000's	£000's	£000's
SFC Credit income	28,759	31,561	2,802
SFC ESF Credits	1,143	892	(251)
Other SFC grants	3,862	3,492	(370)
SFC Total	33,764	35,945	2,181
Tuition Fees	3,395	3,740	345
Non-Core income	3,111	2,648	(463)
Catering & other income	1,687	1,409	(278)
Foundation donations (revenue)	-	-	-
Total Income	41,957	43,742	1,785
Teaching Pay - established	15,673	16,395	(722)
Teaching Pay - variable	2,674	3,046	(372)
Invoiced Staff Costs	421	656	(235)
Teaching Support Pay	2,183	2,448	(265)
Support pay	10,972	11,415	(443)
Apprenticeship Levy	102	104	(2)
VS Scheme	150	-	150
Unfunded pension payments	404	398	6
Total Pay Costs	32,579	34,462	(1,883)
Staff related costs	188	343	(155)
Consumables & Equipment	966	1,518	(552)
Exam fees	842	898	(56)
Student related costs	197	477	(280)
Property cost	2,862	2,513	349
ICT & Telephony	1,650	1,630	20
Insurance	120	128	(8)
Marketing	68	67	1
Professional fees	190	107	83
General Overheads	249	261	(12)
Interest & Charges	147	130	17
VAT	932	993	(61)
Total non-pay costs	8,411	9,065	(654)
Cash-backed surplus/(deficit)	967	215	(752)
Add: subsidiary profit/(loss)	-	-	-
Consolidated Cash-backed surplus/(deficit)	967	215	(752)

Cash Flow Forecast

	2020/21 Latest Forecast	2021/22 Draft Budget
	£000's	£000's
Cash backed surplus/(deficit)	967	215
Loan repayment	0	(457)
Capital Expenditure	1,208	4,743
Capital funding	(1,208)	(4,743)
Working capital movements	(300)	(800)
Net Movement in cash balances	667	(1,042)
Opening cash balances	3,758	4,425
Closing cash balances	4,425	3,383

Income/Expenditure Category	Draft Budget £000's	Possible Cash Deviations		Controllable?	Adverse Risk Assessment			
		Favourable	Adverse		Likelihood	Impact	Overall	Comments and mitigation
		£000's	£000's		£000's	£000's	£000's	
SFC Credit income	31,561	430	600	Generally yes, in terms of delivery, but subject to conditions that are not yet clear.	Low	Mid	Mid	Funding remains indicative but final allocations due by the end of May are not expected to differ significantly. However, guidance remains to be provided for additional elements included this year, such as Foundation Apprenticeships and Deferred students. Risk of clawback, in the event that credits allocated are not delivered, is unclear. Additionally, the College has bid for 2,500 additional YPG/TTF Credits (reflected as favourable deviation) and has assumed delivery of 1,000, as per 2020/21, in this budget.
SFC ESF Credits	892	-	350	Not beyond our own recruitment and retention.	Low	Low	Low	A lower Credit target, down 24% from 20/21, reduces risk. This arises mainly from potential failure of the sector as a whole to achieve target, however lower HN recruitment reduces pool of potential eligible students. The college will seek to identify a sufficiently large number however, normally exceeding requirements.
Other SFC grants	3,492	200	400	Yes, ordinarily we can manage potential adverse impacts but at this stage grant confirmation is also a feature.	Low	Mid	Low	Certain grants have yet to be confirmed but we have included where we have reasonable expectation and/or indications that they will be forthcoming. This category is dominated by Capital & Maintenance funding and Flexible Workforce Development Fund(FWDF). Any change in the former will be matched with cost. The college has set a challenging target for delivery of FWDF, including a backlog from last year and, although confident of achieving this, there is risk that we fail to build sufficient capacity. This is being addressed partly through a new, enlarged, framework of Associate Trainers to supplement our own staffing.
Tuition Fees	3,740	300	300	Yes, in terms of marketing, recruitment delivery and retention but limited influence over demand.	Low	Mid	Low	Full-time fees have been substantially reduced in this early budget to reflect lower recruitment, currently being tackled by intensive targeted marketing. Risk of further reduction is therefore limited but, in other respects, fees are assumed to increase to pre-Covid-19 levels and supplemented by continued growth in Service Design Academy. The risks are therefore insufficient demand or further disruption to activities from Covid-19.

Income/Expenditure Category	Draft Budget £000's	Possible Cash Deviations		Controllable?	Adverse Risk Assessment			
		Favourable	Adverse		Likelihood	Impact	Overall	Comments and mitigation
		£000's	£000's		£000's	£000's	£000's	
Non-Core income	2,648	200	200	Partly; varies across such a disparate category.	Low	Low	Low	Residual or continuing risk from Covid remains a possibility. Apprenticeship income is always subject to satisfactory achievement but risk is compounded by failure nationally to agree managing agent contracts. Risk is mitigated however by prudent assumptions, presenting potential upside. Reduction in non-commercial elements have limited net impact when matched with direct costs.
Catering & other income	1,409	200	200	Yes, subject to Covid restrictions.	Low	Low	Low	Budget assumes catering returning to approx. 80% of pre-Covid service and therefore risk of further disruption is possible but restricted.
Total Pay (exc. VSS & unfunded pensions)	34,064	400	300	Largely yes, subject to increased teaching demand and national agreements.	Mid	Low	Low	Prudent pay provision, in excess of public pay policy, mitigates risk from pay award. Variable teaching contingency addresses additional activity and support for deferred students but risk is presented from Transfer to Permanency arrangements. Failure to achieve VS savings is a managed risk and relatively immaterial. Additional funding may also necessitate further staff investment not currently foreseen.
VSS	-	-	150	Yes	Mid	Low	Low	Any new scheme launched during 2021/22 would incur cost, albeit ordinarily generating future savings. Adverse value is merely indicative based upon 2020/21 forecast.
Property cost	2,513	100	200	Yes, subject to inherent risks of the usual unpredictable factors.	Low	Low	Low	Despite strong facilities management, property carries inherent risks of unscheduled repairs and price rises. Fluctuation in works costs will arise with funding but usually with no net impact on operational performance.
Non-pay costs excluding property	6,552	100	200	Yes, with limited exceptions.	Low	Low	Low	When setting the budget numerous uncertainties exist across the wide spectrum of non-pay costs, exacerbated this year due to the assumptions for a return to near normality. In many respects therefore, certain budgets bear little resemblance to the outgoing year and risk not being so robust. Contingencies are present however to mitigate the possible impact of covid and fruit related price increases, particularly in areas such as construction.

BOARD OF MANAGEMENT

Tuesday 8 June 2021



GOVERNANCE ITEMS

Membership Update

PAPER G

BOARD OF MANAGEMENT

Tuesday 6 June 2021



Membership Update

Paper for approval

1. Introduction

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

2 Board of Management Membership

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

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

3 Board Appointment

Following arrangements agreed in December 2020, Board recruitment has been progressed and the Nominations Committee have identified three appointments as noted below.

Margo Williamson

Reappointment of Margo for a further 4-year term with effect from 1 June 2021.

Steven Mill

Reappointment of Steven for a further 4-year term with effect from 1 June 2021.

Steven has signalled that he may wish to remain on the Board for a period of approximately a year. The 4-years term will support some flexibility around this and allow for recruitment of an appropriate successor.

Dr Sally Middleton

Sally is Access and Articulation Manager at the University of Aberdeen and brings extensive expertise in HE learning, teaching, management, access, and articulation. This includes membership of a wide range of access and articulation groups at a national level.

Appointment from 1 June 2021 for a period of 4 years.

4 Board Membership Expiry

In line with the regulations in place governing Board Membership, Gary Bisset's membership has ceased with effect from 31 May 2021. The Board secretary has written to Mr Bisset thanking him for his input and service as a member of the Board.

5 Chair of the Learning, Teaching and Quality Committee and Chair of the Finance and Property Committee

With the reappointment of Margo Williamson and Steven Mill to the board it is proposed that each continue in their roles as Committee Chairs.

6 Approvals

In summary, approval is sought for the following:

- Appointment of three Board members as detailed (subject to Scottish Government Approval).
- Appointment of Margo Williamson to the role of Chair of the Learning, Teaching and Quality Committee and appointment of Steven Mill to the role of Chair of the Finance and Property Committee.

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

Board of Management Membership and Skills Mix as at June 2021

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

* Eligible for reappointment

BOARD OF MANAGEMENT

Tuesday 8 June 2021



GOVERNANCE ITEMS

Board Metrics

PAPER H

BOARD OF MANAGEMENT

Tuesday 8 June 2021

Board Metrics



Paper for information

1 Introduction

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

2 Board Metrics Report

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

3 Link to Strategic Risk Register

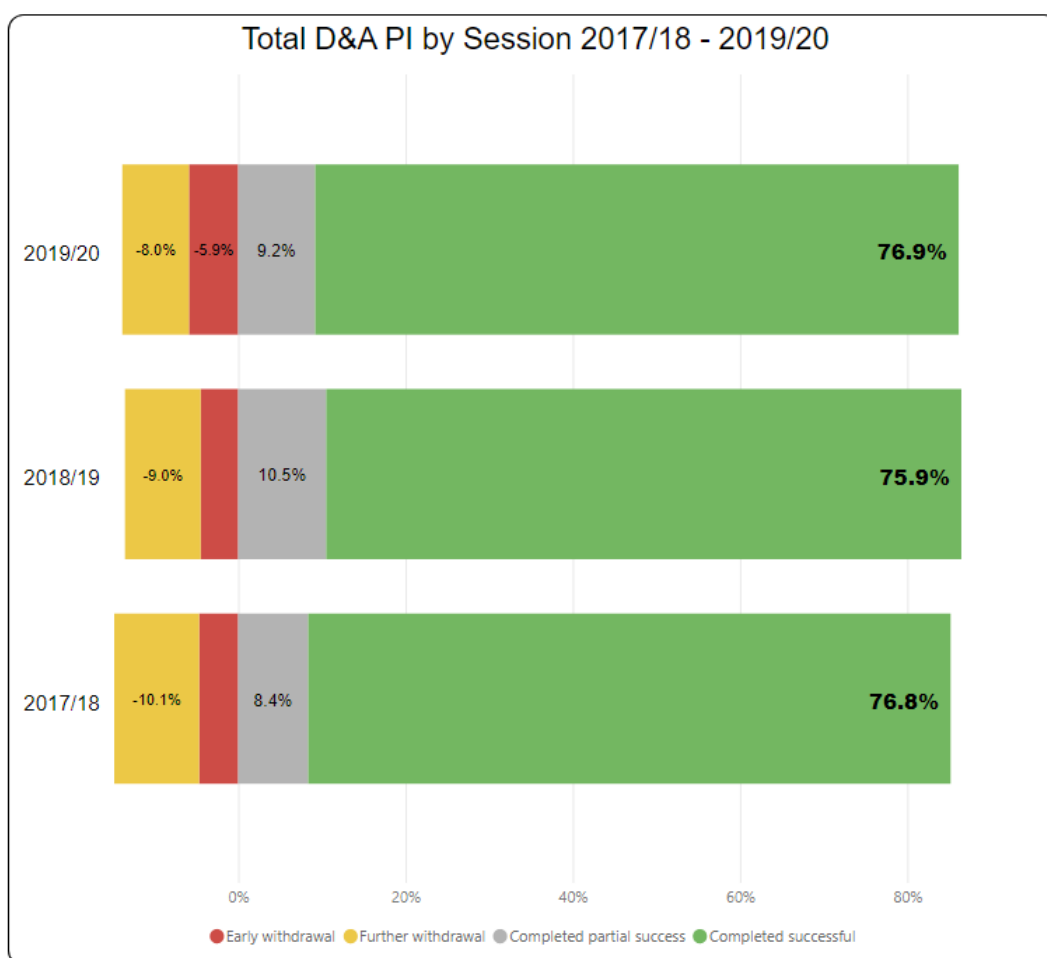
Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely;

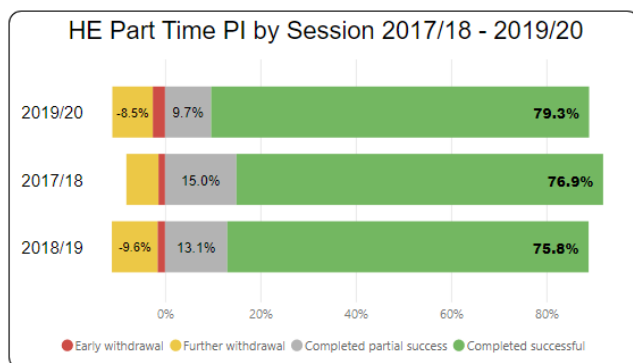
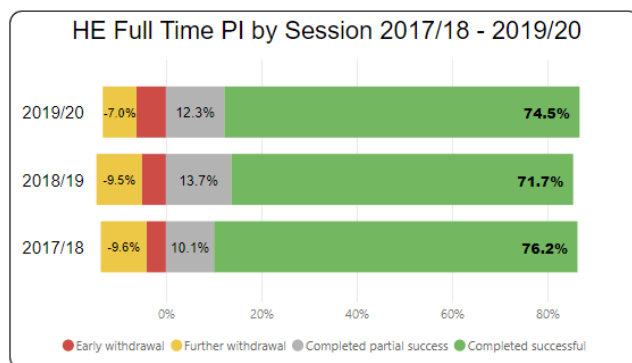
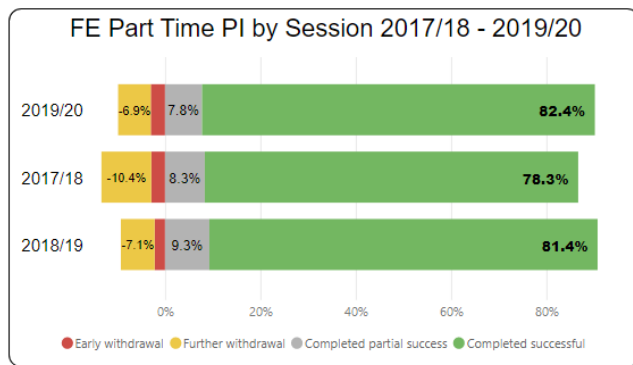
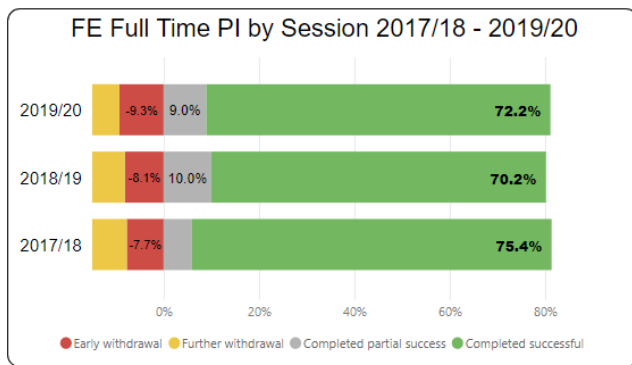
- 1.1 – Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)
- 2.2 – Failure to achieve institutional sustainability
- 3.1 – Failure to reach aspirational standards in learning, teaching and service delivery
- 3.3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

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

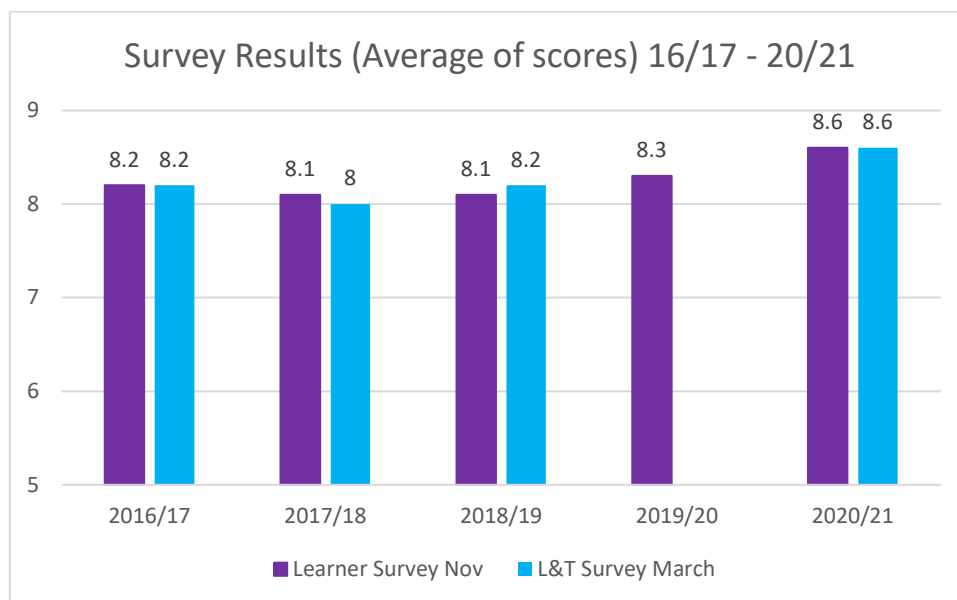
Performance Indicators

All data outlined below is up to date as at June 2021. PIs for 2019/20 have been adjusted to reflect SFC adjustments and are now final. This has resulted in an increase in the overall Successful Completion rate of 0.5 points.





Student Survey Results

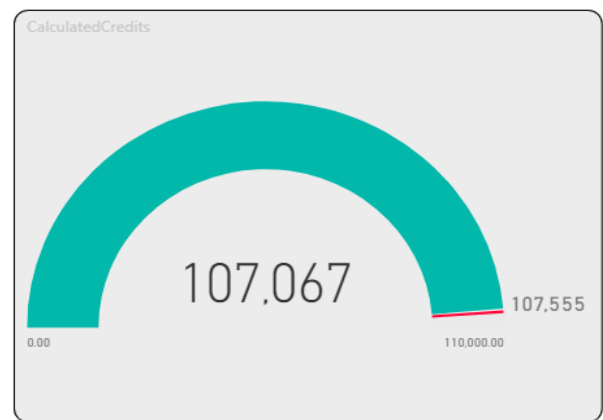
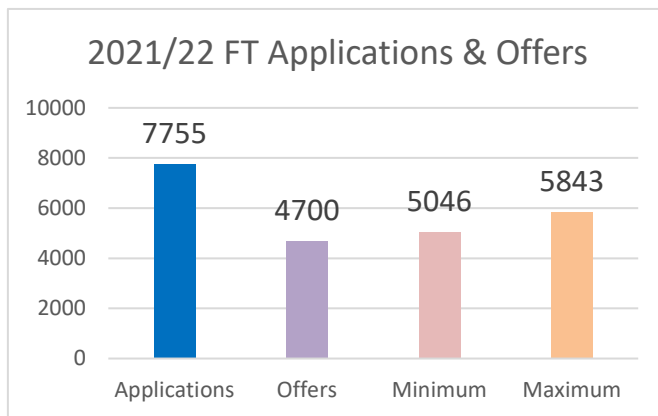


Note: The 2019/20 L&T Survey was not completed. The Learner Survey is now scored out of 5 but the 2020 result (4.3) scaled up to be consistent with prior years. The overall 2020/21 March survey score was 8.6 (4.3 out of 5).

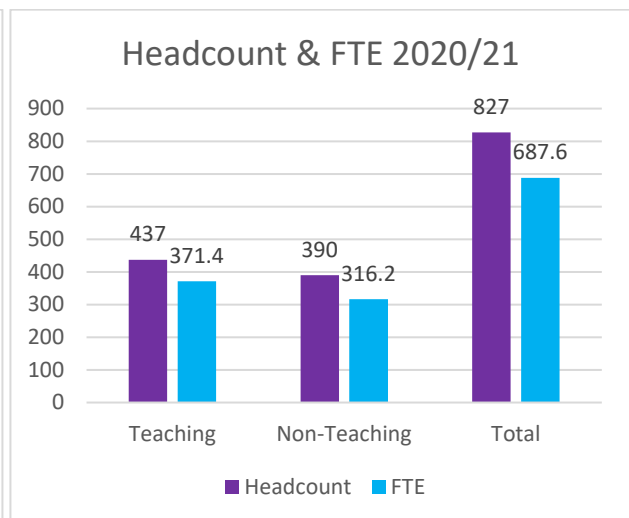
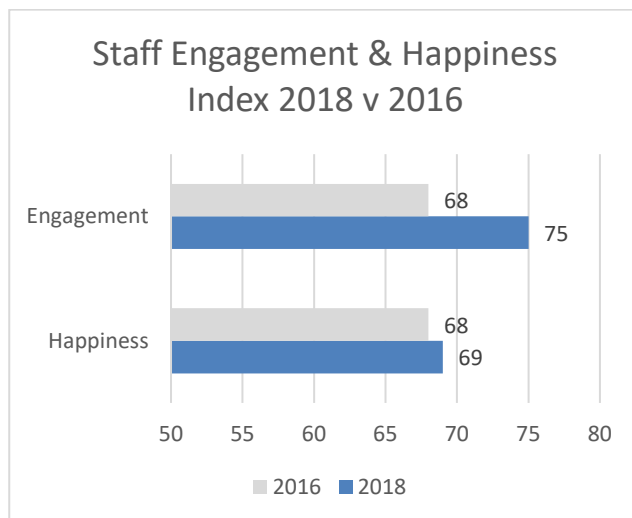
SFC Student Satisfaction & Engagement Survey – Positive response rate

	D&A	National
Overall Satisfaction 2017/18	90.4%	83.6%
Overall Satisfaction 2018/19	91.4%	86.9%
Overall Satisfaction 2020/21	92.3%	TBC

Note: The 2019/20 SFC Student Satisfaction and Engagement Survey was not completed. The 2020/21 SFC survey score was 92.3% with national results due to be published in October 2021.

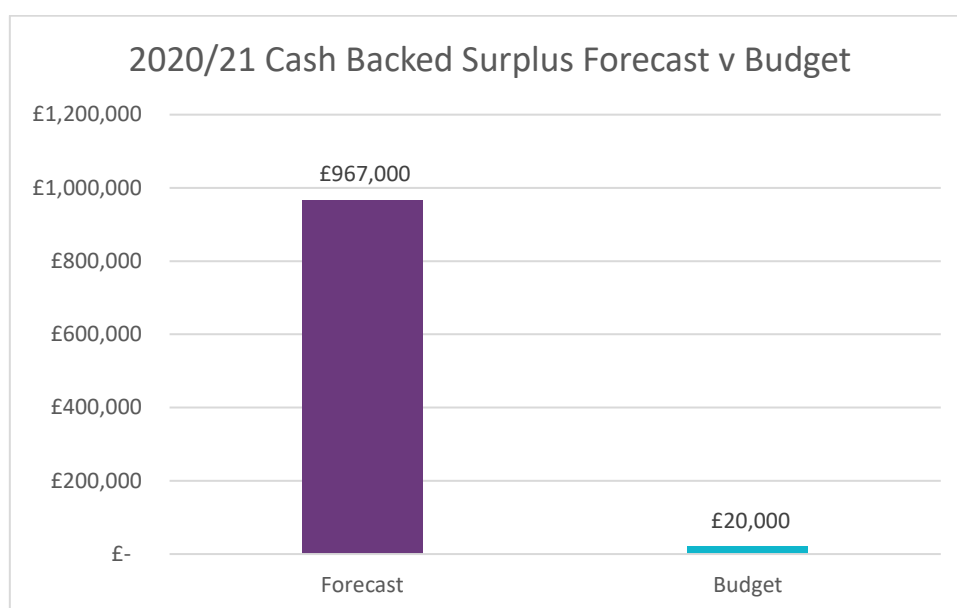


Staff – Engagement and Happiness Index, FTE & Headcount and Absence



	Year to Date to 26/04/21	Rolling Year to 31/01/21
Average working days lost per headcount	3.09 days	4.34 days
Working time lost	1.19%	1.67%
Comparison with sector/national rates		
UK All Sector rate (CIPD 2016)	3.3%	
UK Public Sector rate (Unison 2016)	3.4%	

Finance – Surplus/Deficit v Planned Budget out-turn



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

2020/21	Completed	Planned
Audits Completed v Planned	5	7

BOARD OF MANAGEMENT

Tuesday 8 June 2021



MINUTES OF COMMITTEE MEETINGS

PAPER I

- 13.1 Learning, Teaching & Quality – 28 April 2021**
- 13.2 Human Resource & Development – 6 May 2021**
- 13.3 Audit & Risk – 18 May 2021**
- 13.4 Finance & Property – 25 May 2021**

BOARD OF MANAGEMENT



Learning, Teaching and Quality Committee

Wednesday 28 April 2021

Draft Confirmed by Chair

Minute of the Learning, Teaching and Quality Committee meeting held on Wednesday 28 April 2021 at 5.00pm via Microsoft Teams.

PRESENT:	M Williamson (Chair)	G Robertson
	B Carmichael	A McCusker
	S Mill	A Monks
	K Ditcham	S Stirling
	C Meldrum	S Hewitt
	M Thomson	H Honeyman
	N Lowden	

IN ATTENDANCE: S Taylor (Vice Principal / Secretary to the Board)
J Carnegie (Vice Principal Corporate Services)
J Grace (Vice Principal Curriculum & Attainment)
M Sanderson (Executive Secretary)
L Crichton (Head of Administrative Operations)
S Thom (Student Services Manager)
K Baxter (Learner Engagement Manager)

1. WELCOME

M Williamson welcomed Committee members and welcomed L Crichton, S Thom, and K Baxter to the meeting.

2. APOLOGIES

No apologies were received.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MINUTE OF PREVIOUS MEETING

The minute of the meeting held on Wednesday 10 February 2021 was approved as an accurate record.

5. MATTERS ARISING

There were no matters arising.

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

S Hewitt provided an update to the Committee on COVID 19 arrangements and guidance, praising staff for their hard work in getting to where the College is today.

Student attainment was noted as the key government (and College) priority at the moment and staff were working hard to ensure that as many learners as possible could complete their courses.

J Grace provided an update on key issues around Learning and Teaching, highlighting that the focus had been on students returning to campus. J Grace noted that some students were back on Campus (5% have been back since 4 March) with this number increasing on 19 and 26 April. Feedback had been extremely positive from both staff and students.

J Grace highlighted that all students had received personalised communication during the April holidays, either asking them to return to campus and explaining the arrangements and COVID mitigation requirements or confirming if their courses were staying online.

J Carnegie provided an update on work the Estates and Health & Safety teams had undertaken in preparation for staff and students returning to campus. J Carnegie noted the College was also about to launch COVID lateral flow testing system for staff and students returning to campus.

J Carnegie noted discussions were ongoing for Hair, Beauty and Complimentary Therapy Students completing their course. Where courses required close contact practical elements where face coverings were not possible, it was hoped that students could bring household members into campus to complete treatments. J Carnegie noted this was still being discussed at a national level and all college's unions and the Scottish Government would need to be content with the proposals.

J Carnegie highlighted that COVID cases remained low, with no on campus transmission.

S Taylor provided an update, noting that there had been a couple of staffing issues since the return to campus, but these were being dealt with. S Taylor also noted that SQA had confirmed arrangements for a Holistic assessment process and many courses could progress through these arrangements where necessary. Staff were being encouraged to review and consider the need for this approach and a revised system had been developed (along with guidance and training) for the approval and recording of holistic outcomes.

M Williamson asked for an estimate number of students who won't complete their course and asked how the additional funding received could support this. S Hewitt noted the additional funds would be used for extra resources and additional time to support students to complete their course and cover the costs of extra staffing hours.

J Grace highlighted there were expected to be around 600 deferrals which was a lower number than originally estimated. The number was a mix of Hair and Beauty, apprentices and other students who had not been able to complete the practical elements of their course. J Grace noted the Senior Management Team were looking at creative ways of embedding additional time into the next academic year for these students, so they did not need to add an additional year onto their learning journey. S Hewitt highlighted the important message the team were sending to students and staff was to maximise attainment in this Academic Year to avoid deferrals and repeated learning.

A McCusker asked if Students who were studying practical courses had been disengaged and what plans were in place to re-motivate them and encourage them to return to Campus next year. It was noted that this would be covered under the presentation, but that an important element was also the availability of funding for students without detriment to their future learning journey.

S Hewitt noted his involvement in the national Taskforce work and stated that this was now looking at plans for next academic year. S Hewitt stated that the key element to support planning for 2021/22 was the requirement for physical distancing and noted that, if the two meter distance will still be in place, the current support, arrangements, and mitigations would be required. S Hewitt stated that the confirmed funds available to plan for next year were a big part of this and would support the College to be more creative around potential solutions.

7. CURRICULUM REPORT – SUPPORTING LEARNERS DURING COVID

K Baxter, L Crichton and S Thom provided a detailed [presentation](#) to the Committee around the work all teams are doing to support students during the pandemic.

K Baxter provided an update on the Learner Engagement Team and how the team have adapted to moving all their materials and support online and delivering sessions remotely. K Baxter noted the positivity from the team in adapting quickly. The team met at the beginning of the pandemic to look at the services they provide and how this could work online and if students would be engaged by this.

K Baxter noted that there had been extremely positive feedback from students who adapted well to the online services and had been engaging enthusiastically with the team.

Key activities and services were summarised, including:

- Working closely with curriculum teams who might not have engaged with them before COVID.
- Creating strong external partnerships for online sessions with students.
- Hand delivering food parcels to students (over 450 food parcels during the two lockdowns).
- Continuing the delivery of periods products through the Government funded Period Poverty Project.
- Starting after hours activities including the launch of a YouTube channel for students to engage with the team and each other.

S Thom provided an update on behalf of the Students Services team outlining the growth in needs for student support and the reasons students had been seeking increased support during lockdown.

S Thom noted there has been an increase in mental health and wellbeing concerns and support needs and the team had been highlighting that they were always available to provide support. Engagement with students had been very well received, and there had been a significant increase in demands on the Student Services team. This included a surge in significant mental health support needs, issues around relationships and violence, isolation, adaption to change and financial difficulties.

S Thom highlighted the challenges for student parents who were studying whilst trying to balance home schooling and caring responsibilities. The team had been providing support and were helping many students adapt to the new way of learning and online teaching. A range of support activities had also been made available to students including financial support sessions and focused mental health counselling.

L Crichton provided an update on behalf of Administrative services. More funds had been made available from the SFC to help the College provide winter COVID payments to students, to help them through the pandemic and help towards rent and bills if eligible.

L Crichton noted that the timescale for distribution of these funds had been very short and the team had had to adapt quickly to providing new services and programmes remotely for students. L Crichton noted that much of what had been developed would continue after COVID and would provide better blended opportunities and contact going forward.

M Williamson praised the fantastic presentation from all three teams and noted the clear hard work and dedication from staff within the teams.

N Lowden also praised the hard work the teams were undertaking and how well they had adapted.

A McCusker and H Honeyman praised the presentation and thanked the teams for their hard work. H Honeyman asked teams to ensure they were looking after themselves whilst they looked after the students.

8. STUDENTS ASSOCIATION REPORT

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

C Meldrum provided an update to the group and noted voting was open for the new Student President and Vice President. The election would close on 30 April 2021.

C Meldrum and A Monks highlighted the wide range of activities that the Students' Association were supporting.

C Meldrum noted a workshop had been created for Students around Wellbeing and the team were carrying out service design sessions to plan activities and budget spend.

M Williamson and the Committee praised the fantastic work carried out by Students' Association and thanked Cher Meldrum for her amazing input to the work of the College whilst Student President.

9. 2019/20 POST COURSE SUCCESS

S Taylor summarised the paper presented. S Taylor highlighted the amount of work being carried out by L Crichton's team in phoning students to enquire about their destination after College.

M Williamson noted that the positive destination figures were higher than she was expecting and noted that it would be of interest to the Committee to see the national figures for comparison.

10. VP CURRICULUM AND ATTAINMENT REPORT

J Grace summarised the report and noted that major Modern Apprenticeship contracts had been secured since the last meeting. The target was ambitious but achievable.

N Lowden asked about the likely report from the Education Scotland engagement. J Grace confirmed the review was around remote learning and interviews were carried out with Students, Staff and Managers. S Taylor advised that the report was expected in June, but that this would be a sector wide report (similar to the recent schools one) rather than a D&A College report.

11. STRATEGIC RISK REGISTER

S Taylor summarised the Strategic and COVID Risk Registers and noted that no changes had been made to these. S Taylor highlighted there were still a number of issues and support needs for learners and that the risk on student attainment would remain under review.

12. LT&Q METRICS

The LT&Q Metrics were noted, and S Taylor highlighted that it was anticipated that the College would meet its initial Credit target, with work progressing on the additional activity allocated in December 2020.

13. DATE OF NEXT MEETING

The next Learning, Teaching and Quality Committee meeting will take place on Wednesday 1 September 2021 at 5.00pm, Microsoft Teams.

Action Point Summary

Action	Responsibility	Date
No action points were noted.		

BOARD OF MANAGEMENT



Human Resources and Development Committee Thursday 6 May 2021

Draft confirmed by Chair

Minute of the Human Resources and Development Committee meeting held on Thursday 6 May 2021 at 5.00pm via Teams.

PRESENT: D Mackenzie
A Wilson
S Hewitt
S Stirling

D Fordyce
K Keay
B Carmichael

IN ATTENDANCE: S Taylor (Vice Principal)
J Carnegie (Vice Principal)
B Grace (Head of Estates)

J Grace (Vice Principal)
A Mawhirt (Head of People & OD)

1. WELCOME

D Mackenzie welcomed members to the meeting. Committee members also welcomed him to his first meeting as the new Committee chair.

2. APOLOGIES

Apologies were noted from T Pirie and G Bissett.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MINUTE OF THE PREVIOUS MEETING – 18 February 2021

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

5. MATTERS ARISING

There were no matters arising.

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

S Hewitt summarised progress being made in returning increased numbers of learners to campus as restrictions have eased and noted the extensive work put into the health & safety and planning arrangements for this.

S Hewitt noted that return arrangements and planning had been helped by the work of the government taskforce and the allocation of additional funds and flexibilities for the current academic year and into the 2021/2022.

S Hewitt stated that discussions were progressing and work beginning to plan for 2021/22 with an expectation that there would still be some restrictions and COVID mitigations in place.

B Grace provided the Committee with an update on COVID 19 guidance and arrangements that the College was following, and the extensive work undertaken to support the safe return of learners and staff from March 2021 onwards. This had included updating the information available to learners and staff, and an increased emphasis on good ventilation. It was noted that all learners and staff had received updated communications on the COVID arrangements and requirements when returning to campus.

B Grace stated that all learners had also received a health & safety briefing when returning to campus and had been required to sign an agreement in respect of following the rules and mitigations. It was noted that compliance had been very good, with only a small number of minor infringements picked up.

A Mawhrt summarised the support being provided for returning staff through the people team and highlighted support for those now returning from Furlough as activities increased. Significant work had been put into refreshing staff information and communication to ensure that this remained fully up to date.

A Mawhrt stated that alongside this work, there had also been a focus on positive news stories and ensuring that staff were more aware of the wide range of opportunities and developments that the College was focusing on.

Committee members noted the extensive work being undertaken and the thorough approach taken to this.

7. STRATEGIC UPDATE - WORKFORCE PLANNING

S Taylor and A Mawhrt provided an update on work developing to support workforce planning over the forthcoming 3 year period (slides below). It was noted that this work would replace the previous workforce plan, with significant changes having taken place and influencing this.

A Mawhrt summarised thinking and the direction of travel around digital developments and the impact of this on ways of working. S Taylor summarised other key impacts, including the 2025 strategy and major project developments such as Tay Cities and MSIP.

The anticipated post COVID environment and its impacts on economic and social recovery, mental health and ways of working were noted

The cumulative effect of the different elements impacting on future workforce needs were noted and the anticipated needs in terms of skills, professional learning, ways of working and areas of growth/decline highlighted.

The updated was welcomed and A Wilson asked about the anticipated mental health and wellbeing impacts for staff and learners, and how this would be supported. S Taylor summarised the additional support being provided for learners and noted that this was planned to continue at least for 2021/22. The increased wellbeing and other support for staff was noted, and A Mawhrt noted that this support was 'scalable' where needed to meet demand.

D Fordyce welcomed the update and noted that it was positive to see the focus on future needs/developments alongside the current COVID crisis response.

8. VP PEOPLE AND PERFORMANCE REPORT

S Taylor summarised the report highlighting updated figures (28) in terms of voluntary severance applications and noting that there were being reviewed in line with the financial savings and the direction of travel summarised in the workforce planning presentation. It was noted that current applications would be responded to around end of May and that the scheme could reopen as future recruitment and other developments become clearer.

S Taylor noted work being discussed with the unions locally around how they wanted to work together and noted that nationally the dispute with EIS/FELA had been resolved and future strike action suspended.

A Mawhirt noted the work being undertaken on communication and ways of working.

B Carmichael noted the work progressing to install 'Breathing Space' benches on the Arbroath and Kingsway campuses.

K Keay asked if there had been any update on the inclusion of union members onto College boards. S Taylor noted that this had been raised but that the arrangements and regulations for this were still being worked on by the Scottish government. S Taylor stated that this seemed to have been impacted by COVID.

9. NATIONAL BARGAINING UPDATE

S Taylor noted the update on this within the VP report.

10. STRATEGIC RISK REGISTER

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

11. HR METRICS

HR Metrics were noted by the Committee.

S Taylor noted that staff absences were down again, from 1.87% to 1.19% which were lower than had ever been seen before. This was attributed to the wider effects of lockdown and working from home.

Increases in uptake of mandatory training were welcomed.

12. MEETING MINUTES / UPDATES

The minutes of the JCF meeting was noted. In response to a query it was noted that the March meeting had been postponed to after the easter break.

13. DATE OF NEXT MEETING

The next Human Resources and Development Committee will take place on Thursday 16 September 2021.

Action Point Summary

Action

Responsibility

Date

No specific actions noted

Workforce Planning May 2021

Steve Taylor
Abi Mawhirt

High Level Summary

Workforce Plan 2018 - 2021

Initial plan discussed with Board and underpinning Good to Great strategy and related changes

Major Change 2020-2021

Since the original plan was developed we have been through a major restructure; Cyber Attack; COVID Pandemic; and Brexit

2025 Strategy

Increased focus on Partnership Working; Future Focus; Thriving Communities; SFC Review

CHOOSE DA

Key Issues & Enablers

Digital Transformation & Ways of Working

Focus on 'Digital First' and continuing remote and on-line delivery of learning, teaching and services, impacts on physical estate and ICT needs

Economic Recovery & Social Regeneration

New initiatives, needs and partnerships; clear opportunities – Tay Cities, MSIP; Climate Emergency

COVID and other Impacts

Mental Health & Wellbeing; Numbers on campus; impact of Brexit; further change

Professional Standards & Registration

Changes to roles & expectations

CHOOSE DA

College Skills Needs

Digital Skills

Updated digital strategy, Staff Baseline; Professional Learning (PL)

Pedagogy

Move from delivering 'how we have to', to 'how we want to'

Resilience & Wellbeing

Mental health timebomb; social and economic regeneration; staff wellbeing

Change & Transformation Management

Working in & promoting partnership; 'agile' and responsive ways of working

New Curriculum

Updating skillsets; new skills/sectors; new ways of working

CHOOSE DA

Workforce Planning Steps

Staff Awareness & Engagement

Linked to 2025 Strategy and New Opportunities

Professional Learning

Updated PL offer, arrangements and expectations

Refocus of Senior Leadership

Review of roles and key areas of activity to reflect strategy & priorities

Resource Planning

Focus resource to new opportunities & areas of growth and proactively mitigate/manage areas of decline

CHOOSE DA

Feedback and Questions

BOARD OF MANAGEMENT

Audit and Risk Committee Meeting

Tuesday 18 May 2021



Draft confirmed by Chair

Minute of the Audit and Risk Committee meeting held on Tuesday 18 May 2021 at 5.00pm in Microsoft Teams.

PRESENT:

G Robertson (Chair)	H Honeyman
M Williamson	M Thomson
P Milne	T Pirie
K Keay	A Wilson

IN ATTENDANCE:

- J Carnegie (Vice Principal)
- S Taylor (Vice Principal and Secretary to the Board)
- D Archibald (Henderson Loggie)
- R Smith & A Kerr (Audit Scotland)

1. WELCOME

G Robertson welcomed members of the Audit and Risk Committee and noted that changes in arrangements for Audit Scotland meant that this would be R Smith's last meeting. G Robertson thanked R Smith for his input over recent years and welcomed A Kerr to the meeting.

2. APOLOGIES

Apologies were received from T D'All.

3. DECLARATIONS OF INTEREST

G Robertson noted his role as Chair of Gardyne Theatre Limited.

4. APPOINTMENT OF VICE CHAIR

H Honeyman was appointed as Vice Chair. G Robertson congratulated her on her appointment and thanked T Pirie for her input in this role.

5. MINUTE OF AUDIT AND RISK COMMITTEE – 9 MARCH 2021

The Minute of the Audit & Risk Committee meeting held on 9 March 2021 was approved as an accurate record.

6. MATTERS ARISING

All matters arising had been closed out.

7. COVID-19 UPDATE

J Carnegie highlighted the focus remained on supporting the return to campus for students and reminding and reinforcing the mitigations for staff and students. It was noted that the number of positive cases being reported amongst students and staff was very low (approximately 1 per week) and that there remained no evidence of on-campus transmission.

J Carnegie noted the focus on supporting students to complete and to avoid the need for deferrals where possible. It was noted that there were some issues in terms of minor breaches of the mitigations, but that these were being challenged and picked up as they arose. J Carnegie noted that some of this was inevitable as restrictions outwith the campus were eased and people could interact more normally in other settings.

S Taylor noted the support being provided to staff in respect of adaptations to assessment arrangements under 'branch 4' of the SQA guidelines.

National discussions around the assumptions to be used for planning for session 2021/22 were noted. S Taylor highlighted that key within these was the assumption around the need for physical distancing as this would determine possible student numbers on campus and the need for the wider range of adaptations/sector supports.

S Taylor noted that it was positive to report that the range of 'asks' of the government taskforce had been enacted, and that this had made a significant difference to the ability of the College to support students and minimise deferrals.

M Williamson asked if arrangements for managing any outbreak remained in place and reflected current needs. J Carnegie summarised these and noted that a recent incident had provided a test of these arrangements (although no outbreak had occurred) and outlined the arrangements and contacts with NHS Health protection services that were in place. J Carnegie noted that NHS Health protection were comfortable with College arrangements and reminded the Committee that an outbreak consisted of only two or more linked cases.

J Carnegie confirmed that lateral flow testing was available for staff and students on campus but noted that uptake was relatively low.

8. INTERNAL ADUIT

8.1 Budgetary Control

D Archibald summarised the audit scope and outcomes, noting that the overall outcome was satisfactory with two recommendations. It was noted that both recommendations were COVID related, with the need to update procedures and arrangements to fit fully with revised on-line and working from home arrangements.

J Carnegie noted that she was happy with the report and recommendations and it was agreed that this be shared with members of the Finance & Property Committee. **S Taylor to progress.**

The report was approved.

8.2 Economic Recovery

D Archibald summarised the audit scope and outcomes, noting that the overall outcome was good with one recommendation.

D Archibald stated that he had looked at similar areas of activity and interactions for a number of colleges in recent months and stated that he was impressed by the proactive approach adopted at D&A, and by the true partnership approaches that had been adopted to support employers and the local economy. It was noted that the College had picked up on recent government initiative and economic support opportunities in a positive way and worked well with the range of other stakeholders involved.

G Robertson welcomed the positive report.

The audit report was approved.

8.3 20/21 Progress Report

D Archibald summarised the list of assignments planned for the 20/21 Internal Audits noting everything required had been completed. The audits remaining were the mandatory audits for student activity and funding to be completed in September 2021.

K Keay asked if staff were comfortable with the demand placed by the audit activities. J Carnegie confirmed that they were and that the demand and scheduling of future activity would be considered as part of the future audit strategy and schedule to be considered over the summer.

D Archibald noted that fieldwork arrangements for the student funding audit had been split up to seek to reduce the burden at the start of session 2021/22.

8.4 Follow-Up Summary

J Carnegie said she was pleased with progress on outstanding actions, with the remaining points both impacted by COVID and rescheduled once arrangements returned more to normal.

J Carnegie noted that due to the current situation the Catering Business Review had been held back, but that further work on this was now planned and the 'reopening' of services gave an opportunity to look and work differently.

A discussion was held in respect of the post cyber-attack actions and it was agreed that progress in respect of the 'cloud first' strategy be closed off and this picked up as a mitigating action in the Strategic Risk Register. **S Taylor to progress.** This would also be and picked up through regular ICT reporting to the Finance and Property Committee and the Committee made aware of this change. **J Carnegie to progress.**

The update on progress was welcomed AND g Robertson congratulated J Carnegie on the close management of recommendations and the low number requiring follow up.

9. EXTERNAL AUDIT

R Smith summarised the Audit Strategy and audit workplan for 2020/21, highlighting the key elements outlined within exhibit 1.

R Smith noted the arrangements in respect of the Kingsway campus redevelopment and review of activity and expenditure that may fall outwith the academic year. It was noted that this may result in a post audit adjustment within the annual accounts but that this was not a technical issue rather than a concern.

R Smith noted the timescale for audit activities and reporting for the 7 December 2021 meeting.

G Robertson asked about the timescale for completion of the Kingsway works and J Carnegie noted that these were scheduled for end December 2021. Whilst there was no specific issue currently the risk of delay, particularly given the impact of COVID and Brexit, was noted.

10. STRATEGIC & COVID RISK REGISTERS

S Taylor summarised the risk register report and noted that there were no proposed changes.

H Honeyman noted that there was a lot of talk about the impact of people making significant lifestyle change decisions after the pandemic and noted that this may impact on staffing risks in respect of staff skills and availability. It was agreed that this be reviewed for inclusion within the strategic risk Register. **S Taylor to progress.**

The Audit & Risk Committee approved the updates to the COVID Risk Register.

11. DATA BREACH REPORTING

J Carnegie confirmed that there had been no reportable data breaches.

12. DATE OF NEXT MEETING

Tuesday 21 September 2021 at 5.00pm

Action Point Summary

Action	Responsibility	Date
Share the Budgetary Control audit report with the Finance & Property Committee	S Taylor	24 May 2021
Confirm sign off of 'Cloud First' audit action and oversight of implementation of cloud first strategy with the Finance & Property Committee	J Carnegie	24 May 2021
Update Strategic Risk Register to highlight cloud first mitigation and to review inclusion/update of risk on staff turnover	S Taylor	21 September 2021

BOARD OF MANAGEMENT

Finance and Property Committee Meeting

Tuesday 25 May 2021

Draft confirmed by Chair



Minute of the Finance and Property Committee meeting held on Tuesday 25 May 2021 at 5.00pm via MS Teams

PRESENT:

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

IN ATTENDANCE:

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

1. WELCOME

S Mill welcomed members to the meeting.

2. APOLOGIES

Apologies were noted from N Lowden and K Ditcham.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MINUTES OF FINANCE AND PROPERTY COMMITTEE MEETING 2 MARCH 2021

The minute of the Finance and Property Committee meeting held on 2 March 2021 was approved as an accurate record.

5. MATTERS ARISING

Work on the Finance Strategy will take place over the summer with an initial paper brought to the Committee in September 2021. This Finance Strategy will be more complex and interconnected with Digital, ICT and Estates Strategies

Revised STEM Centre OBC to be developed – awaiting feedback from SFC.

6. FINANCE ITEMS

6.1 MONTH 9 – MANAGEMENT ACCOUNTS

S Mill summarised the paper noting the previous forecast of £469K.

The forecast presented to the Committee had increased to £967K, a further considerable improvement upon both the budget of £20K and the previous forecast. B Ferguson confirmed this was due to net increases in funding from SFC supplemented by the extension to the furlough scheme.

B Ferguson noted the potential degree of risk with the increase in SFC Credit income funding for delivery of 1,800 Credits for the National Training Fund Young Person's Guarantee.

Discussion took place around remaining spend plans and the challenges posed by BEXIT and COVID on delivery times and increased material costs. The Executive Leadership Team were meeting to review this. The potential to reinstate the missed loan repayment and need to plan for asset replacements was noted.

J Carnegie noted additional spending on Marketing to improve applications and maximise next year's recruitment.

The positive forecast and remaining spend plans (and challenges) were noted.

6.2 2021/2022 DRAFT BUDGET

S Mill highlighted the draft budget, showing a planned cash-back surplus of £215K to be approved by the Finance & Property Committee for circulation to the Board of Management meeting on 8 June 2021.

B Ferguson highlighted that there remained some volatility in terms of income and expenditures due to the impact of COVID-19 which created some challenges in terms of budget setting. It was noted that the budget was prudent and that the overall balance of these factors was anticipated to be positive.

A discussion took place around the uncertainty over conditions / risk of funding and potential clawback should student numbers and credits suffer as a result of the impact of COVID-19 over a longer period. J Carnegie provided reassurance to the Committee around SFC Funding with no clawback on 20/21 or 21/22 core activity funding if the College did not reach its target.

S Mill welcomed the detail provided through the Risk Summary Paper, highlighting that it would be key in giving context moving forward.

The budget report and update were welcomed and approved for final consideration and approval by Board of Management. **J Carnegie to progress.**

7. ESTATES

7.1 ESTATES UPDATE

B Grace provided a presentation and images of progress on the demolition of the former library building on the Kingsway Campus noting that the site was now cleared – work on the replacement the new build was on target to commence at the end of May/start of June 2021.

B Grace noted that the social space and Learning Digital Resource space at Kingsway Campus were progressing well.

B Grace stated that the Precision Engineering space at Arbroath Campus was awaiting building warrant approval from Angus Council. Subject to Board approval, the renovation was expected to be completed for the start of next Academic Year.

S Mill commented on how responsive and supportive SFC had been and asked that a letter of thanks highlighting the support provided by Rufus Logan and Alison Meldrum be sent to SFC. The Committee agreed this was a very good idea.

A McCusker to progress.

A McCusker noted that it would be good to organise a celebratory event to mark the opening of the Kingsway Campus redevelopment. B Grace confirmed that this was already being considered.

7.2 ESTATES ANNUAL REPORT

S Mill noted that the Estates Annual Report provided the Committee with an update on Estates related activity for the period 1 April 2020 – 31 March 2021.

B Grace acknowledge that this was a year dominated by building works and COVID.

B Grace highlighted the Sustainability and Carbon projects with the achievement of 11th successive year of reduction. It was noted that there were significant changes to the Climate Emergency Plan being introduced that would impact on this. A paper on this would be brought to the Finance & Property Committee in September.

7.3 ESTATES STRATEGY OUTLINE

S Mill introduced the Estate Strategy Outline noting this paper provided the Committee with an outline for the planned revision of the existing Estates Strategy 2019-24.

B Grace noted the earlier review than planned as a result of various changes, including the Kingsway redevelopment and the need to look at, and the opportunity to take advantage of, different Ways of Working.

J Carnegie noted that the Climate Change Emergency Plan would integrate with other College Strategies including Curriculum, Finance etc.

S Hewitt also noted that D&A College would take advantage of projects and opportunities in Dundee and Angus such as MSIP, the Eden Project and V&A to access specialist facilities/opportunities and add value for students.

8. STRATEGIC PROJECTS

S Hewitt highlighted the progress of the TAY Cities Deal (TCD) and Michelin Scotland Innovation Parc (MSIP) which were now gathering pace, noting the involvement of Grant Ritchie and Jim Brown (seconded from the Energy Skills Partnership) providing great input.

8.1 TAY CITIES DEAL (TCD) & MSIP

MSIP

S Hewitt noted the work of the MSIP and D&A College Skills Academy to support the new businesses coming into the innovation parc. S Hewitt noted that the academy would also act as an opportunity to engage and inspire learners through exposure to the new technologies being developed.

S Hewitt highlighted work taking place in preparation of a MSIP Launch Event taking place on 13 September 2021. J Grace noted plans for an Energy Competition for schools' pupils with the hope of inspiring people of the region.

A McCusker suggested that an invitation should be extended to the new Education Secretary, Shirley-Ann Summerville, to attend the launch event. This was agreed S Hewitt to progress.

S Hewitt noted the following needed to support the progression of the MSIP project to the next stage:

- Approval that the Principal sign the MSIP Partnership Agreement under normal delegated authority
- Approve that the financial details and terms of the MSIP arrangement are agreed by Board Chair and Finance and Property Chair when complete

The Finance & Property Committee approved these requests.

Tay Cities Deal (TCD)

S Hewitt noted the 4 Projects under the TCD banner:

- Tay Cities Engineering Partnership a £4.3M 5-year project with Angus Council, Perth College and Angus Training Group.
- Tay Cities BioTech a £2.0M 10-year project with James Hutton Institute, University of Dundee, Perth UHI and Fife College.
- Tay Cities SMEs a £2.5M 10-year project with Chamber of Commerce, Business Gateway, University of Dundee, Abertay University, Perth UHI, Fife College
- Shared Apprenticeship £2.5/3.0M 10-year project with Angus Council

It was noted that D&A College would be leader of the above Projects.

D Mackenzie noted the amazing amount of working but highlighted a concern / observation around the delivery and progressing these projects and the demands on the Teams involved.

S Hewitt acknowledge these concerns noting that the plans for staffing were on the agenda over the summer and into next year, with additional staffing costs covered by project income.

S Hewitt noted the progress of the Tay Cities projects and noted that updates on individual projects would be provided (for approval as appropriate) to future Board meetings.

The update was welcomed.

9. COVID-19 UPDATE

9.1 ESTATES & INFRASTRUCTURE

B Grace noted that the update had been covered in the Estates Annual Report but took the opportunity to highlight the work of the Health & Safety Team with the student and staff induction process for return to onsite studies and working.

B Grace also highlighted the work undertaken with Unions on the College's "near miss" app with the ability to follow-up on any reports quickly. It was noted that response to the app had been good, with COVID and general H&S issues being raised.

B Grace stated that the student population had been a real credit to the College in respect of compliance with COVID mitigations.

9.2 FINANCE & GOVERNANCE

B Ferguson noted that Finance and Governance had been covered mainly by the earlier agenda items.

S Mill enquired about any governance or compliance challenges with finance arrangements working from home?

B Ferguson confirmed that this had been quite successful with the Auditors happy with the progress with electronic signing etc – generally there had been no significant issues.

10. STRATEGIC RISK REGISTER & COVID REGISTER

S Mill summarised the Risk Register papers noting that there had been no changes made.

S Mill noted that the required arrangements/mitigations had been evidenced as part of the budget and monitoring reports and noted that provision was included in the budget in respect of salary increases.

The Committee approved the Risk Registers.

11. VP CORPORATE SERVICES REPORT

J Carnegie summarised her report, highlighting the excellent work being undertaken by various Teams:

Supporting Our Learners – with recruitment a high priority along with Winter COVID Funds allocated appropriately with the assistance of Student Services Team.

Service Design Academy – large volume of engagement with private, public and 3rd sector organisations with tenders still to be submitted/outcomes confirmed.

Economic Recovery – with Caryn Gibson influencing the "on-boarding" process; streamlining the customer journey and progressing tenders for Associate Commercial Trainers

Discussion took place around the following procurement proposals:

- Gardyne Print Centre – 1 Year Extension
- Data Link Connections
- Campus Furniture
- Hair & Beauty Furniture & Equipment
- Road Resurfacing
- Waste Management

The Committee approved the procurement requests.

12. DATE OF NEXT MEETING

Tuesday 7 September 2021 at 5.00pm via MS Teams

Action Point Summary

Action	Responsibility	Date
Draft budget approved for consideration/approval by the full Board of Management	J Carnegie	8 June 2021
Letter of thanks to SFC re additional support provided for the Kingsway campus development.	A McCusker	31 May 2021
D&A College and MSIP Skills Academy Launch Event invite to Education Secretary	S Hewitt	8 June 2021

BOARD OF MANAGEMENT

Tuesday 8 June 2021



CORRESPONDENCE

PAPER J

BOARD OF MANAGEMENT

Tuesday 8 June 2021



Correspondence – SFC Communications

Paper for information

Reports and Publications Listing	Summary
<u>College Final Funding Allocations AY 2021-22</u> SFC/AN/19/2021 Date: 27/05/2021	Announcement of college final funding allocations for Academic Year (AY) 2021-22.
<u>£1.9b announced for 2021-22</u> Date: 27/05/2021	The announcement represents the highest annual allocation of teaching and research funding ever made by the Scottish Funding Council. It includes money to support the health and wellbeing of students and puts colleges and universities at the heart of economic and social recovery and transformation.
<u>Tackling Child Poverty Delivery Plan 2021-22</u> SFC/CI/06/2021 Date: 14/05/2021	To invite colleges to submit proposals for funding that support approaches to help young people who have grown up in poverty have a route to positive destinations and out of poverty.
<u>FES Guidance notes 2021-22</u> SFC/GD/03/2021 Date: 30/04/2021	Guidance notes and code lists for completion of Further Education Statistics (FES) course / programme data: Academic year 2021-22
<u>Mainstreaming and Equality Outcome Report 2021-2025</u> SFC/CP/01/2021 Date: 30/04/2021	This is the SFC equality mainstreaming report for the period 2021-2025. It details our activity to support the colleges and universities that we fund meet the requirements of the Equality Act 2010. It also details our own work as a public body to deliver on the Public Sector Equality Duty. This report also details progress made against the Equality Outcomes set for the period 2017-2021, and we set out

	our new equality outcomes for the period 2021-2025.
<u>Indicative college funding allocations AY 2021-22</u> SFC/AN/11/2021 Date: 24/03/2021	Announcement of indicative funding allocation for colleges for Academic Year (AY) 2021-22.
<u>Additional funding for colleges in FY 2020-21</u> SFC/AN/09/2021 Date: 24/03/2021	Announcement of an additional £15.3 million for colleges in Financial Year (FY) 2020-21.
<u>College Staffing Data 2019-20</u> SFC/ST/02/2021 Date: 23/03/2021	This publication provides summary information on staff employed in the college education sector in Scotland.
<u>Income lost to sectors providing rent rebates in 2020-21</u> SFC/CI/05/2021 Date: 12/03/2021	This Call for Information requests colleges and universities to provide the estimated amount of income lost in providing student accommodation rent rebates due to COVID-19 in AY 2020-21.
<u>Update on revised Strategic Plan Forecast for 2020-21</u> SFC/CI/04/2021 Date: 08/03/2021	This Call for Information requests institutions to complete an update of the revised strategic plan forecast for Academic Year 2020-21.
<u>Allocation of additional SQA places in AY 2020-21</u> SFC/AN/08/2021 Date: 05/03/2021	Allocation of additional funded student places for universities in Academic Year 2020-21 following the Scottish Government's statement regarding the revised 2020 SQA qualification results

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