

BOARD OF MANAGEMENT

Finance & Property Committee

Tuesday 1 March 2022 at 5.00pm
Microsoft Teams Meeting



AGENDA

1. **WELCOME**
2. **APOLOGIES**
3. **DECLARATIONS OF INTEREST**
4. **MINUTES OF PREVIOUS MEETING** Paper A for approval
5. **MATTERS ARISING** Paper B for approval
6. **FINANCE**
 - 6.1 Budget Monitoring Report and Update Paper C for information BF
 - 6.2 Financial Strategy Update Paper D for information Executive
7. **ESTATES UPDATE** Paper E for information BG
8. **PROCUREMENT UPDATE** Paper F for information/ approval BF
9. **CLIMATE EMERGENCY ACTION PLAN UPDATE** Paper G for information BG
10. **VP CORPORATE SERVICES REPORT** Paper H for information JC
11. **COVID-19 UPDATE**
 - 11.1 Estates & Infrastructure Verbal Update BG/AR
 - 11.2 Finance & Governance Verbal Update BF
12. **STRATEGIC RISK & COVID REGISTER** ST
 - 12.1 Cover Paper Paper I for discussion
 - 12.2 Strategic Risk Register - FPC Extract only Paper J for discussion
 - 12.3 COVID Risk Register - FPC Extract only Paper K for discussion
13. **DATE OF NEXT MEETING** - Tuesday 31 May 2022, 5.00pm, via MS Teams

FINANCE & PROPERTY COMMITTEE

Tuesday 1 March 2022



**MINUTE OF PREVIOUS MEETING –
7 December 2021**

PAPER A

BOARD OF MANAGEMENT

Finance and Property Committee Meeting

Tuesday 7 December 2021



Draft confirmed by Chair

Minute of the Finance and Property Committee meeting held on Tuesday 7 December 2021 at 6.00pm via MS Teams

PRESENT: Steven Mill (Chair)
A McCusker
S Hewitt
N Lowden
K Ditcham

D Fordyce
D Mackenzie
B Carmichael
S Stirling

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

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

1. WELCOME

S Mill welcomed members to the meeting.

2. APOLOGIES

None

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MINUTES OF FINANCE AND PROPERTY COMMITTEE MEETING 20 SEPTEMBER 2021

The minute of the Finance and Property Committee meeting held on 20 September 2021 was approved as an accurate record.

5. MATTERS ARISING

All Matters Arising were closed off except:

- The programme of proposed "shovel ready" projects for future consideration by Finance & Property Committee was being taken forward by A Ross who was leading a group to capture information around appropriate projects that would be progressed to procurement, with no commitment to progress.
- The revised Finance Strategy was on course to be presented to the FPC in March 2022 along with the Estates Strategy in June 2022.

6. BUDGET MONITORING REPORT

S Mill highlighted the initial monitoring report for 2021/2022 covering the 3 months to October 2021 with an initial £215k budget surplus forecast now as a deficit of £854k. S Mill stated that this was c. £250k greater than the high-level forecast made when submitting the Financial Forecast Return in October.

B Ferguson summarised the monitoring report commentary and noted that the forecast position was adverse £1.1m against budget, but a significant factor was as a result of £826k known expenditure from 2020/21 that had had to be picked up in 2021/22 due to delays in receipt of goods.

B Ferguson stated that tuition fees had been reduced by £420K from budget. The decline in fee income was partly predicted when establishing the budget, however the loss of anticipated contracts in the Service Design Academy contributed to a reduction of £315k. It was noted that a contribution statement for SDA was included within the VP Corporate Services report.

It was noted that a reduction in fee income had been experienced by most colleges across the sector, balanced to a lesser extent by positive movement around work qualifications and apprenticeships.

B Ferguson noted that SFC had enhanced the baseline student funding allocations with further Covid-19 discretionary funding. As a result, there was no risk of a funding deficit and consequently the College had advised SFC that we would not require additional funding through the in-year redistribution exercise.

The Kingsway development was projected to cost £8.229m, with this falling within previously known forecast.

B Ferguson noted the challenge in achieving the overall credit target and the risk this posed in terms of then being able to tap into additional credits and funding. It was noted that a number of flexibilities had been agreed by SFC, but that a guarantee on no 'clawback' of funding was still being considered.

The Flexible Workforce Development Fund income forecast had also been reduced, by c£273k, mainly because of cancelled commitments as a result of COVID.

Potential risks around the expected value of pay awards were noted, and it was highlighted that the most recent offer to Academic Staff would exceed the budget forecast.

A McCusker thanked B Ferguson for the update and noted that the Board had a responsibility to return a balanced budget and asked what actions were proposed to get back to a balanced budget.

B Ferguson noted that SFC had raised no concerns in terms of individual college positions where it was known that the cash position remained favourable but noted that this could change once the Financial Statement has been submitted.

J Carnegie noted that as part of the FFR planning the College had highlighted the use of VSS and other steps to manage staffing levels. J Carnegie noted that there were also steps to look at discretionary spend and look to reductions where possible.

J Carnegie noted that there was less scope to reduce variable staffing costs due to the impact of transfer to permanency. J Carnegie noted that overall, the College was in a healthy position and that steps were being taken to bring the budget back to a balanced position, but that this was not likely to be in-year.

J Carnegie also noted that there remained significant volatility and that there was still a hope to reduce the current deficit and to have a reasonable outturn this year.

S Mill asked about the underlying position and the possibility that it could be a concern going forward highlighting why the medium-term financial strategy was important.

A McCusker noted that scenario planning would be helpful to inform some of the numbers that might impact on current and future decision making. A McCusker stated that she had hoped that this would already be available.

B Ferguson acknowledged this would form part of the Financial Strategy in March 2022.

S Taylor noted staffing costs were by far the single biggest element and advised that every post request was scrutinised prior to approval (or otherwise). S Taylor noted that the current scenario was that activity levels would return to previous levels as the COVID pandemic subsided and noted that this was the scenario being planned in terms of overall staffing numbers, which would inform in-year decisions.

S Hewitt noted the upcoming meeting with the SFC Outcome Agreement Team would discuss the national Transition training Fund and the money going local authorities for “no one left behind” along with recent funding given to SDS to allow them to offer courses in competition with colleges.

J Carnegie noted that an updated Business Plan for the Service Design Academy was to be available to the June Finance & Property Committee Meeting. **J Carnegie to progress.**

S Mill highlighted the payment still to be made to Santander for the College loan and J Carnegie & B Ferguson noted that they were pursuing this with Santander (who had not requested payment yet).

7. ESTATES & INFRASTRUCTURE

7.1 Estates Update

B Grace confirmed that the Kingsway Campus Project was progressing well. Progress on the removal of the existing lecture theatre roof slab had been slow (due to the removal method) and unfortunately asbestos had also been discovered. The ring beam was in the process of being removed and it was hoped that this would not delay the progress of the roof removal for too long. The replacement roof installation would commence as soon as possible, and significant delay was not anticipated.

A response from SFC in respect of any additional funds in 2021/2022 was still awaited.

Preparatory work for the advanced manufacturing facility in Arbroath was progressing well, with one part of the scheduled for completion early in the new year and money spent by 31 March 2022.

B Grace noted that mandatory reporting now showed a 70% reduction in carbon footprint since 2010 and highlighted the Scottish Public Services Awards submission shortlist for 8 December 2021.

B Grace confirmed that staff and students were using the new spaces at Kingsway Campus as we had hoped, and he was delighted with the reaction and how good the new areas look.

B Grace noted that the Climate Emergency Action Plan would be discussed at the board meeting and that there were plans for regular updates to be provided to the Board.

The update and paper were noted

7.2 ICT Cloud First Update

A Ross provided the Committee with the background to the Cloud First project based on recommendations from the cyber-attack.

A Ross noted that good progress had been made and summarised the key core business systems that had already been moved to the cloud.

A Ross noted that the network structure was the main thing that could not be moved to the Cloud and noted that this would need to be upgraded as it was reaching the end of life.

The financial implications and increased security arrangements associated with the cloud first approach, and changes in software purchase/vending arrangements were discussed.

The ICT Cloud First updated was noted.

8. 2022/2023 FEES POLICY

S Mill summarised the policy, noting the proposed standstill position of Fees for Session 2022/23. J Carnegie highlighted that D&A College fees were at the higher end of the spectrum. It was noted that a range of the fees chargeable were fixed by other organisations.

The 2022/2023 Fees Policy was approved.

9. PROCUREMENT

9.1 Annual Report

J Carnegie noted that due to the changeover in staff at APUC the annual report was not yet available. It was confirmed that this was being progressed by APUC and a request was made that this be circulated for approval by email to Committee members in advance of the 31 December 2021 submission date. This was agreed. **J Carnegie to progress**

9.2 Procurement Update

S Mill summarised the report noting retrospective approval was requested for non-competitive actions.

J Carnegie noted that in the main retrospective non-competitive approvals arose as a result of the need to procure quickly or in situations where there was a sole supplier.

J Carnegie noted that Energy Skills Partnership (ESP) purchases and planning sits separately from the College but will bring more from ESP moving forward as these are purchases in D&A Colleges name.

The Finance & Property Committee considered the requests and were happy to approve.

10. TAY CITIES ENGINEERING PARTNERSHIP PROJECT

J Carnegie highlighted that procurement surrounding the TCEP development was complex and that the link with a potential to lose funding within the current financial year had prompted the request for approval.

J Carnegie highlighted that preparatory works for the revised facility had been undertaken but that the external cladding was now required to be completed before the end of the current fiscal year. It was noted that this would not be possible through the usual procurement route and so a non-competitive award was proposed.

It was confirmed that the overall value of the award, c£55k, was relatively low.

S Mill noted that he felt that the overall risk of challenge was low (given the project value and the limited number of suppliers in the market) but noted that there were challenges around timescales etc. This was recognised.

A McCusker enquired about the number of risks that were confirmed as:

- challenge is not for the works but the profit that someone would lose for not receiving the works.
- challenge that the TCD income might be reprofiled /lost if the work was not completed within the current fiscal year.
- Risk that the space would not be available to support the launch of the wider TCEP project.

S Mill said he would be happy to approve if it is a legal compliant procurement route and recognised the risk. This was agreed by the Committee and the request would be put to the Board for approval.

J Carnegie highlighted the wider challenge around procurement for equipment within the TCEP project as this included a significant element of donated equipment. This was being progressed in discussion with the Tay Cities Board and APUC but remained a project risk.

11. STRATEGIC RISK REGISTER UPDATE

The Strategic and COVID-19 Risk Registers were reviewed, with no changes noted.

The report was approved.

12. VP CORPORATE SERVICES REPORT

J Carnegie noted the paper for information.

J Carnegie confirmed that recruitment was an issue across the board but that decline in horticulture, computing and business were particular concerns and that even in areas such as care (which usually recruited very strongly) numbers were down. It was noted that the College was still activity recruiting for January and had relaunched the school leaver guarantee pledge.

13. DATE OF NEXT MEETING - Tuesday 1 March 2022, 5:00pm via Teams

Action Point Summary

Action

Updated Service Design Business plan to be developed.

Procurement Annual report to be completed and approved via e-mail

Responsibility

J Carnegie

J Carnegie

Date

31 May 2022

31 December 2021

FINANCE & PROPERTY COMMITTEE

Tuesday 1 March 2022



MATTERS ARISING

PAPER B

BOARD OF MANAGEMENT
Finance & Property Committee
Tuesday 1 March 2022
Matters Arising



Paper for information

The following actions were noted from the Tuesday 7 December 2021 Finance & Property Committee meeting.

Agenda Item No	Action	Current status	Open / Closed
6.0	Updated Service Design Business plan to be developed.	This is scheduled for presentation to May 2022 meeting.	Open
9.1	Procurement Annual report to be completed and approved via e-mail.	Procurement Annual Report issued to members on 17 December, published by 31 December deadline.	Closed

The following actions were noted from the Tuesday 20 September 2021 Finance & Property Committee meeting.

Agenda Item No	Action	Current status	Open / Closed
6.4	Programme of proposed “shovel ready” projects for future consideration by Finance & Property Committee	Business cases are being created. Expectation that funding will not be available in the current session.	Open

The following actions were noted from the Tuesday 25 May 2021 Finance & Property Committee Meeting.

Agenda Item No	Action	Current status	Open / Closed
8.1	D&A College and MSIP Skills Academy Launch Event invite to Education Secretary.	Launch Event is now due to take place in August 2022	Open

The following actions were noted from the Tuesday 2 March 2021 Finance & Property Committee Meeting.

Agenda Item No	Action	Current status	Open / Closed
6.0	Revised Finance Strategy to be developed	An update on the financial strategy included in March 2022 Committee.	Closed
6.0	Revised STEM Centre OBC to be developed	This has not been progressed due to other priorities. Following a visit to Forth Valley's Falkirk Campus in February 2022 options are being reconsidered.	Open

Author & Executive Sponsor: Jaki Carnegie, Vice Principal – Corporate Services

FINANCE & PROPERTY COMMITTEE

Tuesday 1 March 2022



FINANCE

6.1 Budget Monitoring Report & Update

PAPER C

BOARD OF MANAGEMENT

Finance & Property Committee

Tuesday 1 March 2022

Management Accounts and Forecast



Paper for information

1. Introduction

This report brings to the Committee's attention the management accounts for Month 6 (November – January) which incorporates the budget that was approved in May 2021 together with management's latest forecast for the year. The final audited Outturn position for the year to July 2021 is also reported.

2. Recommendation

Members are asked to note the Month 6 position.

3. Context

The budget for 2021/22, approved by the Board in June 2021, was established amidst continued uncertainty of the impacts of COVID-19 and, in particular, the supply chain issues that had developed during 2020/21. The first quarterly forecast prepared for consideration by the Committee in December recognised expenditure, amounting to some £826K, which had unavoidably slipped into the current year. This helped transform a modest surplus into significant deficit and efforts commenced to identify actions to reduce this.

Whilst the effects of COVID-19 continue to be felt, the second quarters forecast benefits from greater clarity around many of the income streams. All major budget holders were asked to consider possible reductions in discretionary budgets and as a consequence certain specific cost savings have been secured and have been instrumental in improving the operating position before the introduction of voluntary severance costs. In some other respects costs have unavoidably risen, most notably from increased pay offers to staff under national bargaining arrangements.

Despite a concerted and sustained effort, the College, in common with many in the sector, has struggled with recruitment in a number of key areas and simultaneously witnessed higher attrition rates, particularly from those courses most effected by COVID-19 restrictions. This has had an obvious impact upon fee income but also jeopardises our ability to achieve our full credit targets. Whilst we strive to generate additional credits, we are currently projecting a shortfall from our enhanced target of 111,897.

This may prevent us from accessing non-core credits, including ESF, and could yet result in a funding clawback. The College along with the wider sector, through

representations made directly to The Scottish Funding Council and through Colleges Scotland, has asked that greater flexibility continue to be exercised within the current year and beyond. If SFC can provide the flexibilities requested it is possible that we can meet all targets and avoid clawback.

The Tay Cities Engineering Partnership (TCEP) has been all but formally approved. Scottish Government have accepted the latest iteration of the Full Business Case and the Management Group are expected to sign this off soon. Final approval will release income to cover management time incurred over the fiscal year, ending in March, previously not forecast. Work on the specialist facility at Arbroath has, at our risk, continued and costs incurred of £35K at Month 6, with a total commitment of £250K, including some in-house staff costs. We now feel sufficiently confident to recognise an appropriate contribution within this forecast.

An assessment of the risks from key areas continues to be provided in order to complement this commentary and to provide more details of specific mitigation and contingencies. Possible cash deviations are informed estimates in an effort to provide our best indication of likely impacts, both favourable and adverse.

4. Summary of results

A **Cash-backed deficit of £810K** is forecast, an improvement of £44K upon the previous forecast and an operational improvement of £171K before allowing for a new VSS provision of £127K to secure savings next year. Management will continue to seek opportunities for further additional funding and efficiency savings to reduce the deficit position throughout the remainder of the year.

The actual cash-backed surplus for the first six months to 31 January is £361K, which produces a positive variance of £200K for the period from the last forecast. All significant variances have been considered in terms of profile deviations or potential trend.

Income and expenditure have been reduced for both the discontinuance of Developing Young Workforce (DYW), which moves to Dundee & Angus Chamber of Commerce on 1st April, and the cessation of the Erasmus+ DARE mobility project activities.

A summary of the main net movements from the previous forecast is given in the table below and explained in more detail within the relevant sections where necessary.

	£000s
Deficit per previous forecast	(854)

Managing Agents reduction	(130)
Erasmus – loss of contribution	(50)
Gardyne Sports Centre net contribution	60
Savings exercise reductions	390
Tay Cities Engineering Partnership	85
Additional Pay Award & NIC	(180)
Marketing investment	(70)
Other net movements	(61)
Deficit this forecast	(810)

5. Income

Total cash income forecast for 2021/22 has reduced by £265K to just under £44m, explained largely by the cessation of DYW at the College and recognition that there will be no further European funded mobility trips as previously noted. Combined, this removes income of £313K.

SFC Credit income remains unchanged for this forecast but is potentially subject to clawback as outlined above under current guidance and therefore presents risk. This extends to the additional credits provided this year for Deferred Students and Foundation Apprentices. We also continue to deliver credits under the YPG/NTTS programmes but may not be able to claim these without the further flexibilities requested being granted.

Delivery of SFC's FWDF remains challenging this year with activity rolling over from last year enhancing the forecast. Our forecast is unchanged and still considered achievable, with 35% being delivered in the first half of the year and a significant portion of the 2021/22 allocation amounting to circa £260K to be formally contracted for delivery by July.

Tuition fees have increased slightly in this forecast, mainly due to a rise in international fees. Confirmed full-time HE student numbers at the cut-off date for SAAS funding has validated our previous forecast. Commercial course income is currently behind target but we are strongly focused on achieving this and will ensure that adequate resources are available.

Non-core income has reduced by £404K. As noted above, this is largely explained by the reduction from cessation of activities, with corresponding cost savings, albeit not without some loss of contribution. A reduction in Managing Agent income, of £130K, is the other single most significant factor. It arises as a consequence of CITB income recognised in the previous year associated with deferred students. A prudent reassessment has been undertaken and a more robust process put in place to measure individual apprentice eligibility for payment. The COVID-19 legacy of deferring full milestone achievement will be with us for some years and as a consequence it is more difficult to fairly apportion income. Curriculum staff will also explore possible means of accelerating achievement in an effort to improve upon the current position.

Catering & other income forecast rises by £127K and benefits from a second increase from Gardyne Sports Centre, as anticipated last quarter, of £109K,

attracting increases in variable pay. The catering forecast itself is unchanged but footfall remains lower than anticipated and so will be challenging.

6. Pay Costs

Total pay costs have risen by £220K to just over £34.6m. This includes a provision for voluntary severance payments of £127K which is likely to be incurred in July but will yield annual salary savings of £300K. It is anticipated that the VS scheme will be reopened and additional costs incurred in-year so further savings can be achieved for 2022/23 and beyond.

In other respects direct payroll costs have increased by a net £73K, however this is after absorbing additional costs of the latest pay offer made to both academic and support unions, adding £110K, together with additional national insurance contributions from April. The offers made by the Employer's Association have been rejected and consequently there is a risk that our increased provision remains inadequate.

Other significant movements have seen the reduction in part-time pay contingency of £100K and the removal of DYW costs post March of £48K

7. Non Pay Costs

Total non-pay costs are forecast to reduce by £529K this quarter, with the removal of DYW and Erasmus contributing £277K in addition to specific reductions identified during a savings exercise, offset to some extent by some additional costs. The savings identified will not result in spend being reprofiled into 2022/23.

The one notable increase has been marketing, adding £70K to forecast in order to finance the recruitment campaigns for both this year's January intake and for next academic year.

ICT have given up the majority of the identified savings, with a net reduction off almost £200K + VAT. This was partly made possible by the continued supply chain issues already threatening deliveries by 31 July and smoothing out of the replacement cycle.

8. Subsidiary Company

Although reporting a small deficit for the first six months, we remain reasonably confident that Gardyne Theatre Limited will achieve the break-even position originally budgeted. A bid for £19K has been submitted to Creative Scotland's Cancellation Fund for performances between November 2021 and March 2022.

9. Student Support Funding

SFC have further enhanced allocations for both discretionary funding and digital inclusion, repurposing unspent student support funds.

10. Capital Expenditure

Although there has been some movement in contingencies and compensation items, the Kingsway development continues to be forecast £8.229m, based upon the main contractor's latest assessment, and split between capital and revenue. A residual capital spend of £3.405m to project completion is estimated in the current year, with the ALF contributing £3.3m and the balance to be funded from SFC Capital & Maintenance grant. The revenue forecast continues to include an allowance for the refurbishment of the lecture theatre but this is now unlikely to be carried out under the existing contract and unlikely to be scheduled this year.

11. Cash Flow Forecast

Although unaffected by the negligible movement in the operating result, it is possible that the negative working capital movement will be greater with the loss of both DYW and European funds, potentially reducing cash to circa £3.6m but still approx. £300K higher than originally budgeted and possibly erring on the side of prudence.

The Santander loan repayment of £457K was ultimately made in December. Cash held at 31 January was £6.7m of which £2.3m could be considered as specifically restricted, including surplus student support funds.

12. Conclusion

Management is conscious of the need to pursue all possible means of improving upon the forecast presented, particularly given the heightened risks around credits and the lower levels of funding that SFC are now signalling for 2022/23.

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

**Budget Monitoring Report & Forecast
Outturn**

	2020/21	Month 6, January 2022			2021/22			
				Variance from Forecast	Original Annual Budget	Previous Forecast	Latest Forecast	Variance from previous forecast
	Actual	Forecast	Actual	Forecast	£000's	£000's	£000's	£000's
SFC Credit income	28,912	15,713	15,713	0	31,425	31,425	31,425	0
SFC ESF Credits	1,143	514	514	0	1,028	1,028	1,028	0
Other SFC grants	4,174	1,325	1,586	261	3,492	3,964	3,965	1
SFC Total	34,229	17,552	17,813	261	35,945	36,417	36,418	1
Tuition Fees	3,407	2,733	2,515	(218)	3,740	3,320	3,331	11
Non-Core income	3,544	1,173	1,094	(79)	2,648	3,048	2,644	(404)
Catering & other income	1,739	639	662	23	1,409	1,266	1,393	127
Total Income	42,919	22,097	22,084	(13)	43,742	44,051	43,786	(265)
Teaching Pay - established	15,628	8,255	8,234	21	16,395	16,684	16,702	(18)
Teaching Pay - variable	2,577	1,182	1,168	14	3,046	2,428	2,394	34
Invoiced Staff Costs	349	326	187	139	656	583	603	(20)
Teaching Support Pay	2,209	1,175	1,207	(32)	2,448	2,410	2,428	(18)
Support pay	10,984	5,799	5,870	(71)	11,415	11,829	11,900	(71)
Apprenticeship Levy	103	52	55	(3)	104	105	105	0
VS Scheme	255	0	0	0	0	0	127	(127)
Unfunded pension payments	396	199	195	4	398	398	398	0
Total Pay Costs	32,501	16,988	16,916	72	34,462	34,437	34,657	(220)
Staff related costs	193	151	123	28	343	339	293	46
Consumables & Equipment	921	897	778	119	1,518	1,684	1,627	57
Exam fees	707	322	330	(8)	898	883	882	1
Student related costs	163	288	145	143	477	488	260	228
Property cost	3,196	1,188	1,484	(296)	2,513	3,251	3,238	13
ICT & Telephony	1,394	1,251	973	278	1,630	1,947	1,752	195
Insurance	117	64	64	0	128	128	128	0
Marketing	48	51	102	(51)	67	68	135	(67)
Professional fees	180	40	53	(13)	107	107	116	(9)
General Overheads	228	125	164	(39)	261	267	255	12
Interest & Charges	182	65	61	4	130	130	130	0
VAT	936	506	521	(15)	993	1,176	1,123	53
Total non-pay costs	8,265	4,948	4,798	150	9,065	10,468	9,939	529
Cash-backed surplus/(deficit)	2,153	161	370	209	215	(854)	(810)	44
Add: subsidiary profit/(loss)	2	0	(9)	(9)	0	0	0	0
Consolidated Cash-backed surplus/(deficit)	2,155	161	361	200	215	(854)	(810)	44

	2020/21	2021/22			
	Actual	Actual January	Budget	Previous Forecast	Latest Forecast
	£000's	£000's	£000's	£000's	£000's
Cash backed surplus/(deficit)	2,155	361	215	(854)	(810)
Loan repayment	(457)	(457)	(457)	(457)	(457)
Capital Expenditure	(1,568)	(2,358)	(4,743)	(3,454)	(3,440)
Capital funding	1,568	2,358	4,743	3,454	3,440
Asset Disposals	11	0	0	0	
Working capital movements	386	949	(800)	(800)	(900)
Net Movement in cash balances	2,095	853	(1,042)	(2,111)	(2,167)
Opening cash balances	3,758	5,853	4,425	5,853	5,853
Closing cash balances	5,853	6,706	3,383	3,742	3,686

Note

We hold restricted cash funds, excluding normal working capital, of approx. £2.3m at 31 January.

This includes surplus student support funds from all sources of approximately £1.1m

Risk Assessment of key volatile areas

Income/Expenditure Category	Latest Forecast £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	31,425	-	850	Controllable in terms of activity delivered but subject to rules imposed by SFC and additional flexibilities requested by the sector.	Mid	High	High	As outlined in the commentary accompanying the forecast, flexibilities are required to protect and enhance core credits in order to retain full funding and access additional YPG/NTTF Credits. It is difficult to evaluate or quantify the potential adverse impact but for this purpose it is based upon 3,000 credits. The likelihood of a favourable outcome is unclear at this time.
SFC ESF Credits	1,028	-	400	Not beyond our own recruitment and retention.	Mid	Low	Mid	Whilst it is essential that the college secures sufficient eligible students, it is not possible to access this funding unless both core and ESF credit targets are met by both the college and the wider sector. Potentially all funding could be withdrawn but it is thought more likely that only 40% would be lost, given adverse deviation already assumed above.
Other SFC grants	3,965	100	200	Yes, however subject to market demand for FWDF training	Mid	Mid	Mid	Management is strongly focused upon FWDF delivery and making resources are available, however COVID has remained a constraining factor affecting customer demand and a significant portion of planned activity must still be contracted. Other elements within this category are largely matched with cost.
Tuition Fees	3,331	-	200	Yes, in terms of marketing, recruitment delivery and retention but limited influence over demand.	Mid	Mid	Low	Risk of a further shortfall in full-time HE was removed as we passed the cut-off date, however meeting part-time and commercial targets will be difficult despite enhanced marketing. Favourable deviation now appears unachievable at this stage.
Non-Core income	2,644	100	100	Partly; varies across such a disparate category.	Low	Low	Low	Apprenticeship income continues to suffer from COVID constraints and has again proved volatile. This quarters reduction reduces residual risk however. Movement in other elements are usually matched with cost and so net impact can be negligible.

Income/Expenditure Category	Latest Forecast £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	
Catering & other income	1,393	100	100	Yes, subject to Covid restrictions.	Low	Low	Low	Catering targets are demanding whilst we still experience limited footfall. Conversely, activity at the Sports Centre, the second largest element within this category, continues to recover.
Total Pay (exc. VSS & unfunded pensions)	34,132	100	200	Largely yes, subject to increased teaching demand and national agreements.	Mid	Low	Low	Limited contingencies and absence of a pay agreement for either academic or support staff amidst rising inflation presents risk of further increase.
VSS	127	-	200	Yes	High	Mid	Mid	It is very probably that the VS scheme will be reopened in order to target further savings. An acceptable cost is wholly dependant upon these savings and the possible adverse deviation cannot be an informed estimate.
Property cost	3,238	100	100	Yes, subject to inherent risks of the usual unpredictable factors.	Low	Low	Low	Whilst property budgets are well managed, there is always risk of unplanned expenditure, albeit this reduces as we progress through the year. Utility costs are a significant element and although these are rising globally forward purchasing has mitigated the risk of substantial increases for FY 22/23.
Non-pay costs excluding property	6,701	100	200	Yes, with limited exceptions.	Low	Low	Low	Stronger budget holder engagement and forecast reductions suggest that costs will not rise significantly in the absence of additional attributable funding not currently predicted.

FINANCE & PROPERTY COMMITTEE

Tuesday 1 March 2022



FINANCE

6.2 Financial Strategy Update

PAPER D

FINANCE & PROPERTY COMMITTEE

Tuesday 1 March 2022



ESTATES UPDATE

PAPER E

BOARD OF MANAGEMENT
Finance & Property Committee
Tuesday 1 March 2022



Estates Update

Paper for noting

1. Introduction

This paper provides an update on estates related activity since the last report to the committee.

2. Recommendations

Members are asked to note the report.

3. Kingsway Tower Project Update

The Kingsway Tower – Hair, Beauty and Complementary Therapy new build project continues to progress well and is now nearing completion, with an expected handover date of Friday 8 April 2022.

The existing lecture theatre is now wind and watertight and a decision has been taken to not progress the internal refurbishment of the theatre as part of the main project. The College will instead progress the internal refurbishment of the lecture theatre as part of its summer works programme, using the budget that had been allocated as part of the main project. The available budget is £132K + VAT.

The Estates team felt that we could significantly reduce the projected costs of the refurbishment by taking it out of the main project.

4. Capital Backlog Maintenance Projects

The majority of the 2021-22 Capital Backlog Maintenance Grant has been allocated to the Kingsway Tower Project for the mechanical and electrical infrastructure and internal and external fabric. We have however identified a small number of other backlog maintenance projects that we intend progressing between now and the end of March 2022 using the remaining budget.

5. The Tay Cities Engineering Partnership

Work to create the new Advanced Manufacturing facility in our Arbroath campus has made excellent progress and the project is on target for completion by 31 March 2021.

6. Awards

We were recently shortlisted in the Sustainability category at the prestigious Scottish Public Service Awards which took place in the Scottish Parliament also in December for our **‘Going Green the D&A Way’** submission and it is pleasing to report that we were successful.

7. Link to Strategic Risk Register

Progressing these Estates projects and initiatives will support the mitigation of a range of risks identified within the Strategic Risk Register namely;

- 3.1 – failure to reach aspirational standards in learning, teaching and service delivery
- 3.2 – failure to achieve/maintain compliance arrangements
- 3.3 – serious accident, incident or civil/criminal breach, legal action

Author: Billy Grace, Head of Estates

Executive Sponsor: Jaki Carnegie, Vice Principal – Corporate Services

FINANCE & PROPERTY COMMITTEE

Tuesday 1 March 2022



PROCUREMENT UPDATE

PAPER F

BOARD OF MANAGEMENT

Finance and Property Committee

1 March 2022



Procurement Report

Paper for noting /approval

1. Introduction

Section A - Procurement Update / Contract Awards for **Noting**, provides information on the contracts that have been awarded during the period from December 2021 to February 2022.

This section also includes any requests for retrospective **Approval** of Non-Competitive Awards (NCA's).

Section B - Planned Contracting requiring **Approval**, includes a list of contracts where the aggregated spend over the contract term is likely to exceed £100K (inclusive of non-recoverable VAT) including call-off contracts under Framework Agreements let by other authorities, such as APUC, Scottish Procurement and Crown Commercial Services.

This section also includes any requests for **Approval** of NCA's.

This section also covers local contracts to be awarded over £25K following the College's own tendering process.

Section C – Planned Procurement and Recent Awards for **Noting**, provides a list of proposed or awarded contracts that are greater than £50K in value but less than the recently revised threshold of £100K (Chairs of Board and Finance & Property Committee) as laid out in the College Financial Regulations.

Values exclude VAT unless otherwise stated.

2. Recommendation

Members are asked to:

- a) note the recently awarded contracts
- b) approve Non-Competitive Awards
- c) approve any additional anticipated procurements not already included in the Annual Planned Procurement Report submitted to the Committee in September 2021.
- d) recommend for approval to the Board for potential procurement over £500K for Tay Cities Advanced Manufacturing + Engineering facility equipment.

Author: Amanda Walsh, Procurement Manager, Brian Ferguson, Head of Finance
Executive Sponsor: Jaki Carnegie, Vice Principal - Corporate Services

Section A - Procurement Update / Contract Awards / Extensions: Dec 21 – Feb 23

Contract name	Hair and Beauty Furniture and Equipment
Route to Market	Direct Award Call Off from APUC Framework
Successful Bidder	College Kits Direct Limited
Contract Value	£60,936 (excluding VAT) Note: A further furniture and equipment order of approximately £30,000 is pending.
Owner	Head of Estates
Award Date	February 2022
Start Date	April 2022
Contract Period	One Off Purchase

Section B – Planned Contracting Requiring Approval: From January to December 2022

Contract name	Insurance
Incumbent Supplier	Zurich Municipal
Annual Value (2020/21)	£117,000 (incl. Insurance Premium Tax)
Contract Value	£300,000 (estimated potential cost over two years)
Owner	Head of Finance
Route to Market	<p><u>Option One:</u> APUC Framework – Insurance Services (INS1002 AP)</p> <p><u>Option Two:</u> CCS Frameworks – Insurance Related Services 3 (RM6020) for Insurance Brokerage and Associated Services and Insurance Services 3 (RM6138) Dynamic Purchasing System for the placement of Insurance.</p> <p><u>Option Three:</u> Direct Award to U.M. Association Ltd. (UMAL). UMAL exclusively provides cover for universities and higher education colleges and institutions. UMAL is not driven by a commercial imperative, profit, shareholders or the need to deliver a target return of equity but based on a close partnership with its members. UMAL are exempt from the normal application of Public Contract Regulations as contracting authorities can award contracts to an ‘in-house’ provider – which in effect, UMAL is, given that it is owned by its members.</p> <p><u>Recommendation for consideration:</u> We firstly explore the direct award of insurance brokerage services from the CCS Framework to seek advice and support with a min-comp utilising either the APUC or CCS framework for insurance cover. In</p>

	tandem we continue to engage with UMAL to determine the potential savings that may be available by becoming a member and gain assurances that this would not present unacceptable risk.
Intended Contract Start Date	August 2022
Proposed Contract Period	2 Years
Rationale	<p>Several options are being explored to ascertain the route likely to offer best value. The CCS framework offers the potential of a first stage brokerage type service that may further influence a second stage insurance award.</p> <p>A derogation enabling the colleges to purchase insurance is set to lapse in the next two years and therefore with no reinsurance a further derogation will be granted and no discernable commercial advantage, a maximum two-year term is advised.</p>
Risks	The Insurance Market has changed significantly since the College last tendered, key insurance providers have strategically withdrawn services from the Higher/Further Education Sector. The risk of limited competition has resulted in the College reviewing multiple procurement routes to ensure best value is achieved.

Contract name	Advanced Manufacturing & Engineering facility Equipment
Incumbent Supplier	N/A
Annual Value (2020/21)	N/A
Contract Value	£330,000 to £540,000 (Note: the higher sum is the maximum budget available from Tay Cities Engineering Partnership based on a requested carry forward of 2021/2022 funds unspent)
Owner	Strategic Project Manager
Route to Market	Open Tender via Public Contracts Scotland – Tender (PCS-T)
Intended Contract Start Date	September 2022
Proposed Contract Period	One Off Purchase
Rationale	<p>A suitable procurement framework is unlikely to be available. The advantages of conducting an open tender procedure means all organisations of all sizes have the opportunity to submit a tender, increasing the opportunity for a number of innovative proposals/solutions.</p> <p>Requirements have not yet been finalised but includes tools and equipment manufactured to bespoke specification including but not necessarily limited to:</p> <ul style="list-style-type: none"> • CNC Lathe 2 - axis (Vulcan 8", short, F)

	<ul style="list-style-type: none"> • CNC Lathe CY (AS200) • CNC Mill 3 - axis (Vulcan 710L, belt, F) • CNC Mill 3 - axis (Above + 4th axis) • CNC Mill 5 axis (MF400) • CNC Multi-axis lathe (WT) • Polymer Extrusion Additive manufacturing (Added to CNC Mill) • 2 x Manual Lathe 2-axis • 2 x Manual Turret Mill 3 -axis • Bandsaw Automatic 100mm square min. • Manual Pillar Drill • 3D printer <p>The Partnership Business Case requires the successful supplier(s) to provide additional equipment on an 'in kind' basis to the value of £500,000 for the Engineering and Advanced Manufacturing (EAM) Centre of Excellence and Product Innovation Lab (PIL). Equipment provided will remain the property of the supplier but shall be made available for use by Tay Cities Engineering Partnership (TCEP) in pursuit of its objectives but within the parameters agreed for training use and demonstration.</p>
Risks	The provision of additional equipment on an 'in kind' basis to the value of £500,000 may discourage potential bidders (especially SMEs) from tendering.

Contract name	Timber Supplies
Incumbent Supplier	Orchard Timber Products
Annual Value (2020/21)	<p>£19,516 (excluding VAT)</p> <p>Note: Reduced practical lessons, resulting in reduced spend during 2020/21. Recent market/supply disruption has seen the cost of building materials (including Timber Products) soar. Prices are beginning to fall.</p> <p>The future annual contract value is estimated at £30,000 to £35,000.</p>
Estimated Contract Value	£140,000 (excluding VAT)
Owner	Head of Sector
Start Date	September 2022
Route to Market	Open Tender via Public Contracts Scotland – Tender (PCS-T)
Proposed Contract Period	2+1+1 years
Rationale	Challenges with previous tender returns and volatile market pricing activity due to Covid-19 implications has meant that the contract strategy will be revisited.

	Engagement and supplier development opportunities will need to be undertaken with the local supply market to improve their awareness of public sector procurement and tendering.
Risks	<ul style="list-style-type: none"> • The shortage of building and construction materials is likely to continue throughout early 2022, although the supply of timber products are now beginning to catch up with demand, the price of timber is still inflated. • The incumbent supplier fails to compliantly re-tender.

Non-Competitive Awards

These are proposed and require both SFC and Board approval.

Contract name	Virtual Reality – Wind Turbine Software/Technology
Requester and Department	Strategic Projects
Supplier Name	Animmersion UK Ltd
Contract Value	£70,795 (excluding VAT)
Contract Period	One Off Purchase
Brief Description of Product or Service	<p>Building upon a contract originally awarded to Animmersion by Heriot Watt University (on behalf of The Great Exhibition of the North Partnership comprising of Heriot Watt University, the Offshore Wind Energy Catapult and Energy Skills Partnership), STEM funding has been secured from Seagreen Wind Energy Ltd to further develop Virtual Reality – Wind Turbine Technology/Software.</p> <p>Approval seeks supply of 12 Virtual Reality (VR) Headsets, preinstalled with remote management solution and VR wind turbine software.</p> <p><u>Supply:</u></p> <ul style="list-style-type: none"> • 12 x Headsets Pico Neo 3 • Remote Management Solution - Sure MDM (36-month support) includes 3 days of dedicated management • Software - Bespoke <p><u>Training:</u></p> <ul style="list-style-type: none"> • Half day onsite training session • Introduction and familiarisation of headsets and installed software • Headset usage, maintenance and troubleshooting • Various examples of VR software used in industry – demonstration only
Justification for NCA	To further develop the existing VR technology and software, beyond the original contract phases 1 and 2, a

	<p>direct award to Animmersion is sought for the reasons that the current technology and software cannot be embraced by any other developer and is protected by a non-disclosure agreement (NDA). Final software Intellectual Property Rights (IPR) rests with Energy Skills Partnership but cannot be used without the consent of Offshore Renewable Energy Catapult who manage the original turbine CAD data IPR still owned by Samsung. ORE Catapult have given consent to the continued use of the IPR on the understanding that it is not to be shared outside the established NCA with Animmersion.</p> <p>Conducting a compliant procurement procedure would not only result in the earlier phases of the project being duplicated and incur additional financial and time costs but would almost certainly not be viable without the existing IPR. The original contract was directly awarded by Herriot Watt to Animmersion UK Ltd on the grounds of competition being absent for technical capabilities. Without conducting market research and engagement, it cannot be clarified as to whether new competition has entered the market since the original contract was awarded, however this seems irrelevant given the current IPR constraints.</p> <p>In accordance with the Financial Memorandum, SFC have been asked to approve this NCA.</p> <p>Note: Under the Procurement (Scotland) Regulations 2016, Regulation 6 – Circumstances in which a contract can be awarded without competition, point (d) applies:</p> <p><i>(d) where the following conditions apply—</i></p> <ul style="list-style-type: none"> <i>(i) it is for new works, services or both, consisting of the repetition of similar works or services entrusted to the economic operator to which the contracting authority awarded an original contract, provided that such works or services are in conformity with the project for which the original contract was awarded;</i> <i>(ii) not applicable</i> <i>(iii) not applicable</i> <i>(iv) not applicable.</i> <p>The Procurement (Scotland) Regulations 2016 (legislation.gov.uk)</p>
Approver	Strategic Project Manager

Contract name	EV Automotive Training Kit
Requester and Department	Engineering/Skills Academy
Supplier Name	Lucas-Nülle
Contract Value	Approx. £32,000 (excluding VAT) – 38,327 Euros quoted
Contract Period	One Off Purchase
Brief Description of Product or Service	<p>Car Train Kit for Hybrid and Electric Vehicles.</p> <p><u>Supply</u></p> <ul style="list-style-type: none"> • IMI EV2.2: "Electric/Hybrid Vehicle Routine Maintenance" incl. EV3 • Safety Zone for CarTrain/TruckTrain (Hybrid and Electric Vehicles) • Standard Group Lock Box for Lockout/Tagout (with 1 Padlock) • Composite Insulating Gloves, Class 0 • Insulation tester (1000V/2GΩ, CAT III 1000V, CAT IV 600V) <p><u>Recommended Additions</u></p> <ul style="list-style-type: none"> • Charging Station for PEV and PHEV • Sideways training panel frame extension • Mobile InsTrain/CarTrain/TruckTrain experiment stand, SybaPro 1070x1350x700mm <p><u>Accessories</u></p> <ul style="list-style-type: none"> • CarTrain-Flight case • Foam insert for CarTrain- Flight case for -6X
Justification for NCA	<p>Funded by Skills Development Scotland to support the establishment of the Skills Academy at MSIP, requiring funding be expended within the current fiscal year 2021/22 (although clarification is urgently sought from SDS and an extension may be requested),</p> <p>Two NCAs to Lucas-Nülle were granted at the December 2021 Finance and Property Committee for being sole a supplier of specialist product:</p> <ul style="list-style-type: none"> • Computer-based training and experimentation system for vocational training and education; • Hybrid and electric vehicles training system. <p>Notably ESP have already conducted various research exercises to understand market capabilities and identify suitable EV automotive training equipment.</p> <p>Research consisted of:</p> <ul style="list-style-type: none"> • Desktop research including webinars • Contact with local dealerships • Engagement with industry specialists including Nissan, JLR, Toyota and Renault • A visit to World Skills in Birmingham

	<ul style="list-style-type: none"> • Consultation with IMIM, who signposted Lucas Nülle in Germany <p>Based on the research methods employed above, it is understood that Lucas-Nülle are the only supplier capable of delivering this specialist equipment.</p>
Approver	Head of Sector/Strategic Project Manager

Section C – Planned Procurement and Recent Awards for Noting

No new activity.

MSIP Skills Academy Robotics Equipment

As noted previously, funding of up to £100,000 has been secured for the MSIP Skills Academy from The Mathew Trust for the supply of robotics equipment and training to equip the new James Mathew Laboratory. A potential supplier has been identified but the precise specification and potential route to market requires to be further explored. This will be included within the next update.

Seagreen STEM funding

The college has been awarded a total of £300,000 STEM funding (see also NCA for Animmersion above) from Seagreen Wind Energy Ltd. to equip both the Advanced Manufacturing Centre and MSIP Skills Academy in addition to the acquisition of a mobile STEM resources and engagement unit. Specification and procurement routes have yet to be decided.

Climate Emergency

And finally, unconnected to tenders/contract awards, in accordance with Dundee & Angus College's ambitious plans for tackling climate change and becoming net-zero by 2040, procurement alongside various key stakeholders aim to embed sustainability practices within Dundee & Angus College's governance arrangements.

Achieving value for money will remain the focus for Procurement, securing from contractors the best mix of quality and effectiveness to deliver the requirements of the contract, for the least outlay over the period of use of the goods or services bought. However, in a broader view of value for money, our procurement policy will be developed to include the reduction of environmental impacts.

The creation of a Net-Zero Policy or Statement will not focus only on how the College will comply with existing regulations but articulate a clear and credible approach as to how our organisation will reduce the carbon footprint we create. In addition, our efforts to de-carbonise are intended to go beyond our own organisation's internal environment and culture, seeking to encourage our external environment particularly those organisations we do business with to encourage immediate action to mitigate the negative impact we have on climate change.

FINANCE & PROPERTY COMMITTEE

Tuesday 1 March 2022



**CLIMATE EMERGENCY
ACTION PLAN UPDATE**

PAPER G

BOARD OF MANAGEMENT
Finance & Property Committee
Tuesday 1 March 2022



Climate Emergency Action Plan Update

Paper for noting

1. Introduction

This paper provides the first update on progress towards the Climate Emergency Action Plan (CEAP).

2. Recommendations

Members are asked to note the report.

3. Progress Update

Following on from the launch of the action plan in November 2021, we have finalised membership of our Climate Emergency Action Group (CEAG) who have been tasked with assisting with the implementation of the plan.

You will recall that the college has aligned its plan to the [The Climate Action for UK FE Colleges Roadmap](#) which provides clear actions and guidance on how colleges can respond to the climate emergency and advance sustainability. Dundee & Angus College has used this Roadmap to initially assess our current standing and to assist us in developing our strategy to developing our PATH TO NET ZERO.

There are 5 Roadmap elements –

1. Leadership and Governance
2. Teaching and Learning
3. Estates and Operations
4. Partnerships and Engagement
5. Data Collection.

An operational plan has been developed for each of the Roadmap themes and senior managers from the CEAG have been appointed to lead on the theme most relevant to their role in the College. The team leads for each Roadmap theme will be supported by other members of the CEAG and other staff members will also be co-opted on to assist as required. Students will also be invited to join these Roadmap teams and they will play a vital role in assisting with the College achieving their objectives.

Although the action plan was only launched in November 2021, it is pleasing to report that we are already meeting and achieving some of the targets and objectives we had set, and these are detailed below –

Leadership and Governance

- (Re)Established Sustainability Committee (Climate Emergency Action Group)
- Signed up to the [Sustainable Development Goals Accord](#)

Teaching and Learning

- Members of Climate Emergency Action Group have successfully completed carbon literacy training
- Cross-college participation in Global Goals Teach-In

Estates and Operations

- Ensured recycling/signage is available in every building
- Electricity to be supplied only from a renewable source from 1st April in all campuses
- Installed waterless urinals on all 3 campuses
- Introduced Cup Cycle scheme

Partnerships and Engagement

- Signed the Global Climate Letter
- Launched the Green Living site and engage staff (academic and support) with regular interactions
- Continued to promote the Period Poverty Project partnership with Angus Community Planning project Free Period Angus, encompassing our college, local schools and community
- Built on our commitment to tackle food poverty building partnerships with local foodbanks and supermarkets for food donations for our students to assist them in achieving their academic goals

Data Collection

No progress at this stage.

4. Education Scotland

Education Scotland commented positively in their feedback following their visit about the work taking place and the engagement of students and staff in relation to Climate Emergency Action Plan.

They highlighted the Environmental Officer role and links into the CEAP were positive and encouraged staff and student engagement in sustainability and the College's net zero ambitions.

It is pleasing to get external validation particularly from Education Scotland for the work the college is doing to tackle the Climate Emergency.

5. Operational Targets




Appendix 1 below provides a status update for each of the operational targets for the 5 Roadmap elements.

6. Link to Strategic Risk Register

Climate Emergency risk has been developed and will be presented to the Audit Committee for approval and this will appear in future CEAP updates.

Author: Billy Grace, Head of Estates






Executive Sponsor: Jaki Carnegie, Vice Principal – Corporate Services

	Complete or on target to complete
	Behind schedule by < 3 months from original deadline
	Behind schedule by > 3 months, or in danger of not being delivered

Leadership and Governance Roadmap Targets

Operational Target	Complete By	Progress RAG
Embed the UN Sustainable Development Goals in College activities, documents and practices	December 2023	
Build sustainable thinking and practice into the D&A Way of leading and operating	December 2023	
Gather College Views on Sustainability	Annually	
(Re)Establish Sustainability Committee	November 2021	Complete
Establish a Student Sustainability Committee	January 2022 April 2022	
Meet with Leaders (SLT/ Board) to agree Net Zero Targets	October 2021 June 2022	
Incorporate net zero ambitions in 2025 strategy and annual Outcome Agreements	January 2022	Complete
Develop climate adaptation/ climate risk management approach	July 2022	
Incorporate sustainability into governance arrangements	December 2023	
Embed climate responsibility into staff development	June 2023	
Secure climate action resource plan/budget (annually)	June 2022	
Achieve Carbon Literate Organisation Standard (or equivalent)	June 2023	
Sign up to the Sustainable Development Goals Accord	November 2021	Complete
Embed SDGs into governance arrangements	December 2023	
Use the Community Wealth Building agenda to support College activities and policy developments	December 2022	

Teaching and Learning Roadmap Targets

Operational Target	Complete By	Progress RAG
Customise Carbon Literacy programme for D&A	June 2022	
Deliver carbon literacy training to staff and students	June 2023	
Participate in Global Goals Teach In	Feb/March annually	
Train teaching staff to incorporate sustainability into curriculum for all courses The next stages include: <ul style="list-style-type: none"> Work with D&G College to create training for all college staff Contextualise the above training for D&A Staff 	Ongoing - Inclusion in the Lecturing Professional Pathway and it's associated qualifications.	
Progress the Sustainability Champions programme to become a bespoke D&A Model for lecturers to learn about sustainability and embedding it in their teaching.	December 2022	

Operational Target	Complete By	Progress RAG
Signpost and highlight the SDGs in all D&A professional learning sessions	September 2022	
Undertake a mapping exercise in each department that articulates how the SDGs are embedded into courses and student learning	June 2023	
Review and expand provision of sustainability within Teach@D&A	Annually	
Showcase good practice in embedding Education for Sustainable Development	Annually	

Estates and Operations Roadmap targets

Operational Target	Complete By	Progress RAG
Ensure recycling/signage is available in every building	Achieved	Complete
Implement strategies to reduce energy use	March 2022	
Modify estates strategy in line with net zero target	May 2022	
Apply for grant funding to improve energy efficiency/reduce emissions	Ongoing (as funding becomes available)	
Set and implement targets to reduce waste on campus by 50-75%	August 2022	
Implement renewable energy on a part of/all of the estate	Ongoing	
Create fully green energy campuses	2030	
Expand travel policy to reduce emissions from commuting to/from campus	November 2021 April 2022	
Replace all petrol/diesel cars and vans from the College fleet with electric alternatives	April 2022	
Create e-cycling hubs on each campus	May 2023	
Create (compliant) sustainable procurement policy	May 2023	
Install waterless urinals on all 3 campuses	March 2022	Complete
Implement a sustainable travel policy	November 2021	
Implement Cup Cycle scheme	December 2021	Complete
Remove all single use plastics from sale	June 2022	
Engage with every operational department to establish sustainability targets	August 2022	
Develop a carbon offsetting plan	2024	

Partnerships and Engagement Roadmap Targets

Operational Target	Complete By	Progress RAG
Sign the Global Climate Letter	November 2021	Complete
Establish climate action network with local council	July 2022	
Work with local community/ council/ businesses to improve local biodiversity	July 2022	
Apply for Green Gown or AoC Beacon Award	Annually	
Launch the Green Living site and engage staff (academic and support) with regular interactions.	June 2022	
Establish a Climate Emergency Partnership Forum	March 2022	

Operational Target	Complete By	Progress RAG
Develop formal partnership agreements with existing and new partners to include carbon commitments	March 2022 (existing) then ongoing	
Complete an environment scan to identify complementary partners	December 2021 April 2022	
Continue to promote the Period Poverty Project partnership with Angus Community Planning project Free Period Angus, encompassing our college, local schools and community	Ongoing	
Build on our commitment to tackle food poverty building partnerships with local foodbanks and supermarkets for food donations for our students to assist them in achieving their academic goals	Ongoing	
Promote the 17 Sustainable Development Goals with a graffiti festival where students and college partners will create large scale murals on vacant walls with the aim of evoking thoughts and feelings on our own behaviours and values in relation to the Climate Emergency	March 2022	

Data Collection Roadmap Targets

Operational Target	Complete By	Progress RAG
Develop and implement plan to measure Scope 3 emissions	December 2022	
Create a system to collect all business travel information	July 2022	
Collection of student and staff commuting data	July 2022	
Collection of purchased goods and services, transportation and distribution (up- and downstream)	December 2022	

FINANCE & PROPERTY COMMITTEE

Tuesday 1 March 2022



VP CORPORATE SERVICES REPORT

PAPER H

BOARD OF MANAGEMENT
Finance and Property Committee
Tuesday 1 March 2022



Vice Principal Corporate Services Report

Paper for information

1. Introduction

This report brings to the Committee's attention matters, which are not covered by other agenda items.

2. Recommendation

Members are asked to note the contents of this paper.

3. Scottish Funding Council Update

The SFC announced the following funding:

Publication	Topic	Allocation
SFC/AN/01/2022	In-year redistribution of student support funds 2021-22 Additional Student Support Funds	Nil
	The unspent monies from student support funds have been repurposed as:	
	Discretionary	£208K
	Digital	£234K

4. Supporting Our Learners

January recruitment has required a huge effort from the team working with all our external partners and curriculum staff to try and boost our recruitment figures. Despite offering several new programmes including our accelerated HN programmes we had to cancel 11 streams due to lack of applications within those fields. Our Help Point staff offered drop-in sessions within the Overgate Centre to support applicants and trying to raise our profile. Currently our January recruitment figures are at 90% on previous sessions.

We are also now in full recruitment mode for our 22/23 intake, applications opened on 17th January 2022 and the team are working on recruitment sessions. We have created a short course to aid applicants understand the application process –

<https://rise.articulate.com/share/ugKmFlwJ-atWt0GRyfYXNGpzHw62tmXZ#/>

The Help Point staff are also working with several partners in the community of Dundee and Angus to offer a Help Point Drop-in facility within their premises to promote the

offerings we have and support candidates with their applications and funding options.

On 31st January 2022 a further 22 new SkillsBoost programmes were launched, with various teams continuing to market these and promote our part-time progression pathways.

Student Funding Team have had to re-assess all Under 22 student awards due to the new national free bus travel scheme. We are continuing to support student travel until end of February due to some issues candidates have had with the national application process. The team are also working closely with Students Services team on our Winter Fuel Assistance Campaign to offer discretionary funding to students that are struggling with additional fuel costs and to those students that continue to study remotely with wi-fi or digital costs.

Retention continues to be key for all teams offering an input into our 2022 is your year to... campaign. We have also worked with the Student Association on personal phone calls to any learners that did not return to classes after Christmas break. We have also worked with LDR to add a Wellbeing Resilience and Career Insight course to every course teams site for students to work through at their own pace.

The team are looking forward to offering more on campus services and being able to engage with our students at recruitment sessions and get back out in the community to promote D&A.

5. Service Design Academy Update

Our **Pipeline** from 1st August to date has 76 organisations:

25 are In Progress/Completed

7 proposals have been Accepted and Work Scheduled

6 Discovery Sessions are booked

11 Proposals have been issued

Conversion from Contact to Delivery remains high at 42% but is 9% lower than in 2020/21. In January we received 9 qualified enquiries from organisations and are continuing to build existing and new markets founded on an already excellent reputation. We continue to build our profile as experts in service design. The team all take ownership of this which leads to further referrals, qualifies enquires and repeat business. Recruitment to the **PDA in Service Design** has increased this year with 41 students enrolled to date, 4 undertaking individual Units and 7 Deferred Students completing alongside the August 2021 Cohort. 11 of the enrolled students are the inaugural PDA in Service Design for Scottish Local Authorities run in partnership with the Scottish Digital Office.

As reported in November, and reflected in our conversion rate, we have seen a dip in the number of organisations committing to training, this has been the case across the board – both commercial and those able to access the Flexible Workforce Development Fund. We are repeatedly being told there is no capacity to undertake training at this time. A considerable amount of time and effort has gone into bringing clients to the Proposal Stage without these coming to fruition. Likewise, we have had several who committed and then either cancelled or reduced their requirements. We are seeing

more uncertainty in the marketplace than previously experienced during the pandemic. This decline continues to reflect in our **Contribution Report**.

	£000's	Month 6 2021/02			Revised Annual Forecast
		Budget	Actual	Variance	
SFC Credit income		11	11	-	23
Flexible Workforce Development Fund		69	53	(16)	147
SFC Total		80	64	(16)	170
Tuition Fees		197	77	(120)	364
Other income		1	4	3	4
Total Income		278	145	(133)	538
Pay costs		229	229	0	442
Travel, consumables etc.		5	2	3	16
Total Expenditure		234	231	3	458
Contribution		44	(86)	(130)	80

The above figures will not yet account for the January & February PDA Fees (£36K) and work in progress for FWDF (£34K). The committed delivery schedule for late February, March and April is considerably improved (£48K) and we have enough enquiries to consider running a 4th PDA this session starting in May or June and the new short course provision runs March to June. We have identified £15K of savings in Expenditure and Pay Costs have been reduced by £22K.

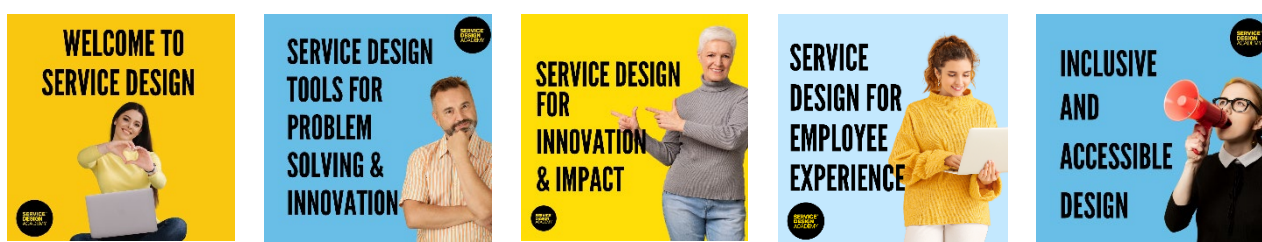
The forecast contribution has been reduced from £125K to £80K since the December report. Efforts are ongoing to reduce expenditure and increase conversion and commitment to enable delivery. Contract templates are also being reviewed so that where clients who change arrangements without sufficient notice will be required to pay a cancellation fee.

Groundwork on building **partnerships** in 2021 is now seeing commitment with:

- The PDA in Service Design for Scottish Local Authorities being offered in partnership with **Scottish Digital Office**.
- **Glasgow City Council** were not successful with their Bloomberg Cities Bid however work is continuing at pace with the development of a new Neighbourhood Design Academy included in the manifesto for the Council elections in May as well as other partnership opportunities with the **Centre for Civic Innovation**.
- The **Wood Foundation** and **UNESCO** partnerships are being consolidated with potentially more projects in 2022.
- The recent achievement of a partnership with the **Scottish Digital Academy** is a giant step for us in terms of working with Scottish Government. Although financials still need to be agreed they have suggested the development of a PDA in Service Design for Scottish Government, the purchase of places on short courses and

- customised courses for Scottish Government and the third sector.
- Things have picked up with **V&A Dundee** with the appointment of their new Design for Business Manager and discussions have taken place to run an event in partnership with V&A, SDA and DJCAD with the working title “What the hell is design and what can it do for your business?”
 - **DJCAD** - we have delivered 2 Service Prototyping Workshops for Design for Business students and are collaborating on the development of our Inclusive & Accessible Design short course.
 - **Overseas Markets** continue to grow and develop with meeting scheduled with a UX Company in Dubai. The message from our USA contacts and the Service Design Network is that America needs service design and a service design qualification, and we are hopeful of entering the market in the medium term.
 - **Service Design Network** – we are exploring opportunities for a more partnership-based Accreditation model (rather than transactional) creating a stage for SDA within SDN and the co-creation of workshop content and learners pathways across the organisations.

5 new courses are in development and scheduled for delivery with the launch of our new Short Course provision for Spring 2022. View the launch Newsletter [here](#).



Our new marketing style appears to be having impact and followers continue to increase across all platforms, particularly on LinkedIn (last 30 days analytics shown).



The appointment of a **Marketing & Media** Assistant through the Kickstart campaign has made a valuable contribution and a focus on video production. The development of the [Valued Voices](#) theme videos with business leaders has provided media content and is sent to prospective customers. [Meet the Team](#) videos were produced, and our YouTube Channel videos have been updated and revamped. Course videos were produced, watch [What is the PDA in Service Design](#). We now intend to work with the Marketing Department to identify the skills needed to drive website content, marketing campaigns and targeting campaigns, and to focus on our USPs and target audience.

The high last month was the opportunity to work with the College again on the **D&A**

Future WoW Project with over 380 staff working on 6 themes online, watch the [video](#). We hope you will be able to join us for Day 2 with Students and Board Members (more info soon).

6. Economic Recovery

Raising Profile

We continue to raise the profile of the college on the ground and through marketing channels.

Recent activity includes:

- Launch of a suite of Business Events in partnership with Shirlaws Group and RBS Enterprise Team
 - 25/01/2021 Maximising The Opportunity in Challenging Times with Fergus King of Shirlaws Group
 - 28/01/2021 Mindset in Business with Nick Bansal, RBS Enterprise Manager
 - 22/02/2021 Maximising The Opportunity in Challenging Times Fergus King of Shirlaws Group
 - 25/02/2021 Understanding your Customer Audience with Nick Bansal RBS Enterprise Manager
 - 25/03/2021 Pitching your business with Nick Bansal RBS Enterprise Manager
 - 29/04/2021 Business Model Canvas with Nick Bansal RBS Enterprise Manager
- 10/01/2022 – City Centre Recovery Group Meeting – facilitated discussion around how the College can support with the clean up of the city
- 14/01/2022 – Meeting with Scottish Enterprise Strategic Partnership Manager as to how we support large corporations with their skills gaps
- 27/01/2022 – Presented at the St Andrews Industry Club event which focused on how we take an industry led approach to bridging the skills gap as we transition to net zero
- 28/02/2022 – Held a showcase day for leaders in Electric Vehicle and gave them a tour of our Kingsway campus and our EV Training School at Robert Lawson and Sons. We then spent the afternoon road mapping the future careers and where they see the challenges with skills.

Partnerships

Partnerships continue to be a priority focus for the team. These partnerships come in many guises – some are simply to offer workplace experience to students and staff, some are sponsorship opportunities and others are real collaboration opportunities where they are working with us to shape a future curriculum.

New businesses on board as partners since the last report submission:

- Tronius
- Zaptec
- Meptec
- Plug Life

- Interplex
- Greystone Energy
- NOV
- Imperium Experts
- E-Sports Scotland
- Embark

Transportation Scotland

Caryn Gibson is in talks with Transportation Scotland around the development of a skills portal that they are looking to develop and roll out with local businesses across the transportation sector. After hearing a presentation at an event they were impressed by our industry led approach to adapting curriculum and would like to partner with us to roll this out.

Inward Investment

There is a strong pipeline of inward investment opportunities coming to our region over the next few months and all are looking at mass recruitment.

As part of the inward investment group Caryn Gibson is working with them all on a support package as to how we can support with mass recruitment and longer learning journeys for their staff. All have been highly impressed with our tailored academy model offering.

Academies

Whilst the employability landscape continues to remain cluttered and confusing Caryn Gibson is reviewing the most appropriate approach to our academy models. This will propose us stopping delivering generic academy models that we struggle to recruit for and instead deliver partnership academy that can see individuals go onto a number of different positive destinations.

The three partners we are discussing this with are:

Women's Business Station – Women's business station provide enterprise support to female led businesses and have recently launched their new aspiring women programme which is designed to take ethnic minority women to a new positive destination – enterprise, education or employment. We are currently working together to design a partnership academy that will see us bring practical and technical skills which will position the women much stronger as they leave the programme.

The Circle – The Circle have teamed up with the Eden Project and have secured the Mac Club on MSIP Innovation Park to run a Green Social Enterprise Academy. The Circle specialise in supporting the start up and growth of social enterprises however the reality is that the conversion of placement to start up is low due to the complications and viability of some social enterprises. We are working together to create a partnership academy that will see The Circle deliver on enterprise and we will deliver on the technical skills require for the Green Sector so that at the end of the programme even if

the individual no longer wishes to take forward their business idea they will be in a much stronger position to gain employment within the green skills sectors.

Dundee United Community Trust – we continue to see young men released early from football contracts with no skills or other career options and so we are working with DUCT to create an academy where we can train the young people whilst they are with the club so that when they leave or if they don't make it to professional level they will leave with a wider skillset that will see them being more employable.

Flexible Workforce Development Fund

2021/22

<u>Budget</u>	Total AY 2021-22 allocation	Allocated to Date
AY 2021-22 (Year 5) for Levy-payers	£572,241 + £30,000 development	£149,509
AY 2021-22 (Year 5) for SMEs	£162,042	£91,478
Total	£764,283	£240,987

The figures above are approved training however at present we are engaging with a large number of businesses with applications ongoing.

SME demand has been huge and we are currently co-ordinating a waiting list in the hope we may be able to utilise some underspend in other areas.

Our Levy target is more challenging and we are experiencing competition from SDS and other providers. The team are working hard right now trying to convert the businesses we have identified as a Levy payer and we are working with the marketing agency to create a Scotland wide campaign to highlight our unique offering and bespoke approach in the hope we can attract businesses from wider afield to participate in courses their local college doesn't offer.

We are at present having challenges with delivery from internal teams and due to a staff shortage and capacity issues we currently have a large volume of courses on hold with businesses which is causing some challenges. We are working with curriculum teams to resolve this.

Skills Boost – National Transition Training Fund (NTTF) and Young Person's Guarantee (YPG) Funding

We continue to build our portfolio of online courses designed to give individuals the skills to enhance their job projects or to progress through their career

Since 1st November 2021 we have had **486** individuals sign up to our courses and we are currently in talks with a marketing agency to help us reach a wider audience.

The courses we currently live are:

- Building an Online Business
- Digital transformation for Businesses
- Managing a virtual workplace
- Developing high performance teams
- HR training for a Non-HR Manager
- Becoming Management Material
- Leadership skills for Supervisors
- Situational Leadership
- Managing a virtual workplace
- How to market your business online
- Get Connected and Introduction to Internet of Things
- Introduction to Cyber Security and Cyber Security Essentials
- Conference and Event Management
- Managing Customer Service
- Understanding Project Management
- NDG Linux Unhatched and Linux Essentials
- PCAP: Programming Essentials in Python
- Understanding Child Development
- Introduction to Sports Nutrition
- Introduction Sport Psychology
- Preparing to work in Early Education and Childcare
- How to prevent Infection
- Understanding Individual Pathways in health and social care
- Understanding Human Development & Behaviour in a care setting
- Supporting people with Dementia
- Kickstart Your Employment
- Basics of Contract Law
- Introduction of Scottish Criminal Law
- FUTUREquipped: Construction
- FUTUREquipped: Health and Social Care
- Allergen Awareness
- Barista Skills Level 1
- Maintain Customer Care in the Hospitality Industry
- Safe Service of Alcohol
- Introduction to Indoor Group Cycling
- Introduction to Mental Health Awareness

MSIP Skills Academy

As a result of the continuing works to the physical build, it is now expected that the opening will be August 2022.

7. Regular Updates

The following have previously been agreed as a feature of the regular reporting to the Finance & Property Committees.

Subject	Comment
Bad Debt Reporting and Write-Off	There were no individual bad debt write offs over £3K during the period between December 2021 to February 2022.

8. Link to Strategic Risk Register

Consideration of the topics included in this Vice Principal – Corporate Services report will support the mitigation of a range of risks identified within the Strategic Risk Register namely;

- 2.2 – failure to achieve institutional sustainability
- 2.4 – financial fraud
- 3.2 – failure to achieve/maintain compliance arrangements

Authors: Caron Sandeman, Service Design Manager

Leann Crichton, Head of Administrative Operations

Caryn Gibson, Economic Partnerships Manager

Executive Sponsor: Jaki Carnegie, Vice Principal – Corporate Services

FINANCE & PROPERTY COMMITTEE

Tuesday 1 March 2022



STRATEGIC RISK & COVID REGISTER

12.1 -	Cover	PAPER I
12.2 -	Strategic Risk Register (FPC Extract)	PAPER J
12.3 -	COVID Risk Register (FPC Extract)	PAPER K

BOARD OF MANAGEMENT

Finance & Property Committee

Tuesday 1 March 2022

Strategic Risk Register Update



Paper for approval

1. Introduction

This paper presents the Finance & Property related Strategic Risks for review and consideration, with any proposed changes being presented to the Audit & Risk Committee for approval.

This meeting will again consider the following particular risk: 2.2 Failure to achieve institutional sustainability

2. Recommendation

Members are asked to review the risks and ratings and identify if there are changes that would be proposed, including identifying if there are emerging risks that should be considered.

Any proposed changes would be advised to the March 2022 Committee of the Audit & Risk Committee.

3. Risk 2.2 - Failure to achieve institutional sustainability

The Budget Monitoring and Forecast agenda item alongside the Financial Strategy Update will form the basis of the information for consideration of this risk.

4. Review of Risks Allocated to the Committee within the Strategic Risk Register

As reported previously given the current COVID-19 pandemic, an additional “temporary” COVID-19 Strategic Risk Register has been developed to record any additional risks associated with identified areas of College operation at the current time.

Executive Sponsor: Jaki Carnegie, Vice Principal – Corporate Services



STRATEGIC RISK REGISTER

2021 – 2022

Extract for Finance & Property Committee

As at March 2022

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

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

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

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT		POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
2	Financial (cont)									

2.5 F&P	D&A Foundation refuses/withholds funding for key College priorities	5	3	15	<ul style="list-style-type: none"> On-going dialogue with Foundation Trustees Appropriate bid arrangements in place 	3	2	6	<ul style="list-style-type: none"> Monitor and advise Board of Management 	Prin & VPCS
2.6 F&P	Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services	3	2	6	<ul style="list-style-type: none"> Multi-year estates strategy and capital planning Lobbying of SFC on capital and backlog maintenance funding Planning for D&A Foundation bids 	2	2	4	<ul style="list-style-type: none"> Monitoring of capital plans and expenditures Regular review of capital plans/timescales relative to funds 	VPCS

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT		POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
4	Infrastructure									
4.2 F&P	Failure to achieve ambitions of Digital strategy; strategy and development is ineffective	4	3	12	<ul style="list-style-type: none"> Planning, careful phasing of changes to processes and systems Effective management of ICT arrangements Clear investment plan 	4	2	8	<ul style="list-style-type: none"> Regular review/reporting on milestones, systems effectiveness etc Regular CPD 	VPC&A, HoICT

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



STRATEGIC RISK REGISTER

COVID 19 SPECIFIC MITIGATIONS

2021 – 2022

Extract for Finance & Property Committee

As at March 2022

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