

BOARD OF MANAGEMENT

Tuesday 14 March 2023 at 5.00pm in room Y150
Gardyne Campus and Hybrid on Teams



AGENDA

1. **WELCOME**
2. **APOLOGIES**
3. **DECLARATIONS OF INTEREST OR CONNECTION**
4. **MINUTE OF LAST MEETING – 13 December 2022** Paper A for approval LO
5. **MATTERS ARISING** Paper B for approval LO
6. **STRATEGIC ITEMS**
 - 6.1 Strategic Projects Update Paper C for Information JG
 - 6.2 Board Strategy Day Verbal update LO/SH
 - 6.3 Strategic Risk Register Paper D for approval ST
7. **STUDENTS' ASSOCIATION REPORT** Presentation AM/LS
8. **NATIONAL BARGAINING UPDATE** Verbal update ST
9. **PRINCIPAL'S REPORT** Paper E for information SH
10. **FINANCE & INFRASTRUCTURE ITEMS**
 - 10.1 Financial Sustainability Verbal update SH
 - 10.2 Disposal of Assets Approval Paper F for approval JC
 - 10.3 Finance & Property Committee Update – 2022/23 (for information only) Paper G for information JC
11. **GOVERNANCE ITEMS**
 - 11.1 Membership Update Paper H for approval ST
 - 11.2 Board Metrics Paper I for noting ST
 - 11.3 Meetings Schedule 2023/2024 Paper J for approval ST
12. **MINUTES OF COMMITTEE MEETINGS** Paper K for information LO
 - 12.1 Learning, Teaching & Quality – 8 February 2023
 - 12.2 Human Resource & Development – 16 February 2023
 - 12.3 Finance & Property – 28 February 2023
 - 12.4 Audit & Risk – 7 March 2023 (verbal update)
13. **CORRESPONDENCE** Paper L for information
14. **DATE OF NEXT MEETING**

Tuesday 20 June 2023 at 5.00pm, Room Y150, Gardyne Campus and hybrid via Teams

BOARD OF MANAGEMENT

Tuesday 14 March 2023



MINUTE OF LAST MEETING– 13 DECEMBER 2022 PAPER A

BOARD OF MANAGEMENT



Tuesday 13 December 2022 at 10.00am in Room A605, Level 6, Kingsway Campus

Draft confirmed by Chair

Minute of the meeting of the Board of Management of Dundee and Angus College held on Tuesday 13 December 2022.

PRESENT:	L O'Donnell (Chair) S Hewitt N Lowden K Keay B Lawrie D Fordyce R McLellan	G Robertson M Williamson K Ditcham A Monks S Middleton S Stirling L Strukanova
IN ATTENDANCE:	J Carnegie (Vice Principal) M Sanderson (Executive Secretary)	J Grace (Vice Principal) P Muir (Board Administrator)

1. WELCOME

L O'Donnell welcomed everyone to the Board Meeting and introduced Penny Muir as our recently appointed Board Administrator.

2. APOLOGIES

Apologies were noted from B Carmichael, S Taylor, H Honeyman, and D Mackenzie

3. DECLARATIONS OF INTEREST OR CONNECTION

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

4. MINUTE OF LAST MEETING – 27 September 2022

The Minute of the Board of Management meeting held on 27 September 2022 was signed and approved as an accurate record.

5. MATTERS ARISING

S Hewitt not yet in a position to present on MSIP developments. S Taylor to make arrangements for trade union observers.

6. STRATEGIC ITEMS

6.1 Strategic Projects Update

J Grace noted discussions and planning was progressing well around the facility and activity/curriculum plans.

J Grace highlighted the skills academic curriculum had been agreed for January- March 2023 with delivery starting from April 2023. G Robertson had highlighted if there were any issues around the deadline.

The impact of the delay in accessing the MSIP facility was discussed, and it was confirmed that whilst the College had targets to meet, that these were to be achieved within the first year of operation, which wouldn't commence until the facility was handed over.

The Board noted the progress of the various projects.

6.2 D&A Outcome Agreement 2022-2023

S Hewitt highlighted the contract with Scottish Funding Council (SFC) stating the proposal of the D&A agreement outcome is structured by SFC. Meetings are taking place four times a year with some still to be confirmed.

K Keay noted that we need to revise some of the equality's terminology in the statutory accounts to reflect sex (as well as gender) and gender reassignment. This has been noted and actions taking place.

The draft ROA was approved.

7. STUDENTS' ASSOCIATION PRESENTATION

A Monks presented the report [presentation](#) to the Committee.

A mini election took place at Gardyne Campus welcoming SM Stewart as Vice President.

A Monks summarised the update to the Committee and noted the key projects they were working on. Various Thrive events took place within Campus highlighting the cost-of-living crisis, offering guidance and support. The cosy coat appeal had a positive effect on children and adults within the College.

A Monks stated all Department Reps had issued 2 surveys for students regarding their wellbeing about the upcoming festive break. Students were asked how they were feeling and what support can be put in place. Star ratings highlighted that 50% of students were worried, with over 5% being very worried.

A Monks stated Educational Scotland provided amazing feedback for the Students Association and this has been recognised by the CDN awards receiving a Highly Commended award in November 2022 in the Innovation Category.

M Williamson highlighted the remarkable work the Students Association have done and praised the Thrive programme.

J Carnegie spoke about the Community benefit as part of procurement arrangements.

8. NATIONAL BARGAINING UPDATE

S Hewitt summarised the update on the progress with National Bargaining, with pay negotiations still ongoing.

S Hewitt stated the budget was announced on 13 December 2022 with ongoing concerns and questions regarding the pay negotiations. This compromised of talks of minimum contracts and standard working week of 30 hours for support staff. Work was progressing slowly with the national job evaluation, but there remained significant areas of work to be progressed.

9. PRINCIPAL'S REPORT

S Hewitt stated the SSC Academy is successful- all participants are coming together and working in partnership. Education Scotland provided feedback; this will be presented in February 2023 at the next Board meeting.

L. O'Donnell highlighted the success of the good work.

10. FINANCE ITEMS

10.1 Financial Sustainability

S Hewitt noted that it continued to be a challenging time noting the high-level points within the Financial Forecast Return in respect of future finances.

S Hewitt noted there will be a meeting held with the Minister, Trade Unions, and staff to look at the ways the College can move forward positively with financial sustainability.

10.2 Annual Report from Audit & Risk Committee

J Carnegie presented the annual report to the Board.

The Committee approved this paper.

10.3 Audit Scotland Annual Report

J Carnegie highlighted the Audit Scotland report for approval, underlining the College deficit of 1.4million. This is in alignment of what was advised in the management accounts.

Discussion and comment from Audit Scotland highlighted that the audit outcome was positive, with no significant concerns or actions required prior to sign off. J Carnegie advised that the new External Auditors [name of company?] were in place, having been appointed by Audit Scotland for the next five years.

D Fordyce highlighted the feedback from the auditors, praising the positive engagement with the College.

J Carnegie had asked the committee for approval for S Hewitt to sign the document within the Audit Scotland Annual Report. This was confirmed. **J Carnegie to progress.**

10.4 Financial Statements for the year ended 31 July 2022

J Carnegie summarised the annual financial statements and noted that these would require to be approved by the board and signed off by S Hewitt and L O'Donnell. This was agreed. **J Carnegie to progress.**

G Robertson noted that current valuations of the Local Government Pension Fund indicated a good surplus, which impacted overall on the figures reported. B. Lawrie highlighted that this could be reversed over time and may be a concern in terms of sponsorship or funding bids.

10.5 Finance and Property Committee Update

J Carnegie stated the budget that the Board approved of in September 2022 is improving slightly, however there remained a deficit of £521,000.

10.6 Climate Emergency Action Plan

J Carnegie stated the Committee were delighted of the action plans in place and the progress being made. A few questions were raised around the structure of the sustainability goals.

J Carnegie asked the Board for their opinions regarding the style of graphs used within the Climate Emergency action plan. She suggested adding a new colour to the rag ratings to allow others to see and understand the action plans. Or in contrast, to have these removed once the action plan has been completed.

K Keay agreed to keep these action plans in place for future reference, to make these visible either below the information or within a table elsewhere within the report.

Updates to the report format would be considered. **J Carnegie to progress.**

11. Governance items

11.7 Membership Update

S Hewitt gave a brief update on the recent Board Recruitment exercise, with one recommendation made to the Scottish Government.

L O'Donnell highlighted G Robertson's Board position ending in March 2023. G Robertson and L O'Donnell to discuss early 2023..

The paper was approved.

11.8 Board Metrics

The Board metrics were noted.

12. MINUTES OF COMMITTEE MEETINGS

Updates from the Committees were noted.

13. CORRESPONDENCE

The list of recent correspondence was noted.

14. DATE OF NEXT MEETING

L O'Donnell asked Board Members to consider their preferred model for meetings. There was a strong preference for a hybrid model as default. This should maximise opportunities for members and staff to meet in person but always having the option of joining remotely.

Next meeting Tuesday 14 March 2023 **at 5.00pm** – on MS Teams and Y150, Gardyne Campus.

Action Point Summary

Action	Responsibility	Date
Annual accounts and audit confirmations to be signed and submitted.	S Hewitt / L O'Donnell	23 December 2022
Format updates to the CEAP to be considered and progressed	J Carnegie	14 March 2023

BOARD OF MANAGEMENT

Tuesday 14 March 2023



MATTERS ARISING

PAPER B

BOARD OF MANAGEMENT

Tuesday 14 March 2023



Matters Arising

Paper for information

The following actions were noted from Tuesday 27th June 2022 Board of Management Meeting

Agenda Item No	Action	Current Status	Open / Closed
6.1	MSIP Presentation to the BOM. S Hewitt	MSIP operating plan & update presented at Joint Audit, Risk, Finance & Property Committee (06/12/22). Board members to be invited to the official opening in April 2023.	Closed

The following actions were noted from Tuesday 27 September 2022 Board of Management Meeting

Agenda Item No	Action	Current Status	Open/Closed
12.1	Arrangements for trade union observers to be developed. S Taylor	This is on-going but has been delayed given the lack of current union representatives for Unison. Arrangements will progress once local representation is fully re-established	Open

The following actions were noted from Tuesday 13 December 2022 Board Management Meeting

Agenda Item No	Action	Current Status	Open/Closed
10.6	Format updates to the CEAP to be considered and progressed J Carnegie	This will be addressed for the next CEAP update for June Board meeting	Open

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

BOARD OF MANAGEMENT

Tuesday 14 March 2023



STRATEGIC ITEMS

STRATEGIC PROJECTS UPDATE

PAPER C

BOARD OF MANAGEMENT

Tuesday 14 March 2023



Strategic Items Strategic Projects Update

Paper C for information

1. The Skills Academy

The College Skills Academy Project Board is meeting regularly to support delivery readiness with the most recent meeting taking place on 20th February.

Admin, Estates, Health and Safety and Marketing site visits have been held so far in 2023 and work by those teams in support of delivery is ongoing. Curriculum planning has been progressed and will be finalised on 8th March with work ongoing with the College Marketing team on how to promote the offer.

Updated terms of reference for the Skills Academy Advisory Board were approved at the Board's meeting on 1st March 2023 (Simon Hewitt is Vice Chair of this Board).

A MSIP and D&A team launch event will take place on 19th April and a formal launch event is planned to take place at The Skills Academy in June.

2. Tay City Deal (TCD) Projects





2.1 Tay Cities Engineering Partnership (TCEP)

The TCEP Partnership Manager (PM), Helen Ritchie, took up her role on 30th January 2023. The Senior Project Manager is working closely with the TCEP PM on transition of TCEP governance and project management matters, via a priority action plan. The TCEP PM is working closely with the curriculum project lead and the Future Skills Portfolio Lead to develop the project management plan.

The procurement exercises for the advanced manufacturing equipment are complete and on track for delivery in time for the 31st March 2023 deadline. The draft partnership agreement covering governance and financial arrangements for the project is with the project partners for review.

Unspent 22/23 revenue budget of 13k originally planned for the TCEP Product Innovation Lab-Aviation Academy has been reprofiled, with approval of the Skills Advisory Board (SAB), to support TCEP marketing activity - signage for EPIC has been designed by the DAC marketing team and agreed with the project partners and we are working with contractors to try and have this installed by the end of March 2023.

2.2 Supporting SME Skills

The Outline Business Case (OBC) was presented to the SAB for review on 20th December 2022 and was approved to proceed to the Tay Cities Regional Deal (TCRD) Management Group. The OBC was presented to and approved by the TCRD Management Group on 23rd February 2023.

We are using feedback from the TCRD Project Management Office (PMO) and Scottish Government to shape the development of the Full Business Case (FBC) and working towards submission in summer 2023. A productive partner workshop was held on 3rd March 2023 to inform the governance and operational aspects of the project to be reflected in the Full Business Case and further work is planned with the partners.

2.3 Life Sciences, Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech Sectors

An updated version 1 of the Business Justification Case has been reviewed and revised internally by the project team – many revisions and improvements have been made with cognisance of the feedback given on SME Skills and as advised by the PMO and Scottish Government.

This version 1 has been agreed with the primary project partners and has now been submitted for review to the PMO and then to Scottish Government, alongside a formal change request to cover the reprofiling of the project in line with revised approval timelines. We do not have an indication of turnaround times from Scottish Government and will await feedback from the PMO on this.

3 ESports

The Foundation Degree in ESports and Creative Industries was validated on Wednesday 22nd February by the University of West London with delivery commencing in August 2023. Dundee and Angus College continues to lead the way in ESports delivery, this course being the first course of its kind in design and also the first to be delivered in Scotland.

We continue to embed ESports as a priority area, running a range of activities including holiday clubs (sold out in 3 days) and an evening club with 100 children enrolled and a waiting list. We have recently been accredited as an Esports Coaching School allowing us to deliver content on a wide range of games. Alongside our current gaming classroom, we are developing a bespoke ESports Hub at our Gardyne campus which will include 2 tournament rooms, 2 broadcast studios, a podcast suite and streaming room.

To launch the new ESports Hub we are planning to organise a tournament with Esports Wales allowing Scottish ESports teams to play against Welsh regional teams.

We are in the process of developing a gaming room for the Esports Society which will be a social space for students to game casually and a training room for the D&A team. The team will be sponsored by Corsair which will give students access to a range of professional players and influencers, top of the range kit to practice on and the opportunity to design their own strip. We currently have 73 student members in the Esports Society and will launch the training programme for the team once the new room has opened. There will be a press release to launch the team and the new strip when it is ready.

We recently appointed a new ESports lecturer, a professional ESports player who has been involved in a number of educational activities across the UK – he will start on 13th March. The annual Games Jam took place in January involving 40 students across Cert, HNC and HND competing in teams of 4 with the theme “Alone” and with a range of prizes donated by our sponsors Ninja Kiwi, Blackadders Solicitors and Irn Bru.

Games Development HNC and HND delivery won the Best Educational Programme Award during Scottish Games Week for our partnership work with Ninja Kiwi, recognising the industry exposure and long term engagement that the students get with Ninja Kiwi.

We are currently planning an Esports for Everyone discussion targeting parents and teachers and will have an esteemed panel including Emma Rose (Commonwealth Gold Medal winner), Lizzie Squires (Founder of Vulpine ESports) and John Jackson (Esports Wales). The panel discussion will be focused on equality and diversity in esports and giving advice on how to keep young people safe online.

Recent press coverage was featured in [ESports Insider](#), [Digital Scotland](#) and [ESports News](#) as well as coverage in The Courier.

4 Approvals

The Board is asked to:

- (i) Note progress being made in respect of strategic projects.

5 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.

- 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
- 3.5** Reputational Risk – Loss of reputation with key stakeholders

Author Steph Toms, Director of Curriculum – Projects and Partnerships
Executive Sponsor: Julie Grace, Vice Principal

BOARD OF MANAGEMENT

Tuesday 14 March 2023



STRATEGIC ITEMS

STRATEGIC RISK REGISTER

PAPER D



STRATEGIC RISK REGISTER

2022 - 2023

As at March 2023

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			Lead Responsibility		
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood		Score	Monitoring
1	Strategic and Structural									
1.1 LT&Q	Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)	4	4	16	<ul style="list-style-type: none"> Robust strategic planning Effective environmental scanning Strong partnerships Clear links between strategy and practice Concerted demands for increased activity levels 	4	2	8 ↔	<ul style="list-style-type: none"> Robust monitoring via ROA Clear performance metrics Amendment of strategic direction/plans Rolling curriculum review 	Principal & Chair
1.2 Board	College may be disadvantaged by changes to either UK or Scottish Government policies Post mitigation likelihood increased from 2 to 3 to reflect current public sector challenges	4	3	12	<ul style="list-style-type: none"> Effective environmental scanning Negotiation/influence at national level 	4	3	12 ↑	<ul style="list-style-type: none"> Review of changes and amendment of strategic direction/plans Financial strategy sensitivities 	Principal & Chair
1.3 Board	College disadvantaged by changes arising from UK leaving European Union Post mitigation likelihood reduced from 5 to 3 to reflect post Brexit experience	5	4	20	<ul style="list-style-type: none"> Negotiation/influence at national level Review of activities/projects Responsiveness to new opportunities 	3	2	6 ↓	<ul style="list-style-type: none"> Review of changes and amendment of strategic direction/plans/ curriculum Financial strategy Workforce planning International strategy & planning Post Brexit planning 	Principal

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
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	HoICT	Head of ICT	2	Minor	Unlikely
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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION			Lead Responsibility		
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood		Score	
1	Strategic and Structural									
1.4 Board	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: <ul style="list-style-type: none"> Ability of the College to meet key regional strategies/objectives Financial loss or unmanageable financial risk Reputational loss 	4	3	12	<ul style="list-style-type: none"> Effective project/activity management in place Clear governance structures Project/initiative finances clearly incorporated within College financial strategy and plans End of project and exit/contingency planning 	3	2	6	<ul style="list-style-type: none"> Regular project updates at Executive/Board level Monitoring of project activities, plans and outcomes Clear project Management arrangements in place Budget reporting and management 	Principal, VPC&A
1.5 Board	College disadvantaged as a result of changes arising from major national educational body reviews: SFC, SQA, EdS	4	4	16	<ul style="list-style-type: none"> Negotiation/influence at national level Review of activities/projects and response to new opportunities 	4	1	4	<ul style="list-style-type: none"> Robust monitoring via ROA Amendment of strategic direction/plans Rolling curriculum review 	Principal

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood		Score	Monitoring
1	Strategic and Structural									
1.6 Board	Failure of D&A plans and activities to deliver on required carbon reductions and sustainability actions necessary to meet national targets and achieve College climate emergency ambitions.	4	3	12	<ul style="list-style-type: none"> Robust CEAP in place Multiple strands of activity/action Embedding sustainable practices in normal activity and ways of working Clear links between strategy and practice Planned investment in carbon reduction Sustainable procurement 	4	2	8	<ul style="list-style-type: none"> Robust monitoring and reporting of CEAP at SLT and Board level Clear performance metrics Amendment of strategic direction/ plans Monitoring of scope 3 emissions 	VPCS, HoE

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION			Responsibility
	Risks	Impact	Likelihood	Mitigation Actions	Impact	Likelihood	Score	
2	Financial							

2.1 F&P	Change in SFC Funding Methodology and Allocation – Reduction in Funding Post mitigation impact increased from 2 to 3 to reflect current public sector challenges	3	3	9	<ul style="list-style-type: none"> Negotiation/influence at national level Contingency plans for reduced funding 	3	3	9 ↑	<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	4	16 ↔	<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 Reviewed but no change currently	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

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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)									

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

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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	Lead Responsibility
3	People and Performance (cont.)									

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

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

Post Holders					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
3	People and Performance (cont.)									
3.7 HR&D	Industrial Relations Problems (including industrial action) Reviewed but no change currently	4	5	20	<ul style="list-style-type: none"> Adherence to legislative and good practice requirements Positive Union relations and staff communication Effective management development programmes Industrial action continuity planning 	4	2	8 ↔	<ul style="list-style-type: none"> Regular union/management dialogue Regular employee engagement monitoring Open communication with staff Industrial action continuity planning 	VPP&P
3.8 A&R	Breach of data security / data protection	5	4	20	<ul style="list-style-type: none"> Effective management of GDPR compliance Mandatory staff CPD and awareness raising on data protection (relative to role) 	4	2	8 ↔	<ul style="list-style-type: none"> Active data protection monitoring and auditing Effective information and data security policies in operation Regular data security monitoring/testing GDPR Action Plan Staff CPD 	VPC&A, HoICT
3.9 HR&D	Failure to meet Prevent and related obligations	5	3	15	<ul style="list-style-type: none"> Prevent training Staff awareness and contingency planning Engagement/practice sharing with local agencies 	5	1	5 ↔	<ul style="list-style-type: none"> Business Continuity Plan including scenario testing Information sharing with local agencies 	VPC&A, VPP&P

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION			Lead Responsibility		
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood		Score	Monitoring
3	People and Performance (cont.)									
3.10 HR&D	College arrangements do not minimise risk associated with Modern Slavery	4	3	12	<ul style="list-style-type: none"> Clear and compliant procurement arrangements and procedures Staff identity checking arrangements and use of PVG. 	4	1	4 ↔	<ul style="list-style-type: none"> Annual procurement monitoring/reporting Regular employee engagement monitoring Open communication with staff 	VPC&A, VPP&P
3.11 Board	Failure to plan or respond adequately to future pandemic illness.	5	4	20	<ul style="list-style-type: none"> Monitoring and rapid response to WHO and UK/Scottish Government information and alerts Maintenance of COVID-19 good practice approaches to inform future use Effective business continuity planning in place 	4	2	8 ↔	<ul style="list-style-type: none"> Pandemic readiness / response included in business continuity plan reviews and testing COVID/Pandemic Response Group in place Active monitoring and rapid adoption of pandemic guidance / control measures 	Principal

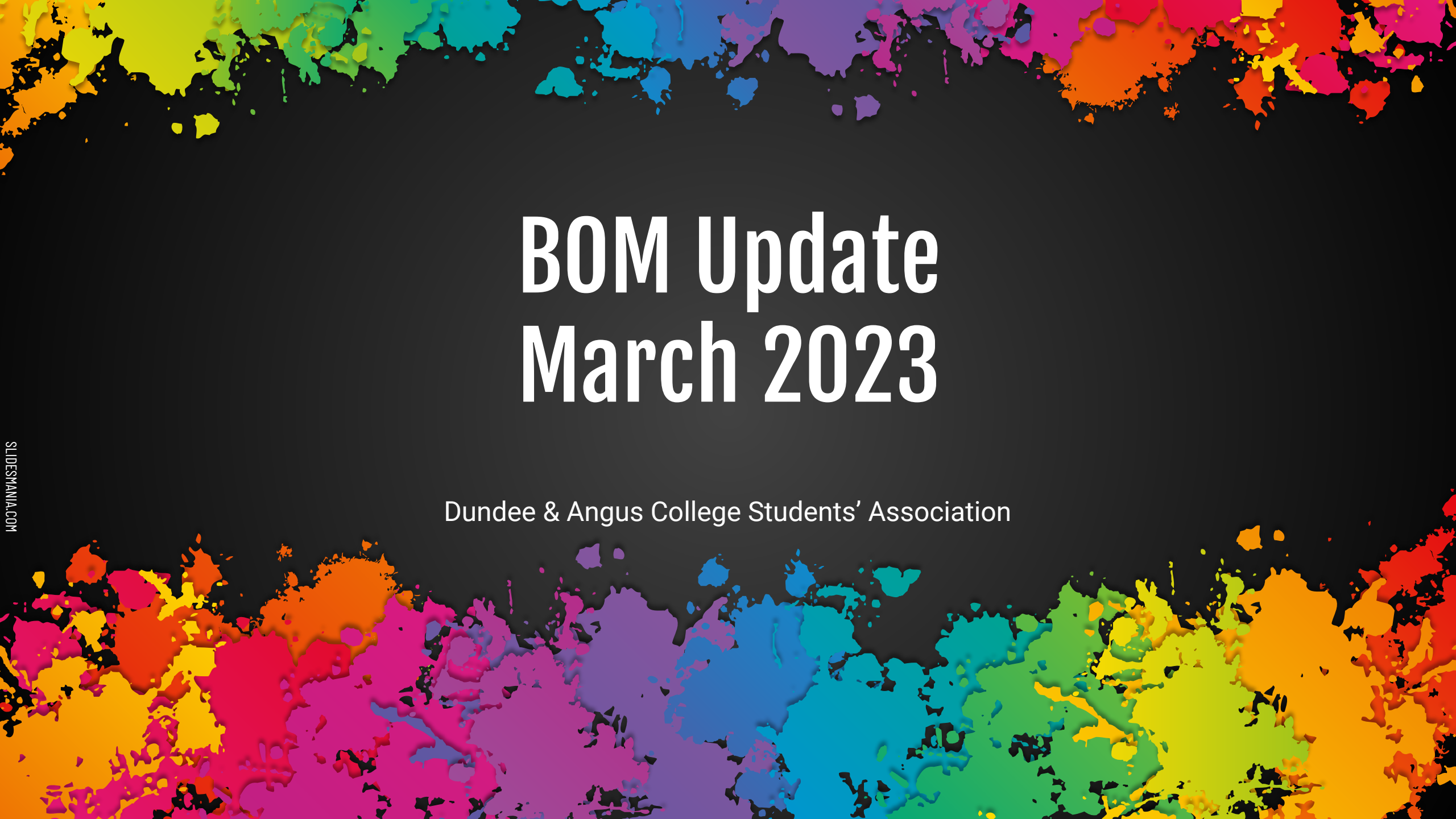
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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
4	Infrastructure									

4.1 A&R	Major Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures Wording updated to include ‘major’ to better reflect focus of risk	5	4	20	<ul style="list-style-type: none"> Sound systems of administration Clear fire and disaster recovery arrangements Staff CPD 	5	1	5 ↔	<ul style="list-style-type: none"> Business Continuity Plan including scenario testing 	Principal & VPCS
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
4.3 A&R	Significant breach of ICT/Cyber security resulting in loss of service sufficient to impact College student / staff outcomes Wording updated to better reflect the pre and post mitigation risk	4	3	12	<ul style="list-style-type: none"> Effective management of ICT arrangements Active ICT/data security monitoring and cyber security policy 	4	2	8 ↔	<ul style="list-style-type: none"> Staff CPD on cyber security issues Regular security monitoring/testing Cyber resilience plan 	VPC&A, HoICT
4.4 A&R	ICT infrastructure fails to support effective data security / data protection	5	3	15	<ul style="list-style-type: none"> Effective infrastructure and systems design and implementation Effective management of ICT arrangements and GDPR compliance 	4	2	8 ↔	<ul style="list-style-type: none"> Active data protection monitoring and auditing Effective information and data security policies in operation Regular data security monitoring/testing 	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



BOM Update March 2023

Dundee & Angus College Students' Association

Team

We have had a couple of changes within our team. We welcome Colin Ogilvie back as a full-time Students' Association Assistant who will support all of DASA's events/ activities and also support Representation with Amy and the VP's.

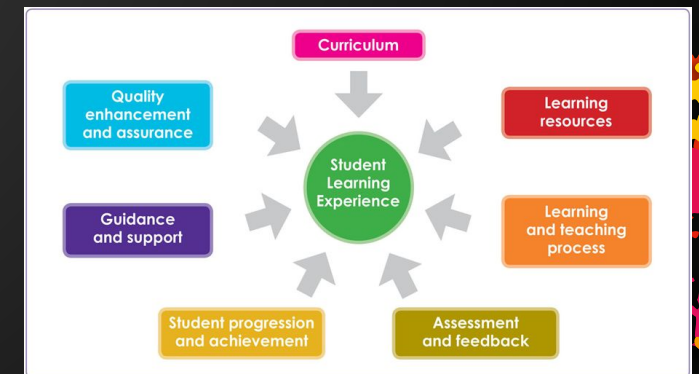
We also welcomed Samara McAteer who is a Health and Social Care student as a part time SA Assistant whose main responsibilities are to support the Breakfast clubs at Gardyne Campus.

Sarah Rennie has taken a secondment as Marketing Manager until the end of October, Amy has been recruited to be the SA Team leader until Sarah's return. Amy will continue her Presidential duties alongside the Team Leader role until June when a new Student President begins their term of office.



Class Reps

- Drops in at end of February both online and in person
- Collating February 'Assessment & Feedback' feedback to send out to Academic teams
- Main concerns of workload, especially on HNC/HND levels - suggestions of a curriculum break to decompress and re-engage.. Some students having to use of self-certs due to buses being late.
- Most student spoke of great assessment prep, schedules, mock exams, constructive feedback to help them improve.
- March tasks - taking on student feedback about February and using different method of gathering feedback. Using MS Form to support reps in getting their peers to take part, also helps the SA collate more accurate data more efficiently.
- Learning resources - input from LE, LDR and AD. Prospectus Research and staff awards.
- Class reps volunteering with Breakfast clubs and in Thirve shop.



Department Reps

- Department reps having been helping to collate February feedback and as mentioned in the Class Rep section this have proved to be too time consuming and difficult to complete fully.
- 2 department reps regularly run breakfast club.
- Invited to be part of the Positive Behaviour Working Group and will be conducting research with students on behalf of the group on the college values.
- Also just been invited to be Student Ambassadors for the College in partnership with the Academic Development team.
- Our Vp's are acting Department reps of the departments who don't have



2023 Student Elections

The 2023 Student elections are underway with the first stage - Registration of Interest, where students can let us know they are thinking about being involved in the elections. Amy has made short information videos about each role, and election process and general information about the election itself to support and encourage the students to take part. These students will then receive a comprehensive information package for the next stages.



Weekly Events



We are delighted to have a new schedule of DASA events both online AND in person on Campus! Students can come along to any of the informal events hosted by our amazing Vice Presidents!

Colin is going to be adding to these events once he has settled in his new role. We have already had requests to host a Crochet Club in Arbroath They have a small group of loyal attendees but the numbers grow each week. Student feedback is that these events are very much needed and valued for social opportunities outwith their classrooms.

LGBTQIA+ Focus Group

From feedback, student had highlight that the LGBTQIA+ section of the College website was a bit out of date, broken links and didn't feel like a valuable resource for student to have the use of and that they were unsure of what support was available on campus, if there was any gender neutral toilets within the college.

Amy set up a small special interest group with Sarah Thom and Mark James from student services as well as Sam Harris the LE University Intern alongside a group of students who are working together to create new content for the website, to have an LGBTQIA+ support area online for current and prospective students to show that as a college as a safe place for those of the community.

We have lunch meetings set up to meet in person to discuss coming out stories, awareness days, training on terminology such as pronouns as well as continuing the group online to discuss/plan events and support.

A service design event is being planned to discuss and co-design the resources as well as diversify the voices involved as much as possible.



Thrive

The launch of the Thrive Shop in Gardyne was a huge success. Steve and Jaki came along on the day. There was a queue to get into the shop. Dominos Pizza kindly donated 60 large pizzas which were all enjoyed by students and staff. We had Wellbeing Works and Douglas Community Centre also attend to share their services to students and staff.

This shop will be mirrored in the Arbroath with the revamp of the existing free shop in the Isla building. We have also been offered the use of the LE office in Kingsway as a Thrive shop until June to provide a similar offering on all campuses.

DASA will be opening the shop(s) as much as possible, with the support from the supported Education department whose students will be able to gain hours for their work placement/volunteer units. We also have students from Social Science, HSC regularly volunteering. We are working on an interactive calendar so that lecturers/support staff can book volunteering slots on behalf of their classes/students.

SM has been a fantastic champion for the Thrive Initiative securing many local community partnerships for regular donations.

To date we have had over 5200 visits to our daily breakfast club.

We have also received feedback from the Barbering team that students done 148 haircuts in the first 8 sessions held at Gardyne. More sessions are being added to support the curriculum and the demand.

WHAT THE DOOK!



Some of the Students' Association took part in the New Years Day Dook at Broughty Ferry to raise money for the Thrive project to support our students during the cost of living crisis.

We are delighted to have raised

£370!

Festive Break

50% of students were worried about being off College for three weeks with 5 students 'extremely worried'.

Reasons included : getting out of their usual routine, loneliness, not being able to heat their homes for longer than usual each day, worrying about workload when they come back, mental health, money.

With this data we hosted different activities throughout Dec/Jan to support our students. We also helped create a space within the Thrive site to promote support services from the local communities who were offering warm spaces, activities, meals etc.



DASA Festive Events
December / January

Sat 24th Dec 7.30pm - Cuppy & Chat	Tues 27th Dec 6.30pm - Cuppy & Chat 7.30pm - Christmas Quiz
Weds 28th Dec 6.30pm - Cuppy & Chat 7.30pm - Bingo	Thurs 29th Dec 8pm - Bingo
Fri 30th Dec 7.30pm - Cuppy & Chat	Mon 2nd Jan 7.30pm - Quiz
Tues 3rd Jan 6.30pm - Cuppy & Chat 7.30pm - Bingo	Thurs 4th Jan 7.30pm - Cuppy & Chat
Fri 6th Jan 7.30pm - Quiz	

Dundee and Angus College
Students' Association

Match the Christmas movie...

DASA Students' Association

IT'S TIME TO WATCH
A MOVIE

GARDYNE - JANUARY 11TH & 12TH
ARBROATH - JANUARY 10TH & 13TH

FREE TICKETS
See link for full details

Festive Break Support & Wellbeing
Learn more →

Festive Break – What a difference!

“I just wanted to say a HUGE thank you to the DASA team for the calls over Christmas and New Year. The calls have kept me going over the festival period due to a challenging time with my Mental Health and not wanting to be here anymore. The calls have given me a purpose they have made me laugh, cry and smile again. I feel it's only right to give feedback when it's due so a huge. THANK YOU especially as most of the calls have been done by the old DASA team.”

Student Sustainability group

Video and information link sent out to students early March to form a Student special interest about sustainability at College. These student will hopefully be able to support awareness of SDGs around campus and in classrooms.

Student Influencer Network

Ongoing partnership with Marketing to have students at the forefront of content creation, ideas, case studies. Those in the network can be called upon for photographs, videos etc. These students have been involved with the Places and Love College Campaigns.

Esports Society

Logo has been picked by student for the Society. Working closely with Laura Louch on the spaces/ sponsorship for the launch. Unfortunately postponed from February but will hopefully have a new launch date soon.

Random Act of Kindness Day

Through the DASA Pay it Forward Fund we created small pin badges for Random Act of Kindness Day, to give out to students and staff on campus and give them a positive thought for the day. These were design with the Places campaign in mind and have been very well received.

Thank you!

Do you have any questions?



BOARD OF MANAGEMENT

Tuesday 14 March 2023



PRINICIPAL'S REPORT

PAPER E

BOARD OF MANAGEMENT

Tuesday 14 March 2023

Principal's Report



Paper for information

1. Introduction

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

Board Members are asked to note the contents of this paper.

3. Effective Partnerships

- 3.1. Sporting Centre for Excellence – Dundee Football Club, Academy and Trust - The partnership with DFC is continuing to grow with a joint group in place to progress funding bids for the external works. At the core of the partnership is the common goal to create a centre for excellence that enhances the sports facilities for our students and community groups. The project will create an elite standard grass pitch, an elite standard plastic pitch, a full-size rugby pitch plus floodlights and secure fencing ensuring our students learn within the best environment as well as being able to have access to a professional sports club whilst studying. [This partnership video](#) explains more about the project and the benefits.
- 3.2. Cloud Computing – Amazon AWS Re/Start – We have teamed up with AWS Re/Start to offer a 12 week full-time skills development programme to prepare individuals for a career in cloud computing. Working with local employers we identified a shortage of a skilled workforce in this area and pursued a relationship with AWS to deliver their certificated, industry recognised Cloud and IT Fundamentals training. The programme is aimed at unemployed and under-employed individuals, and we have recruited 12 people onto the first course from a range of non-technical backgrounds including nursing and retail. In addition to the certificated training, the course connects the participants to potential employers, such as Bright Solid and Waracle, who have offered interviews to successful participants.
- 3.3. Xplore & McGill Group Partnership – We have recently secured a partnership with Xplore Dundee and the McGill Group. We are using £45,000 of the FWDF fund to upskill bus mechanics across Scotland. SFC are using this as an example of best practice and are presenting this to the Scottish Government to demonstrate how important this fund is to the local business community. [D&A College launches heavy electric vehicle course with McGill's Bus contract](#).
- 3.4. NHS Partnership – A new training programme, involving Dundee and Angus College and NHS Tayside, has been rolled out to train Healthcare Assistant Practitioners. The PDA Acute and Community Care Course was offered to NHS Tayside, when they highlighted the great need for more Assistant Practitioners in Healthcare,

following the Coronavirus Pandemic. This new course responds to service needs in the NHS and will assist in shaping the future NHS workforce, giving them much needed assistance.

4. Future Focused

- 4.1. SDA Business Plan - Building on the strategy development work in summer 2022, our 5-year business plan has now been drafted and reviewed with the support of board members George Robertson and Roy McLellan. The modelling that has been undertaken as part of the business planning process on costing & pricing, consultant capacity, sales pipeline and conversion rates has been translated into two Income & Expenditure scenarios, one of which is based on growing capacity from 2023/24 to achieve a minimum £400k contribution by 2026/27.
- 4.2. Flexible Workforce Development Fund (FWDF) Update - We have now received confirmation of FWDF allocation which has allowed the Business Partnership Team to press on with converting applications and training delivery. We were disappointed to see a reduction of the fund, noted below, however have already started the conversations with SFC to request an additional £185k from £3m, as yet unallocated, and any underspend across other colleges.

	2021/22	2022/23	Funds Already Allocated
SME	£197,127	£119,520	£93,527
Levy	£607,151	£373,223	£207,255
	£804,278	£492,743	£300,782

The team had been working hard building up their pipeline and so we are now in a very strong position and are on track to hit full target by March 31st.

- 4.3. D&A Launch Scotland's first degree-level Esports course – The College is to offer the first degree-level course in Esports in Scotland as we continue to lead the way in the sector. The new course which has been created in partnership with the University of West London is the latest milestone in our Esports journey, which has been building its offering and profile over the past 12 months. The college is keen that potential students see that Esports is not just about playing games competitively. It is a multidisciplinary career where a range of skills are required to organise, manage, and participate. You [can read more info here](#).

5. Thriving Community

- 5.1. Celebrating Success – Two of our students are finalists in the Scottish Apprenticeship Awards which will take place during Scottish Apprenticeship Week in March. Katie Phinn is one of 3 finalists in the Foundation Apprentice of the Year category. Katie completed her Foundation Apprenticeship whilst she was a pupil at Cragie High School in Dundee and attended a placement in a local nursery alongside attending college. She is a deaf student and is now enrolled on NC Early Education and Childcare. The second finalist is Ethan O'Hare who is nominated in the category of Apprentice Ambassador of the Year. Ethan is employed as a chef by WeeCOOK in Carnoustie. Ethan has actively promoted and championed apprenticeships as an ambassador at events since he completed his Professional Cookery Modern Apprenticeship.

- 5.2. Student Success in Built Environment – Built Environment students from the College have triumphed at the annual Chartered Institute of Building student challenge. The team from Dundee and Angus College showcased their knowledge and skills and were complimented by the judging panel on their professional presentation and attention to detail. The judges were impressed by the way the multidisciplinary team of Architectural Technology and Civil Engineering students worked well together demonstrating in depth knowledge of their subject area. You [can read more here](#).
- 5.3. Thrive Update – As previously reported, the ‘Thrive with D&A’ work is an important support for our students and many staff. This work is continuing, with a current focus around the availability of breakfast and lunch, as well as providing warm spaces on campus. Details of the various offers and activities are included within a Thrive hub open to students and staff and can be [accessed from within the College network here](#).
- 5.4. Ministerial Visits – We have welcomed three ministerial visits since our last meeting. The first being Jamie Hepburn, Minister for Higher Education and Further Education, Youth Employment and Training who [visited the college on 23rd January 2023](#). The second being Shona Robison, Cabinet Secretary for Social Justice, Housing and Local Government on 17th February and the third being Jenny Gilruth, Minister for Transport on 23rd February. All of which gave our staff and students the opportunity to showcase the great work of the College and also the important role it plays in all parts of the community. The Executive/SLT also used it as an opportunity to support discussions on the longer term direction of the college sector.

6. Link to Strategic Risk Register

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

- 1.1 Failure of College strategy to meet the needs of the D&A Region and/or national priorities
- 3.1 Failure to reach aspirational standards in learning, teaching and service delivery

Authors: Senior Leadership Team
Executive Sponsor: Simon Hewitt,
Principal

BOARD OF MANAGEMENT

Tuesday 14 March 2023



FINANCE & INFRASTRUCTURE ITEMS

DISPOSAL OF ASSESTS APPROVAL

PAPER F

BOARD OF MANAGEMENT

Tuesday 14 March 2023



Disposal of Outreach Centres

Paper for approval

1. Introduction

This paper requests approval for the disposal of two property assets.

2. Recommendations

Members are asked to:

- a) note approval has been sought from SFC to retain the proceeds of the sale of the two buildings
- b) approve of the disposal of North Esk Road in Montrose and Fairlie House in Kirriemuir, subject to SFC approval for the proceeds being retained.

In the event that approval to retain the proceeds has/will not be granted, we will reconsider the position and discuss this with the Board, likely in June 2023.

3. Sale of Outreach Centres in Montrose and Kirriemuir

The College's outreach centres in Montrose and Kirriemuir are surplus to requirements. Montrose has been closed since ? with the College's use of Kirriemuir since Summer 2017.

Subject to Board approval the College has appointed JE Shepherd – Chartered Surveyors to assist with the marketing and sale of the property in Montrose. Following an initial survey of the property, Shepherds have estimated a sale value of around £185k - £200k. Title information is being sought from our Solicitor (Thorntons).

Part of Fairlie House in Kirriemuir is owned by the College with a larger part of the building being owned by Angus Council. Angus Council have confirmed that they will vacate their part of Fairlie House at the end of March 2023 which will allow the College and Council to jointly market the property for sale. It is hoped that Fairlie House will attract a sale price in the region of £160k with the College receiving approximately £60k, which is based on Shepherd's property valuation in September 2020.

College Financial Regulations require approval of the Board of Management to dispose of assets with a market value in excess of £50k.

SFC have advised that where gross proceeds exceed £500k, institutions should assume that proceeds will not be retained, unless specifically agreed with Ministers/SFC. Where gross proceeds are less than £500k, Ministerial approval is not required. SFC must be

informed of all planned disposals and seek consent to retain and invest the proceeds in the college estate.

4. Link to Strategic Risk Register

Progressing the sale of surplus buildings will support the mitigation of the following Strategic Risk Register risk namely;

2.2 – failure to achieve institutional sustainability

Executive Sponsor: Jaki Carnegie, Vice Principal – Corporate Services

BOARD OF MANAGEMENT

Tuesday 14 March 2023



FINANCE & INFRASTRUCTURE ITEMS

FINANCE & PROPERTY COMMITTEE UPDATE- 2022/23 PAPER G

BOARD OF MANAGEMENT

Finance & Property Committee



Tuesday 28 February 2023

Management Accounts & Forecast Outturn

Paper C for information

1. Introduction

This report brings to the Committees attention the management accounts for Month 6 (August – January) which incorporates the budget that was approved in September 2022 together with the latest forecast for the year.

2. Recommendation

Members are asked to note the Month 6 position.

3. Context

An interim budget was prepared in May 2022, predicting a large cash-backed deficit of £2.9m without mitigating action. A savings and investment plan was already being devised and the subsequent implementation enabled a budget to be approved by the Board in September 2022. This predicted a much improved deficit position of £586K, helping to preserve cash reserves and providing more time for management to plan to return the College to a more sustainable medium term financial position.

In December 2022, the Committee was presented with the first quarterly Management Accounts forecasting a cash-backed deficit of £521K, a further improvement benefitting from further clarity but with significant uncertainties remaining. Whilst we have greater lucidity around certain aspects of this second quarterly forecast, key uncertainties continue, with unresolved pay award being the most notable.

Whilst the current year's forecast is being updated, and efforts being made to improve the operating position wherever possible, the primary focus is on improving underlying performance in future years, albeit that this challenge is made more difficult when not knowing exactly what future funding conditions might be. Despite an announcement that increased revenue funding of £26m will be available to the sector from the Scottish Government Budget for 2023/24, current indications are for flat cash settlements with associated lower activity targets. This future focus will inevitably lead to additional expenditure incurred this year to secure necessary savings. These costs cannot yet be precisely quantified but will likely result in an

increasing deficit forecast outturn for the current year.

Credit assumptions have not altered in this forecast and SFC have not provided any assurances of additional flexibilities. Despite taking all available actions to deliver the minimum 98% of our credit target we are predicting a shortfall, in line with most other colleges. Whilst this attracts risk of possible clawback of funding, we do not believe that this is a high probability given the indications from SFC that credit targets will be reduced next year.

Project activity continues to be embedded within forecasts, as reasonable certainty increases, to the extent that it either has a substantive financial impact upon revenue and cost or contribution. Specifically, additional funding made available to Tay Cities Engineering Project (TCEP) of £197K is now reflected but with no net impact. Other Tay City funded projects, namely Life Sciences and SME Skills continue to be excluded pending approval. Michelin Scotland Innovation Parc (MSIP) is also excluded as agreements are not quite finalised and the net financial impact of operations commencing in April will be minimal in this year.

An assessment of the risks from key areas is included in order to complement this paper and to provide more details of mitigation and contingencies. Possible cash deviations are estimated in an effort to provide some indication of likely impacts, both favourable and adverse.

4. Summary of results

We are forecasting a **Cash-backed deficit of £7K**, a substantial improvement upon the previously forecast deficit of £521K, and £763K better, before taking VS costs of £249K into account.

Actual operating performance for the six-months is a surplus of £0.9m. This is due to timing and recognition of income and expenditure. It is however substantially below forecast surplus for this period due primarily to lower SFC funding.

The main movements in forecast is summarised in the table below, both income and expenditure netted off where appropriate. Variances are described in more detail within the relevant sections. A high-level analysis of both income and non-pay provides detail of gross movements across the main categories.

	£000's
Cash-backed deficit per previous forecast	(521)
SFC: YPG contribution	90
SFC: FWDF contribution	(68)
SFC: Child Poverty cost reductions	68
Tuition Fees	253
SDS income	69
Catering contribution	50

Lets & Hires	(52)
Teaching pay, other	99
Support pay, other	173
VS, net savings	30
VS, net costs	(228)
Other miscellaneous, net	30
Cash-backed deficit per latest forecast	(7)

5. Income

Forecast income increases by £623K to almost £44.8m

Other SFC grants benefit from the recent allocation of £190K Young Person's Guarantee (YPG) non-credit bearing funding, delivery of which is subject to agreement with SFC. This increase is largely offset by reduced allocations of both Flexible Workforce Delivery Fund (FWDF) and Funding for Councillors. The latter is confirmed to 31 March and assumed to continue at a similar level, thereby reducing our FTE funding from 2.9 in the previous year to only 1.23.

This year's FWDF allocation of £493K is less than anticipated, down 35% from our initial allocation for 2021/22, with funding available to the college sector reducing from £17m to just £10m. SFC have however intimated that additional funding, of up to £3m, is expected to be allocated for AY 2022/23. This could yield additional funding to the College of circa £150K, and potentially further augmented by redistribution of underspends across the sector. Given the late notification, it has been deemed prudent to recognise only the confirmed allocations meantime for the purposes of this forecast, whilst assuming that all activity will have commenced before the end of the year.

Capital & Maintenance grant remains unchanged. It is increasingly likely however that a greater proportion of funding assumed from an FY23/24 allocation will be carried into next academic year, matched by the rolling forward of associated expenditure.

The performance metric 'Proportion of income that is SFC grant funded' has moved closer to the 79% (national average) target, reducing from 83% to 82% in this forecast as the increase in SFC grants is less than the increase in other 'cash' income.

Tuition fees increase by £253K, attributable mainly to a combination of full-time HE and international students. A cautious position was maintained for the first quarterly forecast pending confirmation of students continuing to attend at the cut-off date of 1st December and eligible for payment of fees by SAAS. Whilst full-time student numbers remain disappointing it is encouraging, that stronger retention has enabled us to maximise income and surpass budget predictions.

Non-Core income is up by £256K from our last forecast, of which £179K relates to a net increase in funding, substantially matched by increased cost, most notably from the decision to allow the Tay City Engineering Partnership (TCEP) to access funding for equipment for the Advanced Engineering Facility that could not be procured last year. Additionally the College has continued to accrue Foundation Apprentice income from legacy SDS contracts, increasing forecast again by a further £55K.

Catering & other income rises by £78K in this forecast. Student demand has exceeded expectations and we have been able to increase the annual forecast with greater confidence. Interest receivable has also benefited from the rise in base rates.

6. Pay Costs

Total Pay costs are now forecast at £38.9m, reducing by £138K, or £387K before the introduction of a Voluntary Severance (VS) charge of £249K

Certain elements of pay are impacted by movements in funding, the most significant of which in this forecast has been an additional allowance of £100K, applied to variable teaching pay meantime, to meet the additional delivery costs of YPG activity. However, the most notable feature of this pay forecast is the continued reductions from staff vacancies, both permanent and temporary (and so both recurrent and non-recurrent), with substantial savings accruing across several support areas. This is supplemented by lower overtime and resulting release of contingencies. Whilst there have been specific exceptions, increases where they have occurred have been relatively modest.

As also agreed by the Board, we will continue to track the revised metric 'Proportion of expenditure that is staff costs' The target is 71% (national average) with the latest forecast falling from 74% to 73%.

Provision for pay award for both academic and support staff is again unchanged in this forecast, allowing for a minimum increase of 2% but factoring in minimum sums for lower paid employees in line with the Scottish Government Pay Policy for FY 2022/23. This assumption may not be realistic and consequently the risk of a higher nationally agreed settlement and resulting detrimental impact is substantial unless additional funding is provided via SFC, which appears unlikely at this time. It should be noted that each additional 1% increase in gross pay would cost approximately £350K.

The Voluntary Severance scheme costs, in terms of both actual and forecast, reflect only approved applicants from the scheme re-opened in October, together with some excess invoiced strain costs where these have exceeded the estimate provided previously. They annualised savings from the October exercise are currently circa £270K with the majority leaving in July but with in-year savings of approx. £30K. Additional VS costs will be incurred when the scheme is re-launched in order to secure additional savings for 2023/24.

7. Non Pay Costs

Non-Pay costs have increased, in total, by £247K, largely explained by the introduction of additional funding described above and primarily affecting Consumables & Equipment.

£152K plus vat has been vired from Property to ICT, along with associated SFC funding in order to support the digital poverty initiative. Property had benefited from the additional carry forward of Capital & Maintenance funding. It is however possible that ICT may underspend this year, by up to £130K, if it proves to be impossible to spend towards the recently awarded Network replacement project due to very long delivery times being quoted by suppliers.

Utility costs are showing a saving against forecast and whilst this is likely to be secured for the year, the previous forecast has been retained meantime pending confirmation of prices beyond March 2023.

Loan interest payable to Santander switches from fixed to a variable rate on 3rd April for the remainder of the term. Forecast increases marginally for rising interest rates and will now be prone to fluctuations in base rate until June 2027.

8. Subsidiary Company

Gardyne Theatre Limited benefits from residual COVID-19 support provided by Creative Scotland and a break-even forecast remains the most realistic outcome for the year, after taking into account theatre rental and service charges.

9. Student Support Funding

SFC funding has been sufficient to satisfy demands for student support and no in-year allocation was requested.

10. Capital Expenditure

There has been no change since last quarter. The Kingsway development project account is still to be finally agreed with the main contractor but the forecast provision is believed to be adequate and covered by available funding.

11. Cash Flow Forecast

Cash retained at 31 July 2023 is forecast to reduce substantially from an opening position of £6.2m due to factors such as the loan repayment and an anticipated reversal of last year's strong positive movement in working capital. An improved operating position in this forecast does increase the forecast to £4.1m but this will be subject to further increases in VS and the pay settlement for 2022/23. Disposal of surplus outreach sites is now being forecast for 2023/24.

Cash held at 31 January was £6.2m, up from £3.7m at October, due largely to the

receipt of HE fees from SAAS in January and a high level of restricted cash.

12. Conclusion

As our Risk Assessment suggests, at this mid-way point we can be reasonably confident of our likely operating position and satisfied that significant in-year improvements have been secured. The residual risks are however substantial and largely out with our control, particularly as we continue to focus upon achieving a balanced budget moving forward.

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 Summary

	2021/22	Month 6, January 2023			Full Year 2022/23			
	Actual	Previous Forecast	Actual	Variance from latest forecast	Budget	Previous Forecast	Latest Forecast	Variance from Previous Forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
SFC Credit income	31,166	15,684	15,684	-	31,368	31,368	31,368	0
SFC ESF Credits	1,167	-	-	-	-	-	-	0
Other SFC grants	3,115	2,736	1,637	(1,099)	5,238	5,297	5,333	36
SFC Total	35,448	18,420	17,321	(1,099)	36,606	36,665	36,701	36
Tuition Fees	3,236	2,311	2,458	147	3,022	2,888	3,141	253
Non-Core income	3,782	1,016	1,217	201	2,727	2,841	3,097	256
Catering & other income	1,408	957	1,029	72	1,665	1,758	1,836	78
Total Income	43,874	22,704	22,025	(679)	44,020	44,152	44,775	623
Teaching Pay - established	16,571	8,163	8,108	55	16,817	16,549	16,386	163
Teaching Pay - variable	2,497	1,280	1,236	44	2,550	2,537	2,674	(137)
Invoiced Staff Costs	432	93	128	(35)	465	456	415	41
Teaching Support Pay	2,495	1,242	1,192	50	2,424	2,519	2,401	118
Support pay	11,941	5,533	5,498	35	11,476	11,464	11,262	202
Apprenticeship Levy	110	53	53	-	108	108	108	-
VS Scheme	1,246	-	113	(113)	-	-	249	(249)
Unfunded pension payments	386	200	194	6	400	400	400	-
Total Pay Costs	35,678	16,564	16,522	42	34,240	34,033	33,895	138
Staff related costs	283	147	130	17	307	312	304	8
Consumables & Equipment	1,553	756	744	12	1,851	1,891	2,040	(149)
Exam fees	784	351	381	(30)	859	855	832	23
Student related costs	161	90	132	(42)	183	179	190	(11)
Property cost	3,000	1,925	1,658	267	3,948	4,049	3,917	132
ICT & Telephony	1,665	666	678	(12)	1,399	1,434	1,586	(152)
Insurance	128	78	77	1	156	156	154	2
Marketing	142	40	84	(44)	76	91	91	-
Professional fees	178	28	22	6	115	115	161	(46)
General Overheads	263	152	163	(11)	278	310	318	(8)
Interest & Charges	145	37	32	5	92	92	98	(6)
VAT	936	483	477	6	1,108	1,156	1,196	(40)
Total non-pay costs	9,238	4,753	4,578	175	10,372	10,640	10,887	(247)
Cash-backed surplus/(deficit)	(1,042)	1,387	925	(462)	(592)	(521)	(7)	514
Add: subsidiary profit/(loss)	(2)	0	1	1	6	-	-	-
Consolidated Cash-backed surplus/(deficit)	(1,044)	1,387	926	(461)	(586)	(521)	(7)	514

Cash Flow Forecast

	2021/22	2022/23			
	Actual	Actual January	Revised Budget	Previous Forecast	Latest Forecast
	£000's	£000's	£000's	£000's	£000's
Cash backed surplus/(deficit)	(1,044)	926	(586)	(521)	(7)
Loan repayment	(457)	(457)	(457)	(457)	(457)
Capital Expenditure	3,402	(19)	-	(44)	(44)
Capital funding	(3,402)	19	-	44	44
Asset Disposals		-	150	150	-
Working capital movements	1,896	(528)	(1,800)	(1,700)	(1,700)
Net Movement in cash balances	395	(59)	(2,693)	(2,528)	(2,164)
Opening cash balances	5,853	6,248	6,248	6,248	6,248
Closing cash balances	6,248	6,189	3,555	3,720	4,084

Note: We hold restricted cash funds of approx. £3.4m at the end of January, including Student Support funds of £1.2m

Risk Assessment of key volatile areas at Quarter 2

Income/Expenditure Category	Latest	Possible Cash Deviations		Controllable?	Adverse Risk Assessment			Comments and mitigations
	Forecast	Favourable	Adverse		Likelihood	Impact	Overall	
	£000's	£000's	£000's		£000's	£000's	£000's	
SFC Credit income	31,368	-	300	Controllable in terms of activity delivered but subject to conditions requiring further clarity.	Low	Low	Low	SFC have provided no formal update in terms of additional in-year flexibilities. However, given the relaxation being discussed for next year the likelihood of clawback for credit shortfall appears to have further diminished. Favourable deviation suggested by last assessment is now reflected within increased forecast for Other SFC grants as now deemed non-credit bearing.
Other SFC grants	5,333	100	100	Provision of funding is uncontrollable but College can stimulate demand.	Low	Low	Low	Net funding has increased, with confirmed allocations of FWDF and Child Poverty. Although the former is reduced from previous forecast, further positive movement appears more likely. Any decrease in Capital & Maintenance funding will be matched by cost reduction.
Tuition Fees	3,141	100	100	Yes, in terms of marketing, recruitment delivery and retention but limited influence over demand.	Low	Low	Low	Increased forecast has surpassed last quarter's possible favourable deviation. Residual risk of adverse movement is now more limited, focused mainly upon commercial course fees, although forecast is believed to be achievable.
Non-Core income	3,097	100	100	Partly; varies across such a disparate category ranging from apprentice income to Trust funding.	Low	Low	Low	Movements in work based and apprenticeship income can have the greatest net impact upon financial performance and whilst contracts are performing well, adequacy of continued funding cannot be guaranteed.
Catering & other income	1,836	100	100	Yes	Low	Low	Low	Favourable movement in forecast predicted last quarter has been possible and risk of adverse variance further diminished.

Income/Expenditure Category	Latest Forecast £000's	Possible Cash Deviations		Controllable?	Adverse Risk Assessment			Comments and mitigations
		Favourable £000's	Adverse £000's		Likelihood £000's	Impact £000's	Overall £000's	
Total Pay (exc. VSS & unfunded pensions)	33,246	200	900	Largely yes but subject to pay and conditions negotiated centrally.	Mid	High	High	Savings secured to date have exceeded expectations and it is possible that further net savings will accrue in-year with a strong focus on efficiencies. However, it is highly likely that the pay award will be substantially higher than the current provision of a minimum 2% and the impact of an award of circa 5% will be substantial unless supported by additional funding.
VSS	249	-	1,000	Yes	High	High	High	To achieve future savings, and financial sustainability, it will be necessary to incur additional severance costs. These could be substantial but cannot yet be accurately quantified. Currently there are no indications that transitional funding for VS will be made available by SFC this year.
Property cost	3,917	200	100	Yes, subject to inherent risks of the usual unpredictable factors exacerbated this year by exceptional price rises.	Low	Low	Low	Maintenance budgets are managed within available funding and any under spend will likely result in funding carried forward. Utility budgets assume higher consumption this year and reflect higher price predictions, with only limited risk beyond March until prices confirmed.
Non-pay costs excluding property	6,723	200	200	Yes, with limited exceptions, but inflationary pressures have increased risk of over spend.	Low	Low	Low	Budget holders are conscious of unprecedented inflationary pressures and are managing controllable costs accordingly. Procurement activity continues to support the achievement of best value.

Summary Analysis - Income

	Prior Year Actual	Month 6, January 2023			Full Year 2022/23			
		Previous Forecast	Actual	Variance from previous forecast	Budget	Previous Forecast	Latest Forecast	Variance from previous forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Teaching Grant	31,166	15,684	15,684	-	31,368	31,368	31,368	-
SFC ESF Credits	1,167	-	-	-	-	-	-	-
SFC YPG 2022-23	-	-	-	-	-	-	190	190
SFC Capital & Maintenance grants	1,746	1,402	1,031	(371)	3,135	3,194	3,194	-
SFC Digital Poverty as capital	-	182	112	(70)	182	182	182	-
SFC Flexible Workforce Dev. Fund	854	864	374	(490)	1,272	1,272	1,154	(118)
SFC Reducing Child Poverty	221	42	-	(42)	125	125	125	-
SFC Funding for Councillors	152	64	20	(44)	152	152	116	(36)
SFC ESP Funding	120	175	100	(75)	350	350	350	-
SFC Access to sanitary products	22	7	-	(7)	22	22	22	-
Other SFC grants	3,115	2,736	1,637	(1,099)	5,238	5,297	5,333	36
HE Full-time	1,748	1,472	1,565	93	1,489	1,472	1,559	87
HE Associates & collaborations	682	273	217	(56)	546	546	639	93
Part-time Fees	242	157	183	26	334	223	255	32
Commercial and Leisure	357	318	338	20	503	534	521	(13)
Internal Re-charges	18	-	-	-	-	-	-	-
International Fees and Overseas contracts	188	91	155	64	150	113	167	54
Other fees	1	-	-	-	-	-	-	-
Tuition Fees	3,236	2,311	2,458	147	3,022	2,888	3,141	253
Commercial: Work-Based	345	110	131	21	250	250	250	-
Managing Agents	360	176	138	(38)	470	527	527	-
Skills Dev Scotland: MAs	655	296	350	54	500	500	500	-
SDS Foundation Apprentices L6	477	79	134	55	-	79	134	55
SDS Foundation Apprentices L4+5	76	-	-	-	-	-	-	-
SDS: Pathways to Apprenticeships	21	-	-	-	-	-	-	-

Summary Analysis - Income

	Prior Year Actual	Month 6, January 2023			Full Year 2022/23			
		Previous Forecast	Actual	Variance from previous forecast	Budget	Previous Forecast	Latest Forecast	Variance from previous forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
SDS: Cyber in non-technical courses	-	-	-	-	-	-	14	14
Other Public Sector contracts	34	17	9	(8)	80	40	40	-
Schools Senior Phase	163	-	-	-	150	139	139	-
Non-funded tuition	6	4	-	(4)	20	10	6	(4)
European Projects	55	19	36	17	21	30	30	-
Developing Young Workforce	350	-	-	-	-	-	-	-
Energy Skills Partnership (non-SFC)	400	122	198	76	256	275	283	8
SDS for MSIP	40	-	-	0	38	38	38	-
Mathew Trust	-	-	-	0	100	100	128	28
Northwood Trust	29	70	81	11	110	110	110	-
Seagreen funding	49	113	98	(15)	251	251	267	16
Tay City Deals	369	0	30	30	446	446	581	135
Misc. grants, funding and sponsorships	75	7	4	(3)	10	10	10	-
Other grants - ESP	237	2	7	5	-	2	7	5
Other misc. income	41	1	1	0	25	34	33	(1)
Non-Core income	3,782	1,016	1,217	201	2,727	2,841	3,097	256
Consultancy	37	21	38	17	40	27	38	11
Catering	562	465	514	49	735	751	831	80
Training Restaurants	19.00	9	18	9	21	21	21	-
Nursery	167	99	107	8	187	187	187	-
Retail shops	3.00	1.00	-	(1)	6	3	2	(1)
Salon revenues	-	6	11	5	25	16	18	2
Gardyne Sport facilities	189	103	66	(37)	256	245	205	(40)
General Lets & Incubator Hire	37	48	47	(1)	106	106	94	(12)
Staff secondments	6	3	3	-	10	10	10	-
Support cost grants	94	33	38	5	90	90	90	-
GTL revenue from LTO and SLA	18.00	5	5	0	20	20	20	-
Library charges	12	5	2	(3)	18	11	11	-
Photocopy charges	1.00	2	2	-	4	4	4	-

Summary Analysis - Income

	Prior Year Actual	Month 6, January 2023			Full Year 2022/23			
		Previous Forecast	Actual	Variance from previous forecast	Budget	Previous Forecast	Latest Forecast	Variance from previous forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Sale of materials, produce, scrap etc.	22	37	47	10	9	48	55	7
Biomass RHI & EDFE FIT charges	34	30	13	(17)	62	62	62	-
Wage Subsidy/CJRS	163	68	76	8	60	120	120	-
Insurance Claims	8	-	-	-	-	-	-	-
Bank Interest	3	4	13	9	1	5	25	20
Other misc.	33	18	29	11	15	32	43	11
Catering & other income	1,408	957	1,029	72	1,665	1,758	1,836	78

Summary Analysis - Expenditure

	Prior Year Actual	Month 6, January 2023			Full Year 2021/22			
		Previous Forecast	Actual	Variance from previous forecast	Budget	Previous Forecast	Latest Forecast	Variance from previous forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Mileage	98	48	47	1	108	110	108	2
Travel & Accommodation	23	17	11	6	41	42	37	5
Overseas Travel	3	2	1	1	2	4	4	-
Staff welfare and other expenses	21	11	11	-	25	25	24	1
Recruitment	6	-	3	(3)	1	1	1	-
Organisational Development	132	69	57	12	130	130	130	-
Staff related costs	283	147	130	17	307	312	304	8
SFC Flexible Workforce Dev. Fund								
SFC Reducing Child Poverty	318	221	212	9	335	373	383	(10)
SFC Funding for Councillors	117	86	70	16	655	662	781	(119)
SFC ESP Funding	378	293	305	(12)	497	497	525	(28)
SFC Access to sanitary products	23	21	18	3	46	46	46	-
Stationery & Printing	11	11	11	-	21	21	21	-
Equipment purchase & maintenance	652	101	116	(15)	238	238	238	-
Other misc.	54	23	12	11	59	54	46	8
Consumables and Equipment	1,553	756	744	12	1,851	1,891	2,040	(149)
SQA Fees	531	196	186	10	550	550	535	15
Other fees	158	110	116	(6)	189	187	202	(15)
Accred/Regn/Assess/Verification	95	45	79	(34)	120	118	95	23
Exam Fees	784	351	381	(30)	859	855	832	23
Residentials, travel etc.	24	18	14	4	39	39	53	(14)
Foundation Apprentice travel	0	2	-	2	9	5	2	3
Student placement costs	5	2	1	1	6	6	6	-
Student Councelling	18	15	18	(3)	21	21	21	-
Student Support costs	30	15	15	-	30	30	30	-
Student Bursary materials	-	-	38	(38)	-	-	-	-
Miscellaneous costs (inc.PVG)	84	38	46	(8)	78	78	78	-
Student related costs	161	90	132	(42)	183	179	190	(11)
Maintenance, high priority works	1,461	897	667	230	1,896	1,944	1,792	152
Building rentals and rates	319	158	137	21	314	320	325	(5)
Utilities	961	731	693	38	1,535	1,545	1,545	-

Summary Analysis - Expenditure

	Prior Year Actual	Month 6, January 2023			Full Year 2021/22			
		Previous Forecast	Actual	Variance from previous forecast	Budget	Previous Forecast	Latest Forecast	Variance from previous forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Cleaning, wast management etc.	145	77	85	(8)	138	138	138	-
Transport costs	77	50	62	(12)	31	68	82	(14)
Health & Safety costs	22	9	7	2	25	25	27	(2)
Other	15	3	7	(4)	9	9	8	1
Property Cost	3,000	1,925	1,658	267	3,948	4,049	3,917	132
ICT hardware, software, etc.	916	301	325	(24)	687	687	849	(162)
ICT Maintenance & Licences	643	311	313	(2)	574	624	624	-
Web Development	5	8	1	7	40	25	15	10
Telephony & data line rentals	101	46	39	7	98	98	98	-
ICT & Telephony	1665	666	678	(12)	1,399	1,434	1,586	(152)
Consultancy (inc.projects)	34	5	13	(8)	7	7	28	(21)
Audit Services	46	-	-	-	48	48	61	(13)
Bad Debts and collection fees	84	14	(7)	21	30	30	30	-
Legal & other professional fees	14	9	16	(7)	30	30	42	(12)
Professional fees	178	28	22	6	115	115	161	(46)
Photocopying, copyright & postage	107	62	60	2	111	116	126	(10)
Sponsorship, subscriptions, Licences	115	65	75	(10)	101	128	127	1
Hospitality and events	20	16	12	4	42	43	42	1
Miscellaneous and other	21	9	16	(7)	24	23	23	-
General Overheads	263	152	163	(11)	278	310	318	(8)

BOARD OF MANAGEMENT

Tuesday 14 March 2023



GOVERNANCE ITEMS

MEMBERSHIP UPDATE

PAPER H

BOARD OF MANAGEMENT

Tuesday 14 March 2023



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.

A list of current board members is included as Appendix A.

3 Board Appointment

Recruitment and selection arrangements are currently ongoing, with appointment to be confirmed to the available vacancy. Details of the successful candidate to be confirmed at the next meeting (subject to Scottish Government approval).

4 Academic Staff Member

The period of office for Barry Carmichael as Academic staff Board member will come to an end on 31 March 2023. Arrangements are progressing for election of a new academic staff board member and the successful applicant will be confirmed by 31 March 2023.

5 Board Vice Chair

Following confirmation of the decision of George Robertson not to seek reappointment to the Board, a vacancy will arise for the role of Vice Chair. This is open for nomination by any member of the Board, with appointment made by election if there is more than one nomination.

Following from initial discussions with the Chair, Margo Williamson has expressed an interest in this role, other nominations will be sought from Board members by e-mail and election arrangements progressed as appropriate.

6 Union Observer Arrangements

As discussed at the Human Resource and Development Committee, the College does not currently have any support staff representatives from Unison and only one representative from GMB (due to recent staff changes and current absence). Given this situation it was not felt to be appropriate to progress with observer arrangements for only one union / staff group.

This will be reviewed again for the June 2023 meeting and approval is sought to progress with arrangements to appoint observer(s) for this meeting if possible.

In nominating an observer, each union will be asked to confirm that any observer attending Board meetings will confirm fully to the Code of Conduct for board members and individual observers will be asked to confirm adherence to this code and to the standards of confidentiality applicable to board members.

7 Approvals

In summary, approval is sought for the following:

- Noting arrangements for the appointment of a new member of the Board
- Note recruitment to the Academic Staff Board member role through the nomination and election arrangements.
- Appointment of a new Board Vice Chair (by election if appropriate).

8 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:

- 3.2** Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.

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

Board of Management Membership and Skills Mix as at March 2023

* Eligible for reappointment

Name	Appointment	Member Until	Profession/Specialism
1. Laurie O'Donnell	Regional Chair July 2022	Scottish Government Appointment until 10/07/2026	Learning & Teaching, Digital, Management
2. George Robertson	March 2015	Resigns 31/03/2023	Finance, Management
3. Margo Williamson	June 2021	31/05/2025	Public Service Management, Education Management, Learning & Teaching
4. Donna Fordyce	April 2017	31/04/2025	Economic Development/ Enterprise, Fisheries, Retail Management
5. Helen Honeyman	January 2019	31/12/2026	Risk, Governance, HR Management
6. Kirsty Keay	January 2019	31/12/2026	Commercial, Governance, HR, Third Sector Management
7. Donald Mackenzie	April 2019	31/03/2027	HR & OD, Corporate Communications Management
8. Neil Lowden	January 2019	31/12/2026	Educational Management, Learning & Teaching, Educational Policy
9. Kevin Ditcham*	April 2021	31/03/2025	Community Learning & Engagement, Management, Third Sector
10. Sally Middleton*	June 2021	31/05/2025	HE Learning & Teaching, Management, Access, and Articulation
11. Brian Lawrie*	May 2022	31/04/2026	Finance, Public Service Management
12. Roy McLellan*	May 2022	31/04/2026	Business, Management, Enterprise
13. Jackie Buchanan*	February 2023	31/01/2027	Public Service Management, Legal, Governance & Procurement
14. Simon Hewitt	August 2020	--	Principal
15. Sam Stirling	September 2019	31/09/2023	Non-Teaching Staff Member
16. Barry Carmichael	April 2019	Resigns 31/03/2023	Teaching Staff Member
17. Lenka Strukanova	August 2022	31/07/2023	Student Member
18. Amy Monks	August 2019	31/07/2023	Student Member
19. Michael Thomson	August 2019	30/06/2023	Co-opt member of Audit & Risk

BOARD OF MANAGEMENT

Tuesday 14 March 2023



GOVERNANCE ITEMS

BOARD METRICS

PAPER I

BOARD OF MANAGEMENT

Tuesday 14 March 2023

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

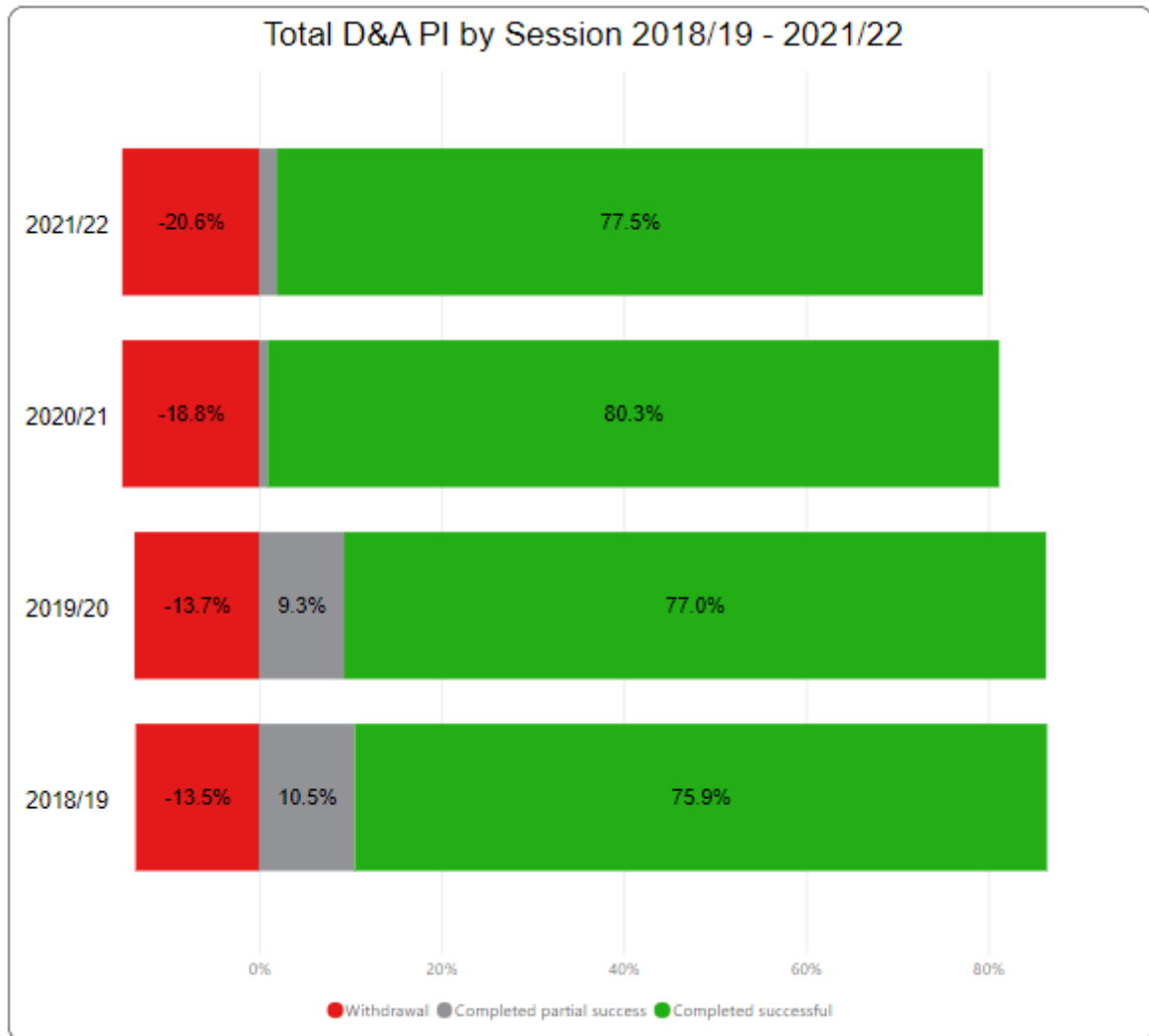
Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely;

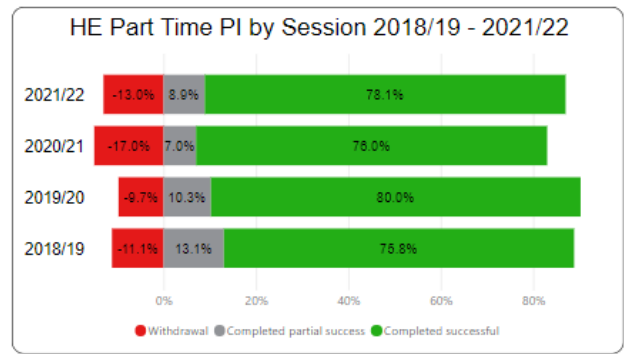
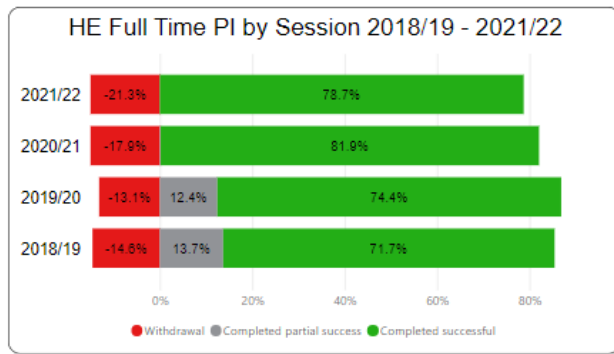
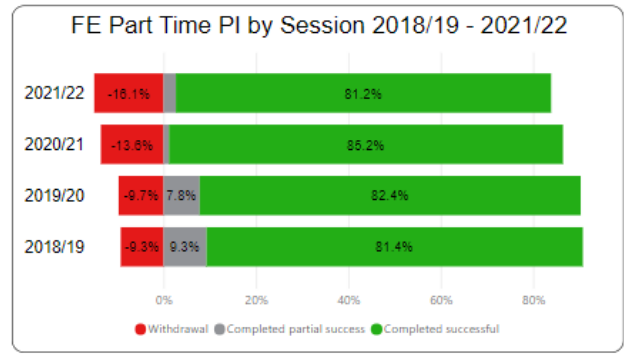
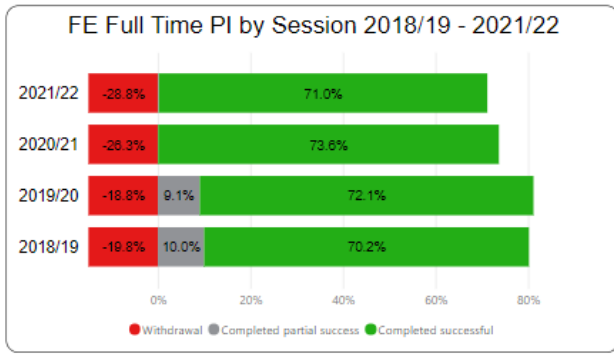
- 1.1 – Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)
- 2.2 – Failure to achieve institutional sustainability
- 3.1 – Failure to reach aspirational standards in learning, teaching and service delivery
- 3.3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

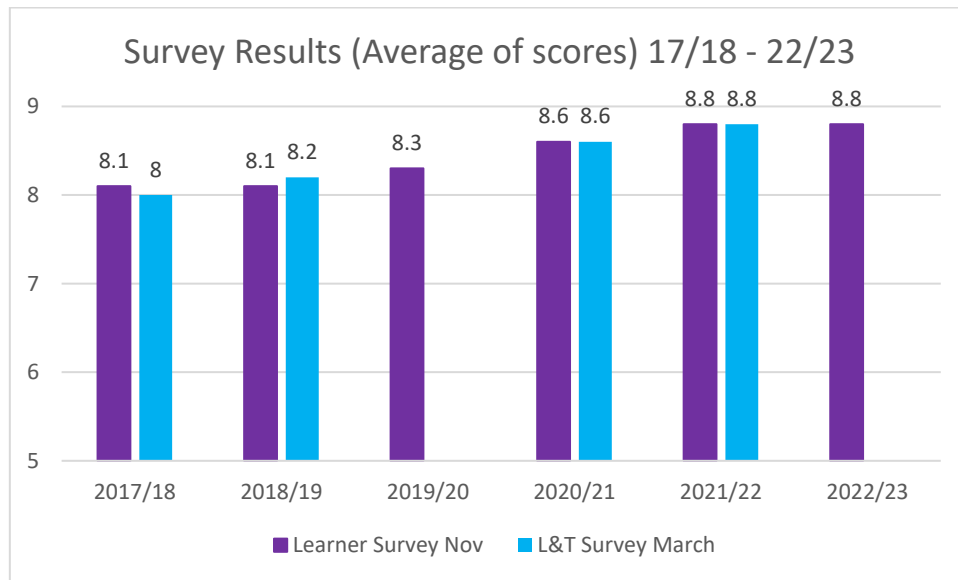
Performance Indicators

All data outlined below is up to date and final.





Student Survey Results

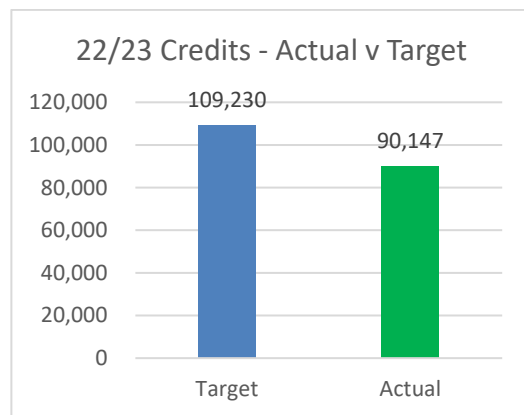
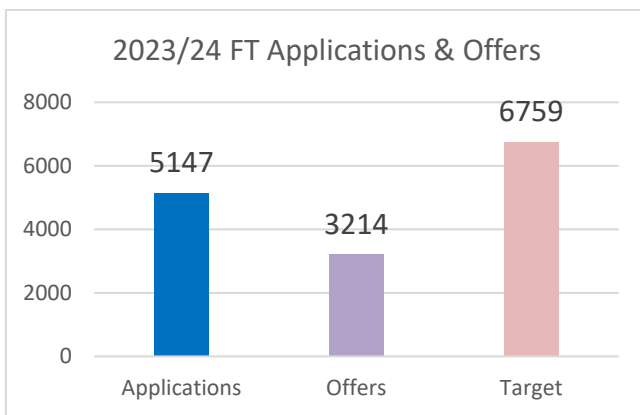


Note: The 2019/20 L&T Survey was not completed. The Learner Survey is now scored out of 5 but the results are scaled up to be consistent with prior years. The overall 2022/23 Autumn survey score was 8.8 (4.4 out of 5).

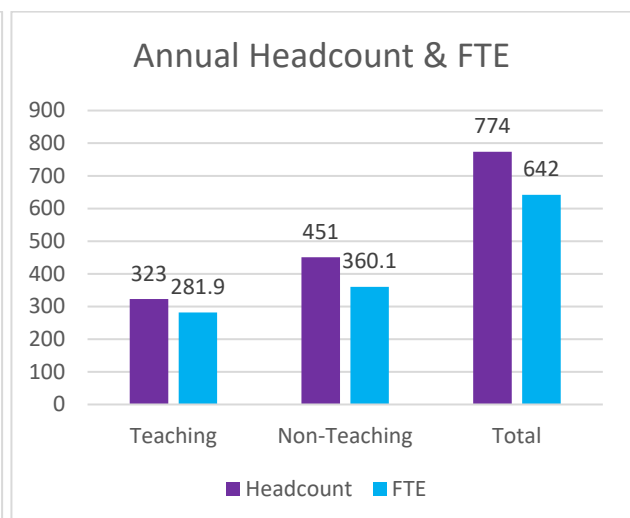
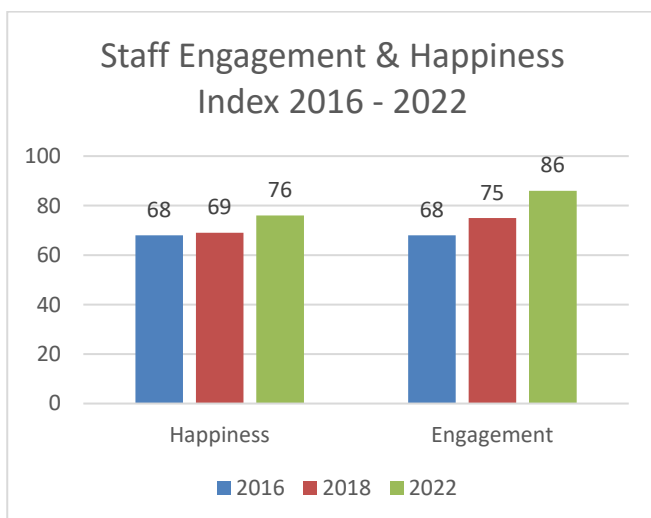
SFC Student Satisfaction & Engagement Survey – Positive response rate

	D&A	National
Overall Satisfaction 2018/19	91.4%	86.9%
Overall Satisfaction 2020/21	92.4%	85.9%
Overall Satisfaction 2021/22	96.3%	90.2%

Note: The 2019/20 SFC Student Satisfaction and Engagement Survey was not completed

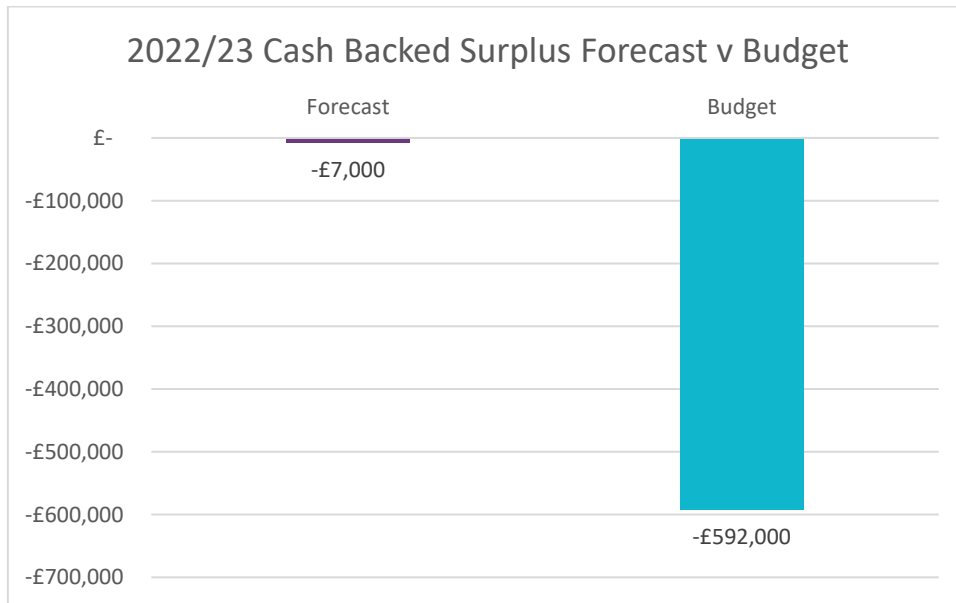


Staff – Engagement and Happiness Index, FTE & Headcount and Absence



	Staff Absence Rolling Year to 31/01/23	Staff Absence Rolling Year to 31/10/22
Average working days lost per headcount	8.09 days	7.92 days
Working time lost	3.11%	3.04%
Comparison with sector/national rates UK All Sector rate (CIPD 2016) UK Public Sector rate (Unison 2016)	3.3% (2.6% CIPD 2020) 3.4%	

Finance – Surplus/Deficit v Planned Budget out-turn



	2022/23	2021/22
RIDDOR – Reportable Accidents	2	8

2022/23	Completed	Planned
Audits Completed v Planned	2	7

BOARD OF MANAGEMENT

Tuesday 14 March 2023



GOVERNANCE ITEMS

MEETINGS SCHEDULE 2023/2024

PAPER J

**BOARD OF MANAGEMENT
Tuesday 14 March 2023**



2023/2024 Board and Committee Meeting Dates

Paper J for approval

BOARD/COMMITTEE	MEETING DATES
<p>It is proposed that all meetings be onsite (with a Teams option). Meetings have provisionally been booked for Room Y150, Boardroom, Gardyne Campus but this will be confirmed within individual meeting invites.</p>	
<p>Board of Management - 5.00pm</p>	<p>Tuesday 26 September 2023 Tuesday 12 December 2023 Tuesday 12 March 2024 Tuesday 18 June 2024</p>
<p>Learning, Teaching and Quality Committee – 5.00pm</p>	<p>Wednesday 13 September 2023 Wednesday 1 November 2023 Wednesday 7 February 2024 Wednesday 24 April 2024</p>
<p>Human Resources and Development Committee – 5.00pm</p>	<p>Thursday 14 September 2023 Thursday 9 November 2023 Thursday 15 February 2024 Thursday 2 May 2024</p>
<p>Finance and Property Committee – 5.00pm</p>	<p>Tuesday 5 September 2023 Tuesday 27 February 2024 Tuesday 28 May 2024</p>
<p>Audit and Risk Committee – 5.00pm</p>	<p>Tuesday 19 September 2023 Tuesday 5 March 2024 Tuesday 4 June 2024</p>
<p>Joint Audit and Risk Committee and Finance and Property Committee 4.15pm</p>	<p>Tuesday 5 December 2023</p>
<p>Chairs Committee</p>	<p>Minimum 2 times a year</p>

Other Dates:

Board of Management Strategic Planning Days - TBC

BOARD OF MANAGEMENT

Tuesday 14 March 2023



MINUTES OF COMMITTEE MEETINGS

PAPER K

12.1 LEARNING, TEACHING & QUALITY- 8 FEB 2023

12.2 HUMAN RESOURCES & DEVELOPMENT- 16 FEB 2023

12.3 FINANCE & PROPERTY- 28 FEB 2023

12.4 AUDIT AND RISK 7 MARCH 2023 (VERBAL UPDATE)

BOARD OF MANAGEMENT



Learning, Teaching and Quality Committee Wednesday 8 February 2023

Draft Confirmed by Chair

Minute of the Learning, Teaching and Quality Committee meeting held on Wednesday 8 February 2023 at 5.00pm via Microsoft Teams.

PRESENT:

M Williamson	A Monks
K Ditcham	S Stirling
B Carmichael	S Hewitt
S Middleton	D Fordyce
L Strukanova	A Mawhirt

IN ATTENDANCE: S Taylor (Vice Principal / Secretary to the Board)
J Grace (Vice Principal Curriculum & Attainment)
J Roscoe & S Toms (Directors of Curriculum and Attainment)
A Mawhirt (Head of People & OD)
C Calder (Academic Development Lead)
P Muir (Board Administrator)

1. **WELCOME**

M Williamson welcomed Committee members.

2. **APOLOGIES**

Apologies were received from H Honeyman, N Lowden and L O'Donnell

3. **DECLARATIONS OF INTEREST OR CONNECTION**

There were no declarations of interest or connection.

4. **MINUTE OF PREVIOUS MEETING**

The minute of the meeting held on Wednesday 2 November 2022 was approved as an accurate record.

5. **MATTERS ARISING**

The matters arising were included in the agenda and closed.

6. **CURRICULUM REPORT- LEARNING & TEACHING DEVELOPMENT PROGRAMME**

Abi Mawhirt and Christine Calder stated there was a wide ranging CPD plan created for different staff groups and roles across the College, with this building from learning and teaching development through to course leadership and line management training for promoted roles.

A range of CPD opportunities had been developed by the Academic Development team, with the paper highlighting various CPD developments within the College. Internal resources have been used to develop staff skills which is very cost effective.

The Leadership Development Forum (LDF) had undertaken work around college values, line management, college practice and policies, with this being welcomed by managers. This work would continue to develop, combining CPD opportunities with peer support and networks.

In addition, staff were undertaking coaching for their developmental needs and more support had been given for Curriculum and Quality Leaders (CQLs).

Student Behaviour has been highlighted as a priority within the Learning & Teaching Development Programme, given issues arising during the pandemic and being seen as more students have returned to campus.

The behaviour management training matrix was noted, with basic training and awareness provided for all staff, and more advanced training provided for those in specific roles or in areas where behavioural management interventions were required more often. The feedback for this had been positive, highlighting that the training had been excellent and skills learned provided staff with means and ways of de-escalation. It was confirmed that the training was ongoing.

A Mawhirt highlighted that professional learning was continuing to be supported through the Academic Development team, with new pathways of learning supported including new professional categories and support through teacher training and General Teaching Council of Scotland (GTCS) registration. In addition to this, a blog had been created to share practice and opportunities.

M Williamson asked about the expectation and entitlement that staff would have in terms of CPD and how this fitted with time available. A Mawhirt noted that staff had requirements for CPD as part of their GTCS registration, supported by one-to-one and in-team discussions on CPD needs. It was noted that time availability was always a factor and that sessions were offered at different times and places to seek to meet needs as best as possible.

A Mawhirt stated there were a variety of training development days within the college and all staff had access to these.

M Williamson asked if they completed this within their own time or whilst attending the college. A Mawhirt stated that a budget was available to cover additional time input to attend CPD for part-time staff.

The Committee welcomed the update and the developments planned to support enhancements in learning, teaching and leadership.

7. STUDENTS ASSOCIATION REPORT

A Monks presented the report presentation to the Committee.

Training for Class and Lead Representatives was well underway, with changes made to the training approach and materials based on feedback and reflection on previous years.

The festive break provided a positive impact on students. A survey, using the Two Stars, One Wish approach had been used to investigate how students were feeling about the Festive break, with very positive feedback.

Students class and department representatives had held an online Q&A with the Executive, raising questions, providing feedback and having queries answered. This was part of a series of these events and proved popular and useful.

The Students Association are continuing their initiatives under the Thrive Project to support students and staff, with a new Thrive Shop opening at Gardyne.

M Williamson and other Committee members thanked A Monks for her presentation and noted the amazing work that was being carried out by Students' Association and thanked them for their hard work.

A Monks stated that the new Esports society launched a survey in Dec 2022 with around 50 staff and students interested in creating a team. This event will be sponsored by Corsair and will be launched at the end of February 2023.

K Ditcham stated how amazing the Student Association are doing, building the community together and thanked them for their contribution.

8. EDUCATION SCOTLAND ANNUAL ENGAGEMENT VISIT REPORT

The Annual Engagement Visit (AEV) held by Education Scotland in November 2022 had involved over 60 staff and students. The report back from this was very positive, showing numerous strengths and highlighting good practice in the links between the College and our regional employers and between the college and our community and third sector groups. The areas for development were also noted, with work continuing to progress on these.

Positive press coverage received as a result of the publication of the AEV outcome was noted.

M Williamson praised this report from Education Scotland, stating it was incredibly impressive.

9. LEARNER SATISFACTION SURVEY NOVEMBER 2022

The Learner Satisfaction Survey undertaken late Autumn 2022 had achieved high levels of participation and S Taylor noted the excellent work undertaken by staff across the College to support students to engage with this.

Survey outcomes were also strongly positive, with the student satisfaction rate increasing over time and remaining at a high level 88%. And S Taylor summarised how the survey outcomes were used at individual team and course level to inform reflection and evaluation.

M Williamson welcomed the report and the excellent results achieved and asked about the use of the word cloud in respect of the 'one more thing' comments. It was noted that this did not really reflect the range of comments received and it was agreed this would be reviewed for the next survey.

S Middleton asked if there were common themes arising across the sector in terms of student feedback. J Grace highlighted the VP Curriculum network shared information like this and noted that there were common themes around attendance, disruption to learning and deteriorating health / wellbeing. Good practice was shared around responses to issues raised.

The report and survey outcomes were noted.

10. VP CURRICULUM & ATTAINMENT REPORT

January recruitment figures were highlighted by J Grace, with c440 students starting new courses and a further 16 starting in the next couple of weeks.

J Grace noted concern continued around student retention, with over 100 students not returning after the Christmas break. Retention calls and other work was continuing with this group and 57 of the 100 had returned to class and a further 8 were working with student services in terms of support to re-engage.

S Hewitt highlighted the close work with Dundee Football Club to create partnership links to benefit the club and the College. The development of the new Foundation degree in Esports – the first of its type in Scotland – was noted.

11. STRATEGIC RISK REGISTER

Developments to the Strategic Risk Register were discussed and it was noted that there were no changes proposed to the risks allocated to the Committee.

12. LT&Q METRICS

The range of LT&Q metrics were noted.

J Grace noted that Young Persons Guarantee (YPG) funding had been confirmed by the Scottish Funding Council and would be used to support re-engagement and attainment activities including assessment centers, targeted drop ins and other work to support students to pass and progress. This funding would also support the delivery of the RISE course and continuation of the Child Poverty Project work.

13. DATE OF NEXT MEETING

Wednesday 26 April 2023, Gardyne Campus, Room Y150.

Action Point Summary

Action	Responsibility	Date
No action points noted		

BOARD OF MANAGEMENT

Human Resources and Development Committee Thursday 16 February 2023



Draft

Minute of the Human Resources and Development Committee meeting held on Thursday 16 February 2023 at 5.00pm, via MS Teams.

PRESENT:

D Mackenzie	B Carmichael
B Lawrie	N Lowden
S Hewitt	S Stirling
G Robertson	K Keay

IN ATTENDANCE:

J Carnegie (Vice Principal)	P Muir (Board Administrator)
S Taylor (Vice Principal)	J Grace (Vice Principal)
B Grace (Head of Estates)	A Mawhirt (Head of People & OD)

1. WELCOME

D Mackenzie welcomed members to the meeting.

2. APOLOGIES

There were no apologies

3. DECLARATIONS OF CONNECTION & INTEREST

G Robertson noted his role as Chair of Gardyne Theatre Limited (GTL)

4. MINUTE OF THE PREVIOUS MEETING – 15 September 2022

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

5. MATTERS ARISING

Matters arising were included within the meeting agenda.

6. 2022-2024 WORKFORCE PLAN UPDATE ON PROGRESS

S Taylor summarised the paper produced one year into the revised workforce plan, noting that much had changed since the plan was approved in February 2022. This included the transition out of COVID-19 restrictions, the cost-of-living crisis, and the significant impact of funding cuts on the College. S Taylor stated that despite these changes, the resilience of the workforce plan had supported decision making and planning activities over this period.

The workforce plan supported development and decision making around staffing matters, including looking at new ways of working post COVID-19. Developments around staff skills and changes in staffing were noted, including the investment in new course provision and skills needs in addition to building strong relationships with various sector networks.

Abi Mawhirt summarised staff CPD plans (agenda item 8) noting that there were wide ranging plans created for different staff groups and roles across the College, with this building from learning and teaching development through to course leadership and line management training for promoted roles.

It was noted that the Leadership Development Forum (LDF) had undertaken work around College values, line management, D&A practice and policies, with this being welcomed by managers. This work would continue to develop, combining CPD opportunities with peer support and networks.

In addition, staff were undertaking coaching for their developmental needs and more support had been targeted to Curriculum and Quality Leaders (CQLs).

Student Behaviour had been highlighted as a priority within the Learning & Teaching Development Programme, given issues arising during the pandemic and concerns around student behaviour arising as students had returned to campus. The behaviour management training matrix was noted, with basic training and awareness provided for all staff, and more advanced training provided for those in specific roles or in areas where behavioural management interventions were required more often. The feedback for this had been positive, highlighting that the training had been excellent and skills learned provided staff with means and ways of de-escalation.

K Keay welcomed the development plans but noted concern that a 2-year programme could be daunting for staff. A Mawhirt highlighted the feedback from staff had been positive, with staff welcoming the plans and availability of training, but recognised that this had to be balanced with the time available and on-going support. This would continue to be reviewed.

B Carmichael stated the feedback on the plans was positive from a delivery perspective, with the Academic Development Team delivering new skill sets and devising a programme suited to the needs of the individual.

S Stirling stated that her team had welcomed the opportunities to deliver CPD and noted that the support received from teams, and positive relationships developed, had helped make this more effective. S Stirling noted that there had been fantastic engagement from everyone involved around upskilling on digital transformation.

J Grace noted that the planned development programme for Curriculum Quality Leaders, had been devised based on their requests.

Approaches to development for line managers were discussed and N Lowden noted that the approach summarised was refreshing and reflected the expected good practice around encouraging and supporting educational ambition.

7. VP PEOPLE AND PERFORMANCE REPORT (INC NATIONAL BARGAINING UPDATE)

S Taylor summarised the report, highlighting the work progressing around voluntary severance in preparation for anticipated funding cuts for academic year 2023/2024.

Developments around national bargaining were noted, although S Taylor highlighted that there had been limited progress or change since the previous meeting but stated that national discussions were ongoing.

A Mawhirt highlighted that the People Strategy Group had been reinstated (following COVID-19 disruption) with this group used to inform thoughts and plans around staffing approaches and developments. The group had come up with a number of ideas which would inform future approaches and activities.

The report and developments made were noted.

8. PROFESSIONAL DEVELOPMENT PROGRAMME

This paper had been discussed under item 6 above.

9. STRATEGIC RISK REGISTER

S Taylor noted the review being undertaken of the Risk Register but highlighted that no changes were proposed in respect of the risks allocated to the Human Resource and Development Committee.

The paper was approved.

10. HR METRICS

HR Metrics were noted by the Committee and B Lawrie stated that he had raised some queries outwith the meeting regarding the calculation methodology for full time equivalents (FTEs) and had received an answer to this.

S Taylor noted that the staff turnover rate in 2021/22 had increased, but that this related to the spring 2022 savings plan, with the underlying turnover rate remaining low.

11. MEETING MINUTES/UPDATES

The Joint Consultative Committee (JCF) and Health, Safety and Wellbeing (HS&W) minutes were noted, with no comments or queries.

12. DATE OF NEXT MEETING

Thursday 4 May 2023, 5pm, Room Y150, Gardyne Campus

Action Point Summary

	Action	Responsibility	Date
No action points noted			

BOARD OF MANAGEMENT

Finance & Property Committee

Tuesday 28 February 2023 at 5.00pm
Microsoft Teams



Draft confirmed by Chair

PRESENT:

D Fordyce (Chair)
G Robertson
L O'Donnell
S Hewitt
B Carmichael

S Stirling
B Lawrie
R McLellan
J Buchanan

IN ATTENDANCE:

J Grace (Vice Principal)
J Carnegie (Vice Principal)
S Taylor (Vice Principal)
P Muir (Board Administrator)

A Ross (Head of IT)
B Ferguson (Head of Finance)
B Grace (Head of Estates)

1. WELCOME

D Fordyce welcomed everyone to the meeting and welcomed J Buchanan to her first Finance & Property meeting.

2. APOLOGIES

Apologies were received from D Mackenzie

3. DECLARATIONS OF INTEREST OR CONNECTION

G Robertson noted his role as Chair of Gardyne Theatre Limited (GTL), J Buchanan noted she was employed by Angus Council but did not believe there was any issue or interest or connection in respect of the proposed sale of Fairlie House (which was co-owned with the council).

4. MINUTES OF PREVIOUS MEETING

The minute of the Finance and Property Committee meeting held on 26 September 2022 was approved as an accurate record.

5. MATTERS ARISING

J Carnegie confirmed that all outstanding Matters Arising are closed with the STEM Centre OBC item to be closed for now and taken forward under the future Infrastructure Strategy.

6. FINANCE

6.1 Financial Sustainability

S Hewitt summarised work and discussions that were ongoing to help support future financial sustainability for the sector and for D&A. This included national discussions and lobbying in respect of potential new arrangements around student activity targets alongside modelling the impact of anticipated financial reductions. S Hewitt noted the College will continue to model and plan for the expected funding announcement in the middle of March 2023.

S Hewitt stated that national discussions centred around the funding levels plus discussion around potential reductions to activity (credit) levels of up to 20%.

The key assumptions were discussed, and it was noted that under all of these it was clear that future financial forecasts were very challenging and that the sector as a whole was unsustainable without significant national policy, activity, or funding changes.

S Hewitt noted the College's strengths in finding solutions and outlined discussions taking place nationally and directly with the Scottish Funding Council (SFC) to look at potential opportunities and solutions.

Modelling was still ongoing around the potential of a 6% + pay increase, however the College had only budgeted for 2%, with a 6% award adding c£1.4 million to the 2022/23 deficit. J Carnegie highlighted the importance of waiting for the Scottish Funding Council announcement and balancing what we can do with the resources made available.

G Robertson complimented how the College is managing and dealing with the financial challenges and questioned whether teaching unions in colleges will strike due to the ongoing discussion of pay. S Taylor stated negotiations were ongoing at a national level but that a dispute has been declared and an EIS consultative ballot on industrial action was being progressed. S Taylor noted that it was likely that there would be strike action if a resolution was not possible.

On-going planning and communication with unions and staff was noted, with similar timelines to the savings plan of 2022 envisaged.

6.2 Management Accounts & Forecast Outturn

B Ferguson summarised the papers produced and stated that the forecast position was looking better now than at the previous meeting. The underlying performance had improved showing a more stable platform (pay awards excluded) for next academic year.

B Lawrie asked about funding for Foundation Apprenticeships, asking if the funding would be coming to an end or recurring? B Ferguson stated the funding had been reduced significantly in 2022/23 and it was anticipated that this would be subsumed within normal funds for the future.

6.3 Gardyne Loan Repayment

J Carnegie stated this paper was for information only, highlighting the existing arrangements of the Gardyne Loan and the limited options to amend the arrangements.

J Buchanan asked about the legal standing of the loan and why this had changed and asked if it would be possible to liaise with others over this. J Carnegie summarised the changes arising from the reclassification of colleges as public bodies and stated that it was felt that the cost of legal advice would be more than the value of any savings made.

7. INFRASTRUCTURE

7.1 Estates Update

B Grace summarised his paper, noting it had been an exceptionally busy period for the Estates team. The range of projects undertaken was noted. B Grace highlighted work planned to replace windows in the Isla building in Arbroath and noted that this would be more complex and costly than usual given that it was a listed building.

J Carnegie stated there will be a paper coming to the Board meeting to seek approval for the sale of two properties to go ahead assuming that the College could retain the proceeds.

7.2 ICT Update

A Ross summarised his update highlighting that exchange and inflation rates, and issues around availability, had increased the costs associated with the network replacement. The various purchase orders had been raised, but with a shortage of raw materials there was a 38-week lead time for deliveries.

A Ross confirmed that placing the orders secured the current price, but that no payments were required until the equipment was delivered. This approach was welcomed.

8. PROCUREMENT

B Ferguson provided an update on procurement. He highlighted the work needing done on the Isla replacement windows and the Gardyne Swimming pool requiring Committee approval. Following discussion on these, both were approved. **B Grace to progress.**

B Ferguson noted that there could be two late procurement requests arising from funding received by the Energy Skills Partnership. If required it was agreed that these could be circulated for consideration and approval (including approval of a non-competitive award if required) by e-mail to the Committee. **J Carnegie to progress.**

9. SERVICE DESIGN ACADEMY BUSINESS PLAN

J Carnegie stated that her report was for noting but highlighted that the Service Design Business plan had been revisited from 2019. This showed good potential for growth, with this staged over the coming years and decisions on staffing taken on a rolling basis relative to increased demand and sales.

G Robertson noted it was positive to see the plan and the proposed developments. L O'Donnell asked if there were details available in terms of the overall size of the market and SDA's share within it. It was noted that there was not, but that there were some strong drivers for demand (such as Scottish Government policy) and a clear increase in viable contacts being made. R McLellan confirmed from engagement in the planning process that there was clear evidence of future demand.

The revised business plan was noted.

10. VP CORPORATE SERVICES REPORT

J Carnegie summarised her report and noted the excellent work being undertaken by the Business partnerships team, Sector development Leads and staff to deliver the Flexible Workforce Fund (FWDF) income. It was planned that a bid for additional funds would be made.

The future of the FWDF was discussed and it was noted that this remains unclear.

The VP report was noted.

11. STRATEGIC RISK REGISTER

S Taylor summarised the risk register paper and focus on the financial security risk. The wider update to the Risk Register was noted, with this being discussed at the next Audit & Risk Committee meeting.

The paper was approved.

12. DATE OF NEXT MEETING – Tuesday 30 May 2023 at 5.00pm – Gardyne Campus, Y150

Action Point Summary

Action	Responsibility	Date
Procurement approved for work at Gardyne Swimming Pool and Isla window replacement	B Grace	30 May 2023
ESP procurement requests to be considered for approval by e-mail to Committee members if necessary.	J Carnegie	30 May 2023

BOARD OF MANAGEMENT

Tuesday 14 March 2023



CORRESPONDENCE

PAPER L

BOARD OF MANAGEMENT
Tuesday 14 March 2023



Correspondence – SFC Communications

Paper L for information

Reports and Publications Listing	
<p><u>College Statistics 2021-22</u> Publication Type: Reports and publications, Statistical publications SFC/ST/01/2023 Date: 28/02/2023</p>	<p>This publication provides an overview of college sector statistics from 2012-13 to 2021-22.</p>
<p><u>In-year redistribution of student support funds 2022-23</u> Publication Type: Announcements, Reports and publications SFC/AN/02/2023 Date: 20/02/2023</p>	<p>Announcement of in-year redistribution of student support funding to colleges for AY 2022-23; detailing recovery of unspent funds from AY 2021-22 and reallocation of funds for AY 2022-23.</p>
<p><u>College Leaver Destinations Guidance 2021-22</u> Publication Type: Guidance, Reports and publications SFC/GD/05/2023 Date: 06/02/2023</p>	<p>Guidance notes and code lists for completion of First Destination of College Leavers data: Academic Year 2021-22 student cohort.</p>
<p><u>College mid-year financial forecast return (MYR) 2022-23</u> Publication Type: Calls for Information, Reports and publications SFC/CI/01/2023 Date: 03/02/2023</p>	<p>This Call for Information requests colleges / Regional Strategic Bodies to provide an updated financial forecast return for Academic Year 2022-23.</p>
<p><u>College Foundation Apprenticeship places 2022-23</u> Publication Type: Announcements, Guidance, Reports and publications SFC/GD/04/2023 Date: 31/01/2023</p>	<p>Guidance for colleges on the delivery of Foundation Apprenticeships in Academic Year 2022-23</p>
<p><u>Young Person's Guarantee in Colleges for AY 2022-23</u> Publication Type: Announcements, Guidance, Reports and publications SFC/GD/03/2023 Date: 25/01/2023</p>	<p>Guidance on the Young Person's Guarantee (YPG) for colleges in Academic Year (AY) 2022-23, including funding allocations, eligibility criteria and reporting requirements.</p>

<p><u>Flexible Workforce Development Fund 2022-23</u> Publication Type: Announcements, Guidance, Reports and publications SFC/GD/02/2023 Date: 17/01/2023</p>	<p>Programme guidance for colleges and The Open University in Scotland (OUiS) on the Flexible Workforce Development Fund for 2022-23.</p>
<p><u>College Student Satisfaction Survey Guidance 2022-23</u> Publication Type: Guidance, Reports and publications SFC/GD/01/2023 Date: 11/01/2023</p>	<p>Guidance notes for the completion of the College Student Satisfaction and Engagement Survey: Academic year 2022-23.</p>
<p><u>College Leaver Destinations 2020-21</u> Publication Type: Reports and publications, Statistical publications SFC/ST/08/2022 Date: 13/12/2022</p>	<p>To inform stakeholders of the publication of the 2020-21 College Leaver Destinations measurements.</p>
<p><u>College Financial Statements and Returns 2021-22</u> Publication Type: Calls for Information, Reports and publications SFC/CI/07/2022 Date: 09/12/2022</p>	<p>This Call for Information requests copies of audited 2021-22 financial statements and associated supporting information</p>

Further details on the above Communications can be accessed via:

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

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BOARD OF MANAGEMENT

Tuesday 14 March 2023



DATE OF NEXT MEETING

Tuesday 20 June 2023