

BOARD OF MANAGEMENT

Tuesday 20 June 2023 at 5.00pm in Enterprise Room
5 Gardyne Campus and Hybrid on Teams



AGENDA

1. **WELCOME**
2. **APOLOGIES**
3. **DECLARATIONS OF INTEREST OR CONNECTION**
4. **MINUTE OF LAST MEETING – 14 March 2023** Paper A for approval LO
5. **MATTERS ARISING** Paper B for approval LO
6. **D&A ANNUAL ENGAGEMENT VISIT FEEDBACK** Paper C for information PC
7. **NATIONAL UPDATE** Verbal update LO
8. **STRATEGIC ITEMS**
 - 8.1 Strategic Projects Update Paper D for Information JG
 - 8.2 Board Strategy Day & Next Steps Paper E for information SH/LO
9. **STUDENTS' ASSOCIATION REPORT** Presentation AM/LS
10. **NATIONAL BARGAINING UPDATE** Verbal update ST
11. **PRINCIPAL'S REPORT** Paper F for information SH
12. **FINANCE & INFRASTRUCTURE ITEMS**
 - 12.1 Financial Sustainability Paper G for discussion ST/JG
 - 12.2 2023/24 Budget Paper H for approval ST
 - 12.3 Financial Forecast Return (FFR) Paper I for information ST
 - 12.4 Procurement Approvals Paper J for approval ST
 - 12.5 GTL Audit Arrangements Paper K for approval ST
 - 12.6 Climate Emergency Action Plan Update Paper L for information ST
 - 12.7 Finance & Property Committee Update – 2022/23 (for information only) Paper M for information -
13. **GOVERNANCE ITEMS**
 - 13.1 Membership Update Paper N for approval ST
 - 13.2 Board Development Plan Paper O for approval ST
 - 13.3 Board Metrics Paper P for noting ST
14. **MINUTES OF COMMITTEE MEETINGS** Paper Q for information LO
 - 14.1 Learning, Teaching & Quality – 26 April 2023
 - 14.2 Human Resource & Development – 4 May 2023
 - 14.3 Finance & Property – 30 May 2023
 - 14.4 Audit & Risk – 6 June 2023
15. **CORRESPONDENCE** Paper R for information
16. **DATE OF NEXT MEETING**

Tuesday 26 September 2023 at 5.00pm, **Seminar Room 5, Arbroath Campus** and hybrid via Teams

BOARD OF MANAGEMENT

Tuesday 20 June 2023



MINUTE OF LAST MEETING– 14 MARCH 2023

PAPER A

BOARD OF MANAGEMENT



Tuesday 27 September 2022 at 5.00pm
in Room Y150, Gardyne Campus

Draft confirmed by Chair

Minute of the meeting of the Board of Management of Dundee and Angus College held on Tuesday 14 March 2023.

PRESENT:

L O'Donnell (Chair)	G Robertson
S Hewitt	M Williamson
N Lowden	H Honeyman
B Carmichael	S Stirling
B Lawrie	S Middleton
R McLellan	L Strukanova
A Monks	

IN ATTENDANCE:

J Carnegie (Vice Principal)	J Grace (Vice Principal)
S Taylor (Vice Principal/Secretary to the Board)	

1. WELCOME

L O'Donnell welcomed everyone to the Board Meeting and noted that this was the final meeting for George Robertson and B Carmichael. The Board noted their appreciation to both for the service provided.

2. APOLOGIES

Apologies were noted from D Fordyce, D Mackenzie, K Keay, J Buchanan and K Ditcham

3. DECLARATIONS OF INTEREST OR CONNECTION

G Robertson noted his role as Chair of the of the Board for Gardyne Theatre Limited.
M Williamson noted her role as Chief Executive of Angus Council in respect of the sale of Fairlie House, highlighting that she had no direct input into sale arrangements.

4. MINUTE OF LAST MEETING – 13 DECEMBER 2022

The Minute of the Board of Management meeting held on 13 December 2022 was approved as an accurate record.

5. MATTERS ARISING

Matters arising had been closed out or covered elsewhere on the agenda.

6. STRATEGIC ITEMS

6.1 Strategic Projects Update

J Grace summarised the update paper, highlighting progress being made across the range of strategic projects. Images in respect of the Tay Cities Engineering Project development in

Arbroath were welcomed and it was noted that the equipment for the facility would be installed before the end of March. Progress in respect of some of the other Tay Cities Deal projects was slower, with significant bureaucracy within the bidding process to be overcome.

J Grace noted the approval of the Foundation degree in Esports (the first of its type in Scotland) as a significant step within this new sector.

The Board noted the progress of the various projects.

6.2 Board Strategy Day

S Hewitt noted discussions around the planned strategy day on 5 May 2023 and highlighted that the focus of this would be looking forward in terms of the college sector and region to begin to inform thinking around the post-2025 strategy. This would cover both national and local context with input from the Scottish Government and others.

Full details of the day would be circulated to Board members as soon as practicable. **S Hewitt to progress.**

B Lawrie asked if any of the content could be recorded for those unable to attend. L O'Donnell noted that this could be looked at.

6.3 Strategic Risk Register

S Taylor noted the paper for information, highlighting that this had been discussed and approved at the Audit and Risk Committee and conversations, including discussion around some specific risk areas highlighted by L O'Donnell for review.

B Lawrie noted that in some areas the post-mitigation risk was the same as the pre-mitigation risk and it was noted that in the instance highlighted significant elements (government funding and policy) were outwith College control.

M Williamson noted that she felt that there were now a lot of risks highlighted in the register, with the level of these also increasing over time and asked if this was reasonable given the size of the College. L O'Donnell stated that he was partly responsible for this, as he had asked for a range of risks to be reviewed. G Robertson noted that the allocation of risks for consideration by Committees should alleviate the some of the need for these to be considered in detail at the Board.

A number of specific risks and scores were discussed, and it was agreed that these would be considered further at the next Audit & Risk Committee meeting. H Honeyman stated that she was also happy to do an update session on risk management if Board members were interested.

Details around changes to the risk register were discussed and S Taylor noted that the covering paper provided to the Audit & Risk Committee could be shared with the Board. This was welcomed. **S Taylor to progress.**

7. STUDENTS' ASSOCIATION PRESENTATION

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

A Monks summarised the update to the Committee and noted key projects they were working on, including updates from class and department representative feedback, Thrive projects and support to assist with behaviour management activities.

A Monks noted that the elections for 2023/24 Office Bearers would commence after the Easter break.

Future events were noted including the establishment of a LGBTQIA+ forum to enhance services and support for these students. The Thrive input had been extensive, with over 5,200 students benefitting from the DASA breakfast clubs and almost 150 students receiving free haircuts.

N Lowden highlighted the quote within the presentation and asked about the support provided to the Students' Association in dealing with challenging situations. A Monks stated that the team had received training from the College on sensitive issues and safeguarding and had clear referral arrangements in place for significant issues or concerns to be raised with Student Services.

H Honeyman and M Williamson welcomed the update and m Williamson asked about the issue surrounding busses and if this would impact on student funding. A Monks noted that the unreliability of busses was a concern and that the work progressed was to minimise any impact on student funds. S Hewitt noted that the issues had been raised with the providers including discussions with local MSPs about the problems.

The numbers supported by the Thrive work were noted alongside the likely on-going need for support of this type.

S Taylor highlighted that the Students' Association team had been shortlisted for a NUS Scotland education award for the innovative approach taken to class representative training.

The report was welcomed.

8. NATIONAL BARGAINING UPDATE

S Taylor summarised the update on the progress with National Bargaining, noting both Academic and Support staff pay discussions were in dispute and national ballots were progressing, with industrial action likely after the Easter break.

Work was progressing slowly with the national job evaluation, but there remained significant areas of disagreement and significant work to be progressed.

9. PRINCIPAL'S REPORT

S Hewitt summarised his report, noting the partnership work with Dundee Football Club and Explore group that was developing.

B Lawrie noted the hyperlinks within the report were really helpful in providing additional information.

The report was noted with interest.

10. FINANCE ITEMS

10.1 Financial Sustainability

S Hewitt noted that it continued to be a challenging time and highlighted planning and modelling that was progressing against a series of assumptions around flat cash settlements and increasing wage and other costs. It was noted that this could result in a 2023/24 deficit of c£3 million and a need for cuts from the 2023/24 budget of at least £2.5 million.

S Hewitt stated that the biggest issue was the impact on any pay increase, with every 1% costing around £350k extra per year. It was noted that the savings figure was modelled on a similar increase to the teachers' settlement.

The potential for additional flexibilities around credit targets and activity levels was noted and S Hewitt stated that the Scottish Funding Council (SFC) had highlighted that there may be up to 20% leeway around future activity targets.

S Hewitt noted that any such change would require a multi-year plan so that the College had the right profile and curriculum going forward and offered the right opportunities in terms of progression and links to regional employment.

Indicative allocations were expected around late March 2023 and it was hoped that these would include some clarity around the use of the £26million of one-off funds held by SFC.

G Robertson asked if this £26 million would be allocated to support voluntary severance costs. S Hewitt stated that this was unlikely and that funding would probably be focused more on strategic transformation. B Lawrie asked if this was likely to include 'spend-to-save' projects and S Hewitt noted that that could be the case.

N Lowden asked if the 20% reduction in activity would support future developments. S Hewitt stated that this was possible, but that it was likely that this would be needed to fund VS.

J Grace stated that work was progressing to ensure that the future curriculum offer was sustainable, but also met the needs of the region.

The update was welcomed, and the scale of likely cuts recognised.

10.2 Disposal of Assets

J Carnegie summarised the paper outlining plans to dispose of the former outreach premises in Montrose and Kirriemuir. It was confirmed that the proceeds from the sales could be retained by the College with it likely (but not finally confirmed) that these would have to be used to support capital works.

Following discussion, the disposal was approved. **J Carnegie to progress.**

10.3 Finance and Property Committee Update

J Carnegie highlighted that the budget monitoring report was provided for information, but noted the work undertaken to get to a £7k deficit for 2022/23 (before any additional pay costs were applied). This position was welcomed.

11. GOVERNANCE ITEMS

11.1 Membership Update

S Taylor summarised the paper noting progress on the filling of Board vacancies and arrangements for the appointment of a Vice Chair.

J Carnegie noted that arrangements were also progressing to fill a Board vacancy (and Chair role) on the Gardyne Theatre (GTL) Board.

The arrangements outlined were approved. **S Taylor to progress.**

11.2 Board Metrics

Paper was noted.

11.3 Board Meeting Dates

The meeting dates were approved with a request that the consecutive meetings for Learning, Teaching & Quality and Human Resource & Development (13 and 14 September 2023) be reviewed. **S Taylor to progress.**

It was agreed that Board meetings be scheduled to alternate between campuses and Board members be given opportunities to undertake campus tours. **S Taylor to progress.**

12. MINUTES OF COMMITTEE MEETINGS

Updates from the Committees were noted.

H Honeyman provided a verbal update on the Audit & Risk committee meeting, and it was agreed that the minute be circulated to board members. **S Taylor to progress.**

13. CORRESPONDENCE

The list of recent correspondence was noted.

14. DATE OF NEXT MEETING

Tuesday 20 June 2023 **at 5.00pm** in room Y150, Gardyne Campus. A hybrid option on MS Teams would also be available.

Action Point Summary

Action	Responsibility	Date
Board Strategy Day to be finalised	S Hewitt	5 May 2023
Risk update papers to be shared with strategic risk register at full board meetings twice per year	S Taylor	26 September 2023
Disposal of College properties in Montrose and Kirriemuir to be progressed	J Carnegie	26 September 2023
Board appointments to be progressed and arrangements for trade union observers to be developed	S Taylor	20 June 2023
Board meeting dates, Committee date changes and campus meeting arrangements to be organised	S Taylor	20 June 2023
March 2023 Audit & Risk minute to be circulated	S Taylor	24 March 2023

BOARD OF MANAGEMENT

Tuesday 20 June 2023



MATTERS ARISING

PAPER B

BOARD OF MANAGEMENT

Tuesday 20 June 2023

Matters Arising



Paper for information

The following actions were noted from Tuesday 14 March 2023 Board of Management Meeting

Agenda Item No	Action	Current Status	Open/Closed
6.2	Board Strategy Day arrangements to be finalised S Hewitt	Completed	Closed
6.3	Risk update papers to be shared with the Board twice a year S Taylor	Scheduled for September 2023	Open
10.2	Disposal of College properties in Montrose and Kirriemuir to be progressed B Grace/J Carnegie	Properties marketed	Closed
11.1	Board recruitment and appointment arrangements to be progressed. S Taylor	Recruitment progressed and appointments made	Closed
11.3	Board meeting dates, Committee date changes and campus meeting arrangements to be organised S Taylor	Schedule updated and shared	Closed
12	March 2023 Audit & Risk minute to be circulated S Taylor	Circulated	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 for union nominees are progressing nationally, with appointments scheduled for January 2024	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	Included in CEAP update	Closed

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

BOARD OF MANAGEMENT

Tuesday 20 June 2023



D&A ANNUAL ENGAGEMENT VISIT FEEDBACK

PAPER C

24 January 2023

Mr Simon Hewitt
Principal and Chief Executive
Dundee & Angus College

Dear Mr Hewitt,

A team of HM Inspectors from Education Scotland visited Dundee & Angus College in November 2022 to undertake an Annual Engagement Visit. During our visit, we talked to learners, staff and stakeholders, and worked closely with the senior managers.

The team found the following major strengths in the college's work.

Recruitment

All learners are supported well by staff throughout the application process. This enables their successful progression from application to enrolment and helps learners to remain engaged throughout the period leading up to enrolment. Taster sessions for pupils in local schools across both Dundee and Angus local authorities help learners to understand the demands of college programmes. Engaging in these sessions prior to college recruitment allows learners to make an informed choice and promotes early retention on college programmes. Pre-enrolment initiatives such as 'Prepare me', 'Getting Ready for College' and 'Future Talent' prepare learners well for their studies. They are helping learners to understand fully the requirements of the programme they have applied for.

Retention

The overall rate of learner early withdrawal was 3 percentage points lower than the pre-COVID figure. Staff and learner groups have autonomy to choose the best balance of attendance to meet learners' personal circumstances. This ensures learners are engaged well, while taking account of individual challenges that may affect their ability to attend college. Learners are well informed about the full range of support services available to them through the active involvement of the Student Services team during learner inductions. The further close working of support teams within curriculum areas enables staff to effectively respond to learners' support needs and encourages learner retention. The Student Association actively gathers learner views and responds to learner feedback. The focus on meeting the basic needs of learners has resulted in the provision of free meals, the introduction of learner kitchens in each campus for warming food, and the development of the learner help point to provide answers to everyday questions that learners may have.

Attainment

Almost all learners who remain at college successfully complete their programme. All curriculum areas implement alternative assessment arrangements which are flexible and take account, where possible, of individual circumstances. This approach has supported

high levels of learner attainment. The overall rate of learners completing with partial success is very low at around 1%. In academic year 2020/21, rates of further education learner attainment were high, and higher than the sector norm. All staff have responded well to the three-point college leadership message of: be on campus, focus on learning and teaching and be continuously positive. This has served staff and students well in their transition back to on-campus learning and new ways of working which have had a significant impact on raising attainment. All teaching staff have the opportunity to be supported well in the enhancement of their learning and teaching practice. A lesson observation model is used effectively by teaching staff to plan, deliver and reflect upon their practice and make improvements to the learning experience.

Progression

Rates of learner progression to a positive destination are high, with almost all learners entering a positive destination on leaving college. The college has mapped curriculum provision with the sustainability goals from the college Climate Emergency Action plan. This helps learners across the college to develop their awareness of sustainability issues and support their employability. Strong links with employers across the college ensure that learners have access to relevant work placement opportunities. These links, along with new links developed through the Business Partnerships Team are helpful in ensuring that learners are supported well in seeking employment. Staff across the college have autonomy to review the future direction of their curriculum and to plan effectively for future developments. A strong industry focus across all provision is ensuring college programmes meet the needs of employers and support progression to further study.

The following areas for improvement were identified by the team and discussed with the senior managers:

- In 2020/21, around a fifth of all learners withdrew from their programme early. The overall rate of learner withdrawal is amongst the highest in the sector.
- In 2020/21 the attainment rate for part-time higher education learners was 76%, 4% lower than the sector norm

No main points for action were identified.

What happens next?

We are confident that the college has the capacity to continue to improve. We will continue to monitor progress through on-going engagement with the college link HM Inspector.

Peter Connelly/Joe Mulholland
HM Inspectors

cc Chair of College Board, SFC Outcome Agreement Manager

Annual Engagement Visit Report

Dundee and Angus College

17 January 2023

College Principal	Simon Hewitt
Annual Engagement Visit Date	9 November 2022
College Nominee	Steven Taylor
Lead Inspector	Peter Connelly/Joe Mulholland

1. Background

Annual Engagement Visits (AEVs) are planned collaboratively between the college, HM Inspectors and the Scottish Funding Council (SFC).

During the AEV, a team of HM Inspectors evaluated progress made by the college towards its improvement priorities and outcomes of previous engagement with HM Inspectors. During the visit, the team met with staff, learners and other stakeholders and explored the following overarching themes linked to the college's enhancement plan and priorities around COVID-19 recovery: learner recruitment; retention; attainment; and progression.

This report summarises the findings from the visit and highlights areas of positive progress, areas for development, and any associated main points for action. The report will be shared with the college Principal, college Board of Management, and/or Regional Strategic Body, and SFC. An accompanying short report will be published on Education Scotland's website.

2. The college and its context

Dundee and Angus College is a large, multi-campus college operating from campuses in Dundee and Arbroath. The college delivers a range of further education (FE) and higher education (HE) programmes at levels 2 to 10 on the Scottish Credit and Qualifications Framework (SCQF), including degree level qualifications in partnership with eleven universities. The college employs around 1,000 staff and has a delivery target of 107,500 credits in its 2022/2023 SFC Outcome Agreement. It implemented a major cost saving plan in May 2022 to address a reduction in funding. This included reorganising support functions and activities, removing curriculum and reducing 26 full-time equivalent (FTE) staff posts. The college is an active and key partner in major economic recovery projects across the Tayside Region and has productive regional partnerships including Angus and Dundee City Councils, Scottish Enterprise Tayside and the Chamber of Commerce. The college engages 1,500 pupils across sixteen secondary schools in both Dundee City and Angus Council in senior phase opportunities.

3. Summary of findings

3.1 Recruitment

Areas of positive progress

Learner progress and outcomes

- Staff use well-developed induction arrangements to provide helpful guidance and support for learners during the initial stages of their programme. The early identification of learner needs enables timeous and targeted intervention to support learner retention.

Curriculum, learning, teaching, and assessment

- The More Successful Students strategy includes three pledges: effective partnerships; being future focussed; and delivering thriving communities. Staff use the strategy as a reference point when developing learner programmes and associated support activities. This is helping staff to design and deliver a forward-looking and evolving curriculum.

Services to support learning

- All learners are supported well by staff throughout the application process. This enables their successful progression from application to enrolment and helps learners to remain engaged throughout the period leading up to enrolment.
- Pre-enrolment initiatives such as 'Prepare me', 'Getting Ready for College' and 'Future Talent' prepare learners well for their studies. They are helping learners to understand fully the requirements of the programme they have applied for.

Learner engagement

- Sector Development Leaders (SDLs) in each sector assist staff in engaging productively with industry to gain insight and understanding of employer needs. This keeps teaching staff informed of industry needs as they prepare learners to either transition into college or employment.
- Taster sessions for pupils in local schools across both Dundee and Angus local authorities help learners to understand the demands of college programmes. Engaging in these sessions prior to college recruitment allows learners to make an informed choice and promotes early retention on college programmes.
- Learners are very satisfied with the approaches the college take to both interviewing and recruiting for programmes. The information they receive about their programme beforehand and the advice and guidance received from college staff are influential in ensuring they enter a programme that meets their needs and aspirations.

- Partnerships with local agencies and organisations provide good access to employability programmes for learners. For example, Angus Alive and the college jointly host a partnership officer in each of the local authorities to ensure candidates from Job Centre Plus and other government programmes get ready access to employability support.

Evaluation to facilitate improvement

- College managers encourage staff to consider and develop new curriculum that both meets industry need and is attractive to prospective learners. Staff are encouraged to link all new development and activities to the five college values of inspiration, innovation, trust, respect and success. This is resulting in new areas of curriculum that are both innovative and relevant for future jobs.
- The college is continually seeking to reach as many prospective learners as possible. Staff plan and devise new approaches to recruitment by reflecting on societal and industrial changes and demands. For example, the college has launched new short course initiatives for learners wishing to gain new skills or retrain, and for businesses who are experiencing skills shortages.

Areas for development

- The college has experienced a reduction in learner recruitment at both FE and HE level.

3.2 Retention

Areas of positive progress

Learner progress and outcomes

- In AY 2020/21, the overall rate of early withdrawal was 5%, which is 3 percentage points lower than the pre-COVID figure.
- In AY 2020/21, the overall withdrawal rate for full-time FE learners was 3 percentage points lower than the published sector norm.

Curriculum, learning, teaching, and assessment

- Learners and course teams are actively involved in decision making that influences curriculum delivery. After the COVID-19 pandemic, decisions were made collaboratively regarding which lessons would be available online, and what aspects would be on campus.
- Staff and learner groups have autonomy to choose the best balance of attendance to meet learners' personal circumstances. This ensures learners are engaged well, while taking account of individual challenges that may affect their ability to attend college.

Services to support learning

- Learners are well informed about the full range of support services available to them through the active involvement of the Student Services team during learner inductions. The further close working of support teams within curriculum areas enables staff to effectively respond to learners' support needs and encourages learner retention.

Learner engagement

- All curriculum teams create opportunities for learners to build relationships with staff and peers at the beginning of programmes. This enables learners to settle into college life and enjoy access to the college's extra-curricular provision.
- Student Association (SA) staff receive helpful training on data protection and safeguarding procedures. They timeously contact learners who are absent from class to motivate and encourage them to return and continue with their programme. This is useful in supporting learner retention.
- Curriculum and Quality Leaders (CQLs) use the college My Progress system to track learner progress and identify those at risk of withdrawal, and those who may require additional support. Good communication between staff ensures learners receive the support they need timeously to help them stay at college and achieve.
- Almost all curriculum teams engage well with employers and external partners to provide learners with information and insight into their chosen industry. These opportunities encourage retention by motivating learners and demonstrating future progression pathways.

Evaluation to facilitate improvement

- The SA actively gathers learner views and responds to learner feedback. The focus on meeting the basic needs of learners has resulted in the provision of free meals, the introduction of learner kitchens in each campus for warming food, and the development of the learner help point to provide answers to everyday questions that learners may have.
- The SA recruit and train class and department representatives well. This enables individual programmes to receive learner feedback to allow curriculum areas to plan for improvement. All members of the SA contribute effectively at both college committee and board level and have opportunities to share information and influence change.

Areas for development

- In AY 2020/21, around a fifth of all learners withdrew from their programme early. The overall rate of learner withdrawal is amongst the highest in the sector.

- In AY 2020/21, the withdrawal rate for part-time FE learners was 3 percentage points higher than the sector norm at 14%. The withdrawal rate for part-time HE learners was 17%, almost 8% higher than the published sector norm.
- The behaviour of some school pupils participating in school-college partnership programmes is disruptive and can adversely affect the experience of other learners.

3.3 Attainment

Areas of positive progress

Learner progress and outcomes

- Helpful developments to adapt Microsoft Teams are enabling the college to provide staff with accurate, real-time data on learner progress. This helps staff to keep learners motivated and promotes retention and attainment.
- In AY 2020/21, almost all learners who remain at college successfully complete their programme.
- All curriculum areas implement alternative assessment arrangements which are flexible and take account, where possible, of individual circumstances. This approach has supported high levels of learner attainment.
- The overall rate of learners completing with partial success is very low at around 1%. Alternative assessment arrangements help staff to skilfully implement remedial measures and achieve the lowest levels of partial achievement in the sector.
- In AY 2020/21, the rate of full-time FE learner attainment was high at 74%, 14% higher than the sector norm. The attainment rate for part-time FE learners was 85%, 10% higher than the sector norm.
- In AY 2020/21, rates of learner attainment for full-time HE was 82%, 11% higher than the sector norm.

Curriculum, learning, teaching, and assessment

- All staff have responded well to the three-point college leadership message of: be on campus, focus on learning and teaching and be continuously positive. This has served staff and students well in their transition back to on campus learning and new ways of working which have had a significant impact on raising attainment.
- All curriculum areas have retained the use of lesson recording and learner help videos that were introduced during the COVID-19 pandemic. This allows learners to revisit learning and enables those who may have missed a lesson to catch up and maintain their progress.

- Most teaching staff incorporate meta-skills well into lesson delivery. Learners are supported to develop their meta-skills to better prepare them for further study or the workplace.

Services to support learning

- Staff in curriculum and support areas share good practice well across departments and campuses. This approach enhances positive practice and supports consistency of approach across the college. Information is shared well through a range of forums including the curriculum forum, learning and teaching practice forum, and the My Evaluation online system.

Learner engagement

- Learners are supported to gain digital badges through the D&A Attributes programme. This motivates learners to develop skills relevant to their personal circumstance and helps them to be more employable upon completing their programme.

Evaluation to facilitate improvement

- All teaching staff have the opportunity to be supported well in the enhancement of their learning and teaching practice. This is facilitated using a lesson observation model which is used effectively by teaching staff to plan, deliver and reflect upon their practice and make improvements to the learning experience.

Areas for development

- In AY 2020/21, the attainment rate for part-time HE learners was 76%, 4% lower than the sector norm.

3.4 Progression

Areas of positive progress

Learner progress and outcomes

- Almost all learners at the college can access a wide range of employment or further study progression opportunities. Learner progression to a positive destination is high, with almost all learners entering a positive destination on leaving college in AY 2020/21.

Curriculum, learning, teaching, and assessment

- The college has mapped curriculum provision with the sustainability goals from the D&A Climate Emergency Action plan. This helps learners across the college to develop their awareness of sustainability issues and support their employability.

Services to support learning

- Strong links with employers across the college ensure that learners have access to relevant work placement opportunities. These links, along with new links developed through the Business Partnerships Team are helpful in ensuring that learners are supported well in seeking employment.

Learner engagement

- In the Student Satisfaction and Engagement Survey for AY 2021/22, almost all learners reported they were satisfied with their college experience. Rates of learner satisfaction are higher than the sector norms.

Evaluation to facilitate improvement

- College staff keep the curriculum under constant review to ensure provision meets the needs of employers and enables progression to further learning opportunities. For example, Project Search is successfully enabling learners with additional support needs to attend college and develop skills for employment.
- Staff across the college have autonomy to review the future direction of their curriculum and to plan effectively for future developments. A strong industry focus across all provision is ensuring college programmes meet the needs of employers and support progression to further study.

Areas for development

- There are no areas for development.

4. Main Points for Action

- There are no main points for action.

5. What happens next?

We are confident that the college has made satisfactory progress and has the capacity to continue to improve. We will continue to monitor progress with on-going engagement with the college link HM Inspector.

Peter Connelly / Joe Mulholland
HM Inspectors

BOARD OF MANAGEMENT

Tuesday 20 June 2023



NATIONAL UPDATE

BOARD OF MANAGEMENT

Tuesday 20 June 2023



STRATEGIC ITEMS

STRATEGIC PROJECTS UPDATE

PAPER D

BOARD OF MANAGEMENT

Tuesday 20 June 2023



Strategic Projects Update

Paper D 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 9th May and the next being scheduled for 19th June.

Under the leadership of the Board, work is ongoing by the Admin, Curriculum, Estates, Health and Safety and Marketing teams on delivery readiness for August 2023. Curriculum planning for August to December 2023 will be finalised on 21st June with work ongoing with the College Marketing team on how to promote that offer.

A preliminary agreement, developed by the Business Partnerships Team, has been reached with Coast Renewable Services for the collaborative delivery of Global Wind Organisation Basic Safety and Basic Technical Training at the Skills Academy.

Planning session for the Skills Academy Advisory Board (Simon Hewitt is Vice Chair of this Board) is scheduled for 28th August.

2. Tay City Region Deal (TCRD) Projects



Visit
to



EPIC in April 2023

2.1 Tay Cities Engineering Partnership (TCEP)

An official partnership launch will take place on the 19th June, at the TCEP showpiece Engineering Partnership Innovation Centre (EPIC) on the Arbroath campus.

The procurement exercises for the advanced manufacturing equipment are complete and the equipment was installed and commissioned at EPIC in time for the 31st March 2023 deadline.

The draft partnership agreement covering governance and financial arrangements for the project remains with the project partners for review and while we await feedback the first partnership board meeting took place on 17th May focussing on partnership working and procurement and communications planning.

The installation of TCEP signage at EPIC is underway in time for the official launch.

2.2 Supporting SME Skills

Using feedback from the TCRD Project Management Office (PMO) and the Scottish Government on the approved Outline Business Case, as well as the agreed outcomes from several project partner workshops, version 1 of the Full Business Case (FBC) has been prepared and was submitted to the TCRD Skills Programme Manager and the TCRD PMO on 29th May.

This is in line with our timeline of submitting the FBC to Scottish Government for review in June 2023.

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

The updated version 1 of the Business Justification Case (BJC) originally submitted on 28th February was resubmitted with minor revisions requested by the TCRD PMO on 26th April and passed for review by the TCRD Skills Programme Manager to Scottish Government on 15th May. We await Scottish Government feedback (~4-6-week turnaround time) upon which to further develop the BJC.

3 ESports

ESports continues to be embedded as a priority area. The Foundation Degree in ESports and Creative Industries has fully recruited (23 students), with significant interest and potential to run additional cohorts in future academic sessions. Discussions are scheduled prior to summer with Cardiff and Vale University and University of West London to scope the writing of a top up degree which both Universities are keen to deliver as soon as possible – UCAS data shows clear demand.

Recent [national media coverage](#) highlighted that D&A are continuing to lead the way in ESports delivery – this coverage was at the request of BBC Newsbeat and ran alongside the Radio 1 Big Weekend event recently held in Dundee.

Demand for holiday clubs in esports continues with more classes have been added including a FIFA masterclass and an all girls class – one of several activities to promote esports courses and careers to women.

Work on the ESports Hub is progressing well and will be completed prior to the new course launching – this will include 2 tournament rooms, 2 broadcast studios, a podcast suite and streaming room.

Branding for the new ESports Society and college team has been agreed and the team will be called the D&A Dragons. The team will be sponsored by Corsair with demand to join the society very strong. Progress on the Esports Society room is going well and this will serve as a social area for students as well as a training space for the D&A Dragons – it will be sponsored by Irn Bru and Corsair and a launch event is planned for Freshers week.



Mock up of branding for ESports Hub

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 20 June 2023



STRATEGIC ITEMS

BOARD STRATEGY DAY & NEXT STEPS

PAPER E

BOARD OF MANAGEMENT

Tuesday 20 June 2023



Board Strategy Day & Next Steps

Paper for Information

1. Introduction

This paper summarises the key discussions, themes and next steps taken from the Board of Management Strategy Day held on 5th May 2023 at the Gardyne Road Campus.

2 Objective & Outcomes

The core objective of the strategy day was to better understand the current national and regional strategic context and to discuss how this will impact and enable the College's planning and operations in the future.

This included three desired outcomes:

1. To raise awareness of the key national strategic drivers impacting on the College, the College sector and the broader region.
2. Provide a deeper understanding of approaches to regional economic planning and best practice within other regions across Scotland.
3. Agree the key themes for development in the next phase of the College's strategic planning.

A number of local and national guests were invited to present on the day, including representation from the Economic Recovery Group, Scottish Funding Council and Dundee City Council. Our Student President also led a session on ensuring the student voice is heard in strategic planning.

3 Summary of Discussions

Full copies of the presentations from the day can be found in the **Appendix**, however a summary of the key points within each of the presentations are as follows:

Dundee & Angus College Strategic Overview/Context – Simon Hewitt, Principal

- Significant progress has been made in the delivery of the [2025 More Successful Students strategy](#), despite the challenges faced over the past three years.

- A number of challenges exist that make the current planning landscape challenging, these include declining recruitment, the cost-of-living crisis, the impacts on mental health post COVID and the current policy landscape.
- However, significant opportunities are also available to the College, these include the growth of the Michelin Scotland Innovation Parc, the Tay Cities Deal, Digital & esports, Flexible Workforce Development Fund and the Employability landscape.
- The educational review/reform context, namely the outcomes of the [Skills Review](#) and [Purpose & Principles](#) work is likely to bring significant long term reform to the College sector but the challenge will be managing short term financial sustainability as we move to what this new future looks like.
- Some of the longer-term priorities for the College must include increasing non-core income, reviewing the current delivery model of both curriculum and services, aligning the curriculum to regional need and continuing to build on partnerships and collaboration to enhance the student experience.

Planning a Future for our Students – Amy Monks, Student President

- It is vital that students are included in the strategic planning process. What the Board of Management/Executive may believe to be the priorities, may not be what is important to students, so how do we continue to ensure student representation.
- It is important to consider a number of different personas that accurately reflect the full demographic of our learners and consider the type of college that each of these students may need/want.
- How do we continue to build on the co-creative, inclusive college community that we have built and ensure that students are involved in all levels of planning?

Dundee City Council Strategic Priorities: Economic Development – Robin Presswood – Dundee City Council

- Dundee is now receiving global recognition for the development progress made in a number of key sectors. These sectors will present opportunities for the College and include life sciences & healthcare, gaming, digital and cyber security and low carbon/energy transition.
- The Tay Cities Deal represents a £700m knowledge economy investment and will see significant investment in 5G infrastructure, digital skills, biomedical and advanced plant growth. Again, presenting opportunities for the College.
- Dundee's population demographic will see a 4.7% increase in 25-44 age category presenting opportunities for in-work training and part time upskilling/reskilling opportunities.

- Despite the improvement in employment rates, there is still a substantial pool of hidden talent, currently 11,000+ who are unemployed or economically inactive. The College, alongside the Local Employability Partnership can support this group to prepare for employment.

Delivering Economic Transformation – Ross Martin & Paul Smart, Economic Recovery Group (ERG)

- ERG have been working with Colleges across Scotland to better understand their role in supporting regional economic recovery and shaping economic renewal, facilitating college-led engagement with Regional Economic Partnerships and highlighting and promoting colleges' role in design and delivery of Regional Economic Strategies.
- Significant strengths existed throughout Scotland; however a number of broader challenges exist, and D&A should reflect on these:
 - Proliferation and fragmentation of discrete funding programmes across the operating environment inhibiting strategic planning for co-delivery.
 - Uncertainty of whether colleges sit at the right 'tables' - danger of duplication of effort and dissipation of impact - strategic capacity and capability challenges.
 - Opportunity to build on existing active stakeholder engagement with key business players in regional economic transformation.
- ERG's analysis is that Dundee & Angus College are making solid progress compared to other regions, with strengths seen in partnership/collaborative working and the delivery of a coherent tertiary offer for Tay Cities.

4 Next Steps

The following next steps were discussed and agreed:

1. Board members to reflect on the broader strategic context and operating environment that the College will working under within the next strategic planning cycle.
2. A summary of the outcomes of both the Skills Review and Purpose & Principles Review to be provided to the Board once published.
3. A further strategic planning session to be planned with the Board in November 2024 which will focus on further updates from within the region, as well as the outcomes of the strategic review/reform.

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 namely:

- 1.1** Failure of College strategy to meet the needs of the D&A Region and/or national priorities
- 1.5** College disadvantaged as a result of changes arising from major national educational body reviews
- 2.2** Failure to achieve institutional sustainability

Author and Executive Sponsor: Simon Hewitt,
Principal

Copies of Presentations:

1. Dundee & Angus College Strategic Overview/Context – Simon Hewitt



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2. Dundee City Council Strategic Priorities: Economic Development – Robin Presswood



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3. Delivering Economic Transformation – Ross Martin & Paul Smart



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BOARD OF MANAGEMENT

Tuesday 20 June 2023



PRINCIPAL'S REPORT

PAPER F

BOARD OF MANAGEMENT



Tuesday 20 June 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.
- 3.2. DFN Project Search – Young adults taking part in Dundee DFN Project SEARCH, a life-changing supported internship programme, celebrated their graduation on 26th May 2023. DFN Project SEARCH is a business-led one-year transition to employment programme for adults with a learning disability or Autism spectrum conditions or both. DFN Project SEARCH in Dundee is a collaboration between Dundee and Angus College, NHS Tayside, and Dundee Health and Social Care Partnership. Such an inspiring partnership & you can [read more here](#).
- 3.3. Amazon Web Services (AWS) Re/Start – The first cohort of the AWS Re/Start programme completed their course recently. The workforce development training programme is built to prepare those taking part for careers in cloud technology and other digital skills. Through coursework and hands-on labs, using real world scenarios, learners can gain the technical skills they need for entry to mid-level cloud roles. Another example of a partnership with industry to plug an important skills gap.
- 3.4. BT/EE Academy – After four weeks of learning, ten individuals were offered job interviews with one of the city's largest private sector employers. The four week Discover Work Partnership academy at Dundee and Angus College was requested by BT/EE in order to recruit trained individuals for their call centres.

The academy was specifically created for the needs of BT and EE with the teaching shaped around the customer service job requirements and the skills and attributes they look for in prospective employees. A great example of partnership working to support local employment opportunities.

- 3.5. Shared Prosperity Fund – The College, in partnership with The DataLab, has recently been successful in securing £100k of shared prosperity funds to jointly deliver a range of data courses to support upskilling/reskilling within the local area. The courses will be a mix of both in person, at the Gardyne Campus and online.
- 3.6. Stracathro Hospital – Year Two HND Contemporary Art Practice students studying at Arbroath exhibited their work in the pavilion on the grounds of Stracathro Hospital from Monday 3rd April through to Monday 1st May. The exhibition was open to the public and gave the students the opportunity to present a single piece of artwork, highlighting a breadth of specialisms. This included photography, painting, printmaking, needle felting, mixed media and digital illustrations.
- 3.7. MVV Environment Baldovie – Engineering students at the College have been given the opportunity to visit different businesses to get an insight into the different jobs available in the industry. The first visit was to MVV Environment Baldovie and was attended by NC Engineering students. MVV is one of Germany's leading energy companies with their activities focussing on providing a reliable, economical, and environmentally friendly supply of energy to industrial, commercial, and private household customer.

4. Future Focused

- 4.1. Flexible Workforce Development Fund (FWDF) Progress – The Business Partnerships team have now fully allocated all FWDF 22/23 allocation as well as successfully drawing down the full 2012/22 allocation. Whilst the target date to have the funds drawn down isn't until July 31st the team wanted to press on and draw and hit target at the earliest opportunity in the hope it would allow us to secure additional funding from SFC. They now have a large waiting list of businesses looking to access the fund and so the team have continued to keep communication open and continue to complete training needs analysis so that we are in a strong position for the next round.
- 4.2. Green Public Sector Estate Decarbonisation Scheme – The College has been successful in a bid for two pieces of work in the Green Public Sector Estate Decarbonisation Scheme. The first is for pre-capital funding for Energy Audit and Feasibility work to identify potential decarbonisation and energy saving projects and we secured £36k + VAT for this. We have also been successful in securing funds for LED lighting replacement project for Gardyne Campus at a value £500k + VAT.

5. Thriving Community

- 5.1. D&A Community Roadshow – Throughout March 2023, as part of the Big College Open Week our staff 'popped up' at local community centres and leisure facilities throughout Dundee and Angus to answer questions on all things D&A. Staff engaged with 100s of prospective students and community groups, in all types of venues in a bid to bring the college to the communities. We popped up in venues such as libraries, shops, community centres/hubs and even the local swimming pool.

- 5.2. Free Hair Cuts @ Gardyne – The Hair and Beauty Department opened up their pop-up Barber Shop at the Gardyne campus. All haircuts given at the Gardyne campus are free of charge, part of the college’s Thrive campaign, and are available to everyone not just those at the college. The pop-up service has been running from 2 pm – 7 pm on Mondays and Wednesdays and in the first five weeks had over 180 clients.
- 5.3. Painting & Decorating Students support local community – Third Year Painting and Decorating students from the College gained valuable practical experience whilst supporting a Broughty Ferry swimming charity, Yeaaba (Ye Amphibious Ancient Bathing Association). Painting and Decorating students from the college were more than willing to help the charity repair the exterior of the clubhouse. As well as doing a good deed the chance to paint the clubhouse provided the students with a unique experience to showcase the skills which they have learned through part of their SVQ curriculum.
- 5.4. Hair & Beauty Competition – Thursday 16th March was a day of great success for Hair, Beauty and Barbering students from Dundee Angus College as they were placed 12 times at the Scottish Hair and Beauty competition which resulted in them winning the AHT trophy for the most wins. The competition was held at West Lothian College in Livingston and the field was tough with six other colleges competing for the overall trophy.
- 5.5. D&A praised for its sustainability work – The College was recently been applauded by EAUC Scotland (The Alliance for Sustainability Leadership in Education) for the way it is embedding sustainability into all aspects of college life. At the EAUC Scotland “Step-change for sustainability” conference which took place earlier in the year, we were praised for our work on sustainability and the way it has become ingrained in college life. The particularly liked [D&A’s Climate Emergency Action Plan 2021 – 2026, our path to Net-zero](#).
- 5.6. Scone Student Success – Recently our SVQ2 Landscaping and Horticulture students were at Scone Palace Garden Fair for the pallet display competition. The competition involved designing and building a display the size of a pallet. Several students were successful; with Heidi Jones receiving Gold for her rock garden display and Kirean Smeaton and Rebecca Oakley receiving Gold for their pollinator and wildflower display. Flora Raynor and Paul Randall also achieved an award - Silver for their vegetable and food display. All students thoroughly enjoyed the experience, they met lots of interesting people and hope to participate again next year independently of the college.

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 20 June 2023



FINANCE & INFRASTRUCTURE ITEMS

FINANCIAL SUSTAINABILITY

PAPER G

Creating a More Successful and Sustainable College



Final Consultation on Savings and Change Proposals 31 May 2023

1. Overview

Following publication of the initial [consultation paper of 20 April 2023](#) (and related updates detailing the impact of declining recruitment, increasing costs and 'flat cash' funding) this final consultation paper provides an update on progress made to date and outlines a series of proposals for further and final consultation.

The initial consultation paper outlined a range of proposals to address the issues facing the College, and significant progress has been made in respect of these plans to support future College development whilst re-establishing a sustainable financial position for the College.

This paper summarises a series of final proposals designed to address the challenges we face to create a more sustainable College over the next three years, whilst aiming to continue, and build upon, our track record of success for our region.

As we were told throughout last year and in other similar exercises, most staff want to know key headlines, supported by the rationale for associated decisions. This paper is developed on this basis and provides information on the scale of the challenge facing the College and the progress that has been made in addressing these challenges. The detail outlined in this paper underlines the ongoing need for the following steps and outcomes:

- Continue to develop our curriculum to reflect the economic needs of our region, address declining student numbers, support new curriculum opportunities, and respond to the 10% reduced activity (credit) target
- update on progress to address a minimum of £2.5 million savings, which incorporates the mix of both savings and investments. Actions confirmed to date have realised savings of **£2.19 million**
- consultation on final savings plan proposals that represent significant changes to teams, activities, staffing and costs and align to the consultation plans and future direction
- Create a stable financial platform for future years

The scale of the current financial challenge and subsequent reductions is similar to those experienced in 2010, 2018 and 2022, so unfortunately the scale of the response taken so far, and planned for the future, has to be of a similar level.

We remain at a very difficult juncture and there is no way to achieve future sustainability without taking significant action. We are hugely disappointed with the funding situation which has brought about the action required, and we understand these challenges will affect staff in a range of ways. Please reach out for support or to ask questions – further details can be found at the end of this paper.

2. Consultation Feedback

To date there have been over 190 separate responses received through the consultation inbox, anonymous hotline or directly via our trade unions. All consultation responses received have been (or will shortly be) responded to.

The consultation submissions are a mixture of responses from individual academic and support staff, from managers, and from full teams. Where appropriate these responses have been shared with the relevant senior managers and further discussion encouraged so that ideas and proposals can be considered as opportunities and arrangements are developed.

Feedback received has been very varied, but the most common themes received are as follows.

- A wide range of new course ideas, particularly around suggestions for commercial and online courses, but also including new full time course ideas and the merger / integration of some current HN provision that is struggling to recruit. As well as sharing these centrally, staff have been encouraged to raise and discuss these ideas at team level to inform future curriculum portfolio planning.
- Feedback and proposals around changes in the structure, particularly in respect of the proposed Director roles and the removal of the Head of Sector and Sector Development Lead roles. These include suggestions to retain the current structure, revise the proposals made, or to go significantly further in terms of both academic and support management structures.
- Proposals around changes to academic teams, including requests to retain the current academic team arrangements in Care and Business / Administration, proposals around how the suggested changes could work, and requests that other team mergers and configurations be considered (particularly in relation to the merger of smaller academic and support teams).
- Suggestions around reducing campus opening days / hours (linked to hybrid working and / or reduced working days, and / or centralising subjects / activities on a single campus). Proposals to charge for parking and electric vehicle charge points, expand the commercial use/s of our building/s, and make savings on heating / lighting have also featured regularly in feedback.

- Concerns and suggestions around the effectiveness of staff utilisation, timetabling etc. and the need to ensure that all activities and teams are managed and operate efficiently.
- Comment and suggestions around the financial position facing the College and sector as a whole, including suggestions to allow the finances to decline to a point where the government would be forced to intervene (a position of bankruptcy). Comment and ideas around lobbying have also been made.
- A wide range of individual queries and comments in respect of the initial proposals, including queries regarding implementation timescales and ensuring clarity for staff prior to the summer break, redeployment arrangements and voluntary severance.

In addition to the feedback received through the consultation inbox and anonymous hotline, a series of significant meetings have been held with whole teams, individuals, and groups of staff impacted by the consultation proposals. These sessions (some of which have been of 2 hours plus in duration) have supported staff to articulate their questions, concerns, and alternative proposals directly to Executive Team members and to seek clarification around areas of confusion.

Feedback ideas and responses have been considered by the Senior Leadership Team in determining many of the final proposals outlined below. This has resulted in some significant changes to initial proposals, and to some developments in plans and approaches going forward. There are also a number of feedback points and ideas that, regrettably, it has not been possible to include or progress due to the balance struck between addressing valid points and ideas, and the need to make savings.

All of this feedback is very valuable so thank you to all those staff who have taken the time to respond, ask questions, and contribute ideas. Not all ideas can be progressed, but the responses have informed thinking and brought forward areas for discussion and consideration that may not otherwise have arisen.

3. Financial Summary

As outlined in [the recent portal post](#), the Scottish Government has withdrawn the £26million of additional funding allocated to the college sector for 2023/2024 to use elsewhere within the education budget. This has been a significant blow for the sector, but also highlights the very serious financial situation affecting all colleges and the whole public sector. This message has been repeated in our discussions with the Minister (Graeme Dey MSP) and has been outlined regularly at a national level by College Chairs, Principals and Union Officers to the Cabinet Secretary.

[The final 2023/24 funding allocations](#) announced by the Scottish Funding Council on 25 May 2023 are identical to the indicative allocations highlighted in April. Despite ongoing lobbying by colleges, trade unions and representative bodies, this 'flat cash' financial settlement represents a significant cut in real term funding for the sector and for D&A.

All of this information reinforces the initial financial planning underpinning the [April 2023 paper](#) and, sadly, confirms the need to make savings of at least £2.5 million for 2023/24.

Alongside this work, work has also progressed to develop a breakeven budget for next year. With the level of savings planned this will be achievable, with the current draft budget forecasting a minimal (£15k) deficit for 2023/24.

4. Solving the Funding Gap – Progress to Date

As detailed above, the College is required to make savings of at least £2.5 million. Positive progress has been made in addressing this target, and it can be noted that the gap to the £2.5 million minimum savings target has been **reduced to £308k** as a result of the following actions.

4.1. Vacancies and Other Staffing Changes

From the initial proposals paper, it has been possible to progress with the following staffing changes and savings as a result of recent resignations / vacancies and the expiry and non-replacement of fixed-term contracts. These changes will result in savings of **£190k** for the 2023/24 budget and will help to support some aspects of the savings proposals from the April 2023 paper.

- Non-replacement of a Learner Engagement vacancy
- Non-replacement of Help Point vacancies
- Non-replacement of a Learning and Digital Resources vacancy
- Revised Quality Team structure
- Revised Caretaking on-call arrangements
- Reductions in PTV staffing and costs as reflected in section 7 below

All staffing requests will continue to be scrutinised very carefully in light of the financial position. We have discussed the possibility of a full freeze on recruitment, and whilst it is never as simple as that, we do need to approach every staffing request on the basis that they will be declined unless there are very compelling reasons to do otherwise.

Where vacancies do arise they will be considered as redeployment options and will be made available for internal application by current staff in the first instance.

4.2. Voluntary Severance

The Voluntary Severance (VS) options that ran until 31 December 2022 have realised full year savings of £387k whilst the interim VS scheme through to 31 March 2023 has now realised a further total of £569k of savings. This brings the total of VS savings achieved from these schemes to **£956k at a cost of £437k** in the current year.

To date the April 2023 voluntary severance scheme has received 26 applications. These applications are now being processed and outcomes will be confirmed with the individuals involved as soon as it is possible to do so.

Whilst arrangements are still being progressed, the current value of VS savings arising from the April 2023 applications that match up with proposed areas of reduction / saving will amount to a **further £707k at a cost of 326k.**

Where current and future VS applications align with proposals outlined within the savings plan, the applications will be progressed without delay. Doing so allows the College to progress the savings needed, whilst giving individuals clarity on their VS application and future plans. By supporting VS applications in this way, we also hope to be able to remove any risk of compulsory redundancy at the earliest possible stage.

This will bring the total VS savings achieved to £1.66million, at a cost within the current year of £763k.

The [Voluntary Severance scheme](#) will remain open for all staff until 30 June 2023 as one of the key approaches to support cost reductions and mitigate against compulsory redundancy. Any member of staff may apply for VS and all applications will be considered on their merits either as a direct savings opportunity, or to create a redeployment opportunity for another member of staff.

Where a VS application has been turned down previously it does not mean that it will be again, and equally where a VS application cannot be supported, applying does not impact on any future application or job opportunities.

It is recognised that the terms associated with VS can be complex, particularly where there is interaction for support staff with the terms of the Local Government Pension Scheme. Staff are encouraged to meet with their People Team contact to raise any questions or seek additional information.

It is anticipated that VS costs will be very significant, and the College will need to carefully manage VS arrangements to support voluntary options where these are needed without creating future cashflow challenges.

4.3. Other Voluntary Options

As teams have discussed the current situation, a number of other voluntary options have been identified. This has included opportunities for individual staff to seek part-time working options, winding down arrangements under the relevant pension regulations, and term-time working.

Where it has been possible to accommodate voluntary requests of this type they will be progressed.

Changes in working arrangements of this type will be matched against changes in service activity and arrangements made to avoid work commitments simply being added to the work of others. Concerns around the potential for work to be passed on in this way have been raised by trade union representatives and it is important that this point is noted.

Opportunities of this type remain open and any member of staff that is interested in potential options of this type should discuss this with their line manager and People Team Advisor.

4.4. Non-Pay Savings

As detailed in the April 2023 paper, it is becoming increasingly difficult to realise non-pay savings of any significant value, although a range of non-pay savings will be progressed.

Some of these will be changes that can only be made for one year to help to support the cash position of the College needed to fund voluntary severance options. These one-year changes are separate from the savings target and are not sustainable in the longer term as they 'starve' the College of the resources required to deliver our curriculum and services.

Savings identified for 2023/24 were summarised in the April paper and include the decision to delay replacement of IT equipment a range of savings within estates budgets, photocopier reductions / restrictions, reduction of the CPD budget and savings in consumable budgets associated with reduced full time student numbers. These savings will amount to **£172k in 2023/2024**.

As detailed previously, work is progressing to replace the current student records, recruitment, funding, and timetabling systems. This will require investment in the region of £160k across 2023/24 and 2024/25, however, from 2025/26 annual savings of £90k will be achieved on licensing and hosting costs.

One-off savings of £240k in session 2023/24 will be achieved on hardware spend by cancelling the annual hardware refresh for 2023/24. These savings will help to support the College's cash position in year as we meet the costs associated with significant voluntary severance and as such are not counted against the overall savings target.

4.5. Increased Income and Contribution

Work will continue to create and access additional opportunities to increase income and contribution where possible. The April paper highlighted increases in project and related contributions, plus an increase in the contribution made by the Service Design Academy and increases from better targeted commercial activities. Together these will contribute **£170k** towards the required target for 2023/24.

Work will continue to ensure that all future projects and bids include a contribution towards core College activities.

The sale of the unused outreach facilities in Kirriemuir and Montrose will **generate one off income of £260k**. Whilst a very welcome addition to College income, it is likely to be ringfenced for capital works and as such are not counted against the overall savings target.

Given the progress made to date, the £2.5 million minimum savings target can be reduced to £308k. Proposed steps to address this remaining gap are summarised in the sections below and are open for final consultation.

5. Solving the Funding Gap – Final Proposals

Following on from the initial consultation paper, the Senior Leadership Team can confirm the following steps have progressed and have identified the following final draft proposals to solve the remaining gap in funding and to return the College to a sustainable financial position.

As previously, it is recognised that each of these proposals will have an impact on individual staff, teams, and College operations, but are necessary to help secure the financial sustainability of the College as a whole.

6. Promoted / Senior Post Structure

As highlighted in section 2 (Consultation Feedback), we received a range of feedback and requests for further clarity on the proposed changes to the promoted/senior staff structure, particularly in respect of the proposed Director roles and the removal of the Head of Sector and Sector Development Lead roles.

In a bid to provide further clarity and address some of the specific points raised, [a further paper was issued on 11th May](#), and a number of individual and collective discussions were held to explain the rationale and approach further to those who requested.

Concerns and queries ranged from questioning the need to 'increase' the senior team by implementing support Directors, to seeking further clarity on reporting lines and the distribution of existing workloads:

- **'Increasing' the senior team:** As highlighted in the follow up paper, it is important to recognise that the total number of staff in promoted / senior posts is proposed to reduce by 4, including the removal of a Vice Principal role, with an overall saving of c.£200k. The proposed structure aims to make best use of the money being spent at a senior / promoted level, whilst also planning for the future by addressing some continuing concerns raised regarding better, more joined up processes, support, and ways of working.
- **Sectors and reporting lines:** A number of concerns were raised on the removal of sectors and what this would mean for the support available to HCQs and how academic teams would work together in the proposed structure. Whilst it is proposed that the academic Directors will have individual line management responsibility for a range of HCQs, it is also expected within the structure changes that collective and more joined up working will continue to be a key driver as we move forward. HCQs will still be encouraged and supported to work closely with those curriculum areas that have close synergies to theirs, but more importantly, it is also proposed that they will work much closer together as a collective, reducing the need for additional meetings and discussions as information is disseminated.

- **Support Directors:** As part of the consultation feedback, the specific purpose, tasks, and remits have been queried for the support Director roles proposed. Feedback that we consistently receive from both staff and students is that systems / ways of doing things, processes and support isn't always as joined up as it can be.

We often hear that students have to provide the same information multiple times, that information, services, and requests do not always align with each other, and that there can be confusion over some areas of responsibility / activity. As resources tighten and arrangements are developed, this needs to be improved upon and whilst currently there are a number of individual Heads of Department looking at their areas in isolation, there is currently limited oversight of how this could be collectively more joined up. The proposed support Directors, working directly with the academic Directors, will be expected to provide this oversight and create improved and more effective / efficient ways of operating.

- **HCQ teaching remission:** Queries have been raised on specific figures regarding how much remission should be provided to HCQs, especially now that the timetabling process is underway. Given academic teams range in size, scale and complexity, there will not be a 'one size fits all' approach to this, however it is important that HCQs receive the appropriate time to be able to lead and manage their teams and fulfil their HCQ responsibilities. As we move from consultation to implementation of the proposed structure, specific arrangements in respect of HCQ remission will be discussed and confirmed with (the proposed role of) Vice Principal Curriculum & Partnerships. In the interim, any HCQ that would like to discuss this further and clarify potential remission for 2023/24 should contact Julie Grace.
- **Roles / remits beneath the Director level:** A wide range of feedback was received regarding the makeup, structure, reporting lines and roles under the Director level within the diagram, especially in terms of support roles. As highlighted in both the original paper and the [follow up paper on 11 May](#), further savings and improved ways of working will be sought where possible as recruitment to any of the new / revised roles progresses.

Whilst a range of feedback and requests for clarity were received during the consultation process, the fundamental aim to provide a senior / promoted post structure that balances both the need to meet the strategic aims of the College, but delivers the required savings needed, remains a priority.

It is important that we have a senior / promoted structure that delivers the aims set out in the original paper:

- Supports the delivery of our strategic aims and improves how we operate in the future
- Distributes strategic ownership, accountability, and workload more widely and broadly
- Improves communication throughout the College
- Promotes more joined up, cohesive working
- Generates an overall financial saving and value

Therefore, the proposals outlined within [the original paper](#), and [the follow up paper](#), remain unchanged at this stage (with the exception of an increased focus on the ability to achieve further savings as the structure changes progress). We do, however, want to use the full consultation timeline to continue discussions and remain open to further feedback and potential alternatives that meet the aims highlighted above. These proposals continue to seek an **overall saving of at least £200k**.

7. Curriculum Review and Developments

The following section summarises the planned curriculum changes for each sector and curriculum team, alongside the impact these changes will have in terms of staff numbers and potential savings. Where initial proposals have been accommodated within the normal flex of part time variable staffing, and where the proposed removal of curriculum has not been subject to significant change, then the proposals outlined in the April 2023 paper will now be progressed.

It is important that this work to engage with current course applicants to discuss alternatives and ensure that they have reasonable study options for next year is progressed as early as possible whilst course places are still available.

As we move into next year and beyond, we will continue to keep the full curriculum portfolio under review, responding to potential growth opportunities and areas of low demand, retention, and attainment on an ongoing basis. We will have more focused conversations with teams to ensure that all provision is delivered as effectively and sustainably as possible whilst remaining high quality and meaningful for all learners. This will include an expectation that teams have retention strategies in place and are focusing on early engagement and inclusion at the start of the academic year, the management of class sizes, more detailed timetable audit activities during the year and clearer expectations around the integration and merging of streams and delivery where numbers decline during the year.

Given the ongoing financial needs of the College and sector it will not be possible to support situations where recruitment is low, and appropriate focused discussions will be needed where course numbers do not materialise or staffing exceeds the teaching hours available.

In progressing with curriculum plans and changes, the School-College Partnership and apprenticeship / work-based learning will remain as key strategic priorities. These activities contribute directly to our regional economy and introduce our future students to D&A, creating clear and successful pathways into other courses and provision.

Our curriculum will continue to be delivered in the most appropriate way, based on students' needs, with the aim of developing the whole individual, i.e. technical and meta skills. This may include direct delivery, online learning and directed self-learning as best meets the needs of learners.

As highlighted in the April paper, the support and guidance time of 1 hour per week per full time group will be retained to support student retention, engagement, and the learning experience.

The following changes in the curriculum (with related staffing reductions) **have been achieved**. This includes reductions achieved through VS, vacancies arising and reductions through the usual flex of part-time variable staffing.

Team	Courses	Staff Impact
Performing Arts	NC Dance	0.7 FTE
Art & Design	Certificate in Textiles for Fashions and Interiors HND Computer Arts & Design Year 2 (1 stream) HNC 3D Design Fasttrack in Art & Design (Jan – Arbroath)	1.7 FTE
Essential Skills	Servicing of full time courses and consolidation of NQ courses	2.26 FTE
Construction	Future Skills in Construction – amended to 6 hours of delivery	0.52 FTE
Health and Social Care	Access to Health and Social Care (Jan – Gardyne)	0.26 FTE
Sport and Fitness	Certificate in Uniformed Services Certificate In Coaching Sport and Fitness Fast Track to Sport and Fitness (Jan – Arbroath)	1.83FTE
Social Sciences	Introduction to Social Sciences (Jan – 1 stream)	0.26FTE

A number of course changes and savings were outlined within the previous paper as having already been achieved. These were in the following curriculum teams:

- Computing and Creative Media
- Hospitality and Professional Cookery
- English Language Teaching & Training
- Access and Supported Education
- Engineering
- Animals, Land and Environment
- Children and Young People

This represents significant progress in terms of the review and refreshing of our reduced curriculum, and in terms of the level of savings needed to maintain financial sustainability.

The following curriculum changes and related savings are still to be achieved, and focused work will continue with each curriculum area to progress arrangements.

7.1. Creative, Cultural and Digital Sector - Hair and Beauty

As previously highlighted, applications for full time courses in Hair and Beauty are consistently high, especially from school leavers, and the recent announcement that Perth College is to discontinue hairdressing provision may add to demand in this area.

The courses proposed for removal within the Hairdressing and Barbering specialisms are still planned to progress, as these reflect learner feedback and attainment, plus declining demand for apprenticeships.

An analysis of the course portfolio shows that there is a good skills match and sufficient staff with the Hairdressing and Barbering skillsets relative to the future portfolio plans.

Due to the removal of specialist make-up artistry courses in 2021/22 and subsequent broadening of the beauty curriculum to create clearer pathways into industry, there is excess staffing with this curriculum specialism.

More focused discussions will be held with the team to review staffing arrangements, look at redeployment opportunities and other opportunities to achieve the reduction of **1.4 FTE** lecturing staff that is still required and **generate a saving of £81k**.

7.2. Business, Access, and Education Sector

7.2.1 Business and Housing / Administration and Leisure Industries

There is currently a wide range of FE and HE provision between Business and Housing and Administration and Leisure Industries teams. Declining student demand means that courses have been directly competing against each other and early specialisation in courses is not sustainable. The proposals to consolidate FE courses at Levels 5 and 6 to create broader Certificates and Advanced Certificates in Accounting, Business and Administration will be progressed, for August and January start courses.

Proposals to merge HN streams and to remove courses with low numbers will also progress in line with the initial consultation paper and further discussions with the team. The on-campus retail shop provision will also be discontinued with students encouraged to obtain relevant work experience.

Whilst the proposed course changes will better match the curriculum with current demand and support a return to more efficient delivery, the level of staff reductions relating to these changes has not yet been achieved. Approved VS applications and a decrease in part time variable hours have, however, reduced the saving still required to 1.4 FTE teaching staff.

The course portfolio analysis shows that there are sufficient staff with specialisms in Accounting, Housing and Business. However, the removal of events related courses indicates that there is an oversupply of staff with events, marketing, and tourism skillsets. More focused discussions will be held with the team to review staffing arrangements, look at redeployment opportunities and other opportunities to achieve the reduction of **1.4 FTE** lecturing staff that is still required and **generate a saving of £81k**.

7.2.2 Team Structures Business and Housing / Administration and Leisure Industries

The Executive met with both teams to discuss the proposal to merge the teams. This was a useful meeting to discuss the proposal and provided an opportunity to answer a wide range of well thought through questions from the team members.

Significant individual and team feedback was also submitted, some supporting the merging of both teams based on the curriculum delivered, with others expressing concerns about the ability to manage the variety of the course provision in this area.

It was agreed that an extension to the initial consultation would be provided to allow both teams to submit further responses to the proposal.

As well as a considered response on the operation of the proposed merged team, the team response also contained many ideas for generating further income through the commercialisation of some existing courses and new areas for development. These will be explored further with the team in the new academic session.

Considering all of the feedback received and looking at student and staff numbers and activity levels it is proposed that the Business Accounts and Housing Team be merged with the Administration and Leisure Industries team to create a single Administration, Accounts and Business Team.

Allowing a VS opportunity to be progressed, it is proposed that the newly merged team will be managed and led by the current Head of Curriculum and Quality in Business, Accounts and Housing.

Whilst this new team will be amongst the larger curriculum teams in the College, it will be of a similar size to other larger curriculum teams (such as Engineering, Access & Supported Education and Essential Skills).

The proposed reduction of a Curriculum and Quality Leader (CQL) post has been achieved through the non-replacement of the CQL vacancy in Accounting. Based on feedback from the team, course leadership responsibilities will be reviewed and redistributed between the 4 remaining CQLs to ensure an even spread of responsibilities and workloads. As with all curriculum areas the CQLs will have course leadership duties and be supported by the relevant course teams.

As part of the changes impacting on the team it is proposed that responsibility for the L&D assessor and verifier awards transfer to the Academic Development team as all of the candidates currently undertaking these qualifications are staff members.

7.3. Science, Technologies, and Landbased Sector

7.3.1 Science

Life Sciences remains a key industry for Dundee and Scotland, and it is important that we continue to offer courses that support progression to employment and / or university. The College is also the lead partner of a Tay Cities Deal – *Life Sciences, Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech Sectors* - bid which aims to develop a new curriculum for the future skills needs of these industries.

The consolidation of HNC streams and removal of HND Year 2 and Preparation for Science courses will be partially accommodated by a reduction in the part time variable hours required in the Science team. However, there is still 0.75FTE staffing reduction required in this area.

More focused discussions will be held with the team to review staffing arrangements, look at redeployment opportunities and other opportunities to achieve the reduction of **0.75 FTE** lecturing staff that is still required and **generate a saving of £43k.**

7.3.2 Building Services

As highlighted, there are significant training opportunities in renewable technologies arising from the Transition to Net Zero. These include short courses to upskill people in work and enhancements to apprenticeships to develop the skills and knowledge of our existing students. These opportunities will require an agile response to develop the courses and approaches to meet the current and future needs of industry, ensuring we maximise our share of these new and growing markets.

We have agreed with Dundee City Council that they would resume responsibility for the Future Skills course delivery, with the College delivering only 6 hours per week of practical training. This will enable FSC students to gain relevant skills before progressing to pre-apprenticeship courses or employment and represents a reduction in the savings identified within the Building Services team.

The range of other curriculum changes and reductions outlined within the initial paper reflect changing recruitment and student / employer demand across the portfolio and will be progressed as initially planned.

Demand for Plumbing and Electrical Modern Apprenticeships remain stable, and we will continue to work with managing agents SECTT and SNIPEF to respond to industry requirements. The reduction in plumbing and electrical teaching hours resulting from the amended delivery model for Future Skills courses has been achieved.

The consolidation of the technical construction curriculum has enabled further VS applications to be supported. Detailed review of the curriculum portfolio requirements has, however identified that a saving of 0.4FTE lecturing staff is still required.

The analysis has also identified that lecturing staff and the Sector Development Lead have a workbased assessment caseload that would support creation of up to a c.0.5FTE Development Officer post as a redeployment opportunity. This change would better meet the assessment needs of workbased candidates and regional employers.

More focused discussions will be held with the team to review staffing arrangements, look at redeployment and other opportunities to achieve the 0.4FTE lecturing reduction and progress with potential redeployment options and **generate a saving of £24k.**

7.4. Team Structures - Health and Social Care / Children and Young People

There has been extensive feedback surrounding the proposal to merge the Health and Social Care and Children and Young People teams. Some staff who provided feedback accepted the rationale for the proposal, including a considered and detailed proposal on how the new team could be managed effectively.

Others expressed concerns raised about the size and complexity of a single Care team (almost double the activity level of the proposed merged Business/Admin team and with half again as many staff) and were worried about the capacity of a multi-specialism team to maximise the potential opportunities as both areas are distinct and both are recognised as growth sectors in our regional and national economy.

Considering all of the feedback received and taking into account the scale of the merged team and the potential for growth, it is proposed that both teams remain separately managed. However, it is expected that there will be significantly closer collaborative working between both teams, with staff working together on curriculum design, timetabling of staff, quality arrangements, progression pathways and commercial activity.

It is important that our curriculum reflects the requirements of industry and sector skills bodies and that our students are equipped with the underpinning skills and values and principles that are required to work in all settings across child, health, and social care services.

To enable VS applications to progress within the Health & Social Care team and support closer and more integrated working it is proposed that the current HCQ for Children and Young People (a qualified and registered social worker) will lead and manage the Health and Social Care team. This will present a HCQ vacancy within the Children and Young People team.

The above arrangements and the update to the changes proposed in the April paper mean that more focused discussions will be required to review staffing arrangements, CQL arrangements and portfolio responsibilities across both teams.

7.5. Other Curriculum Team Structures

A significant number of consultation responses made suggestions around different curriculum team configurations that it was felt were worthy of consideration such as re-merging the former Performing Arts / Art & Design area, combining Science and Animals, Land and Environment teams and / or splitting Essential Skills amongst a number of other teams.

Whilst there are no specific proposals identified at this time, it is recognised that changes in student numbers and recruitment profiles may make future changes in curriculum configurations inevitable. This may include reviewing the curriculum spread and designated course responsibilities of Curriculum and Quality Leaders in line with the normal ebb and flow of courses and student numbers, and / or potentially more radical changes in team configurations if more significant curriculum changes arise.

No current changes are proposed at this stage, and any changes of this type that emerge will be subject to discussion and consultation if and when needs arise.

7.6. New Course Offers & Campus Opening / Centralising Evening Provision

We have been hugely impressed by the level of engagement by staff who have provided feedback, ideas, and suggestions for new or revised course developments. These will be reviewed in line with normal portfolio change arrangements and we anticipate that many will be taken forward as we move into next session.

Many of the suggestions made include proposed growth in part time activity and additional opportunities outwith the normal College day. Given this (and other) feedback the proposal to centralise evening class provision will not be progressed. Timetabling approaches will, however, be tightened to focus evening provision on 1 or 2 evenings per week and to limit evening opening (and costs) where practicable. Further information around this is outlined in section 8.1 below.

8. Support Services

Alongside the curriculum changes and savings summarised in section 7 above, a revised range of developments and savings options are proposed across a number of Support teams. These proposals reflect the decline in activity levels across the College, alongside the pressing need to make savings and secure financial sustainability.

The following support service staff / role changes have been achieved through a combination of VS, vacancy savings, and reductions through expiry of fixed term staffing. Details of remaining proposals and other proposed changes are summarised in the sections below.

Team	Changes/comments	Staff Impact
Estates	Caretaker VS with linked changes to College opening Removal of on-call rota	1.0 FTE
Print Services	Staff VS Changes to copier usage inc. removal of some copiers and limits on colour / volume	0.4 FTE
Learning & Digital Resources	Vacancy saving	0.5 FTE
Learning & Community Engagement	Vacancy saving / partial replacement of Wellbeing Officer role	0.5 FTE
Students' Association	Temporary VP and SA Assistant savings	0.1 FTE
Quality	Revised staffing structure implemented in spring 2023	0.4 FTE

This represents significant progress in terms of the savings needed to maintain financial sustainability.

With the above changes identified, there are not expected to be any further savings required or identified within the following teams/services at this time. This will, however, remain under review as curriculum, student, financial and operational requirements develop.

- ICT
- LDR
- Finance
- Students' Association
- Quality, MA Compliance and Business Intelligence
- Marketing
- People Team
- Gardyne Theatre Ltd
- Academic Partnerships
- Business Partnerships
- Strategic Projects

The following range of changes are still to be developed and remain open for further consultation. Some of these changes are quite radical, and further work will be progressed to create and develop new ways of working and the new arrangements that will support these changes. This is reflected in the summaries below.

8.1. Corporate Services

8.1.1. Estates

Following consultation feedback received, the proposed relocation of night classes to only the Kingsway campus will not be fully progressed. Work will be undertaken, however, to plan and schedule evening and night activities more efficiently.

This will result in the centralisation of evening activities where possible, and the focus of campus activities on fewer nights of the week, allowing for earlier closure of campuses where possible during term time. Discussions will also progress at team level to assess opportunities to close campuses at least in part over the summer vacation period.

Both of these developments may require additional flexibility from staff to accommodate alternate working locations, hours, or arrangements and this will be discussed at team level as arrangement progress and specific proposals emerge.

Feedback has also been received around other opportunities to reduce costs and enhance our climate actions by switching off lights, computers, and other electrical equipment and by reducing the temperature of rooms. Whilst work will progress to look at better automated systems to reduce power usage, individual approaches and responsibility is important within this and all staff are encouraged to turn down thermostats, and switch off lights, computers and other equipment that is not in use.

Savings associated with these changes are difficult to estimate, **but a minimum of £5k reduction on energy and related costs** is expected to be realised over 2023/24 through facilities cost reductions.

8.1.2. Catering

Work to reduce the subsidy for our catering outlets has progressed well this year, with the subsidy reduced from £460k in 2021/22 to a planned £230k in the 2022/23 budget and a current forecast of 199k. Following further review and discussion with the Catering Manager it is planned that **a further reduction in the subsidy of £40k** will be achieved for 2023/24. These changes will result in some amendments to services and focus of menus towards a smaller offer based on customer data.

8.2. People and Performance

8.2.1. Student Services

As highlighted in the initial consultation paper, the demand on our Student Services team continues to see significant growth and we are aware that this is likely to continue for the foreseeable future.

Whilst current arrangements provide excellent support, this is almost always provided as an 'add on' to the vocational curriculum on offer. This is not financially sustainable and does not assist with the need for us to mainstream support for those who need it.

As part of our curriculum review work during 2023/24 we will look at models for us to better embed the specialised support needed by an increasing proportion of our students directly into their curriculum and learning experience. This will include how we can better embed wellbeing within the curriculum offer.

The additional government funding to support mental health counselling has been the subject of much discussion across the whole sector, with all colleges calling for these important services to remain. Unfortunately, the current picture is still unclear, with the government still to make a final decision over funding 2023/24.

Given the vital support this service provides to our learners, it is proposed that it continue on a reduced basis, retaining 1.5FTE of Counsellor staff irrespective of the continuation of funding. Assuming no funding is provided, **this will cost c.£64k** per annum to support but is considered an appropriate continued commitment given the needs of many of our learners.

Given the reduction in this service, it remains a proposal to remove the 1 FTE role of Mental Health and Wellbeing Team Leader. This change will **generate savings of £49k**. A redeployment opportunity for a 1FTE role of Student Services Officer is available within the team and will be progressed as soon as practicable.

Whilst no specific staffing changes are proposed at this stage, work will progress alongside the implementation of the new student funding system to better combine processing activities and reduce future costs around the administration of student support funds.

8.2.2. Helping Hands Nursery

Changes made in 2022 have helped to improve the operating position of the Helping Hands Nursery, but this still requires a significant annual subsidy to operate, whilst the number of College students' children using the service is minimal.

The Helping Hands Nursery does, however, remain a valuable childcare asset for the Arbroath community, and it remains an option for the operation of the facility and responsibility for staffing to transfer to Angus Council in August 2024. This will secure the childcare provision in the community and maintain job opportunities whilst removing the financial subsidy from the College. Places will remain available for College students, through open application as currently.

Over the next few months the Nursery Team will review and develop a new operating model to deliver a 'breakeven or better' position for the nursery. Angus Council are happy with this approach and the operating model will be assessed through to the end of the calendar year prior to any final decision being made on a transfer.

8.2.3. Administration

Arrangements to review the operation and integration of the activity currently covered by the Operations Team and the Curriculum Support Team are planned to progress as outlined within the initial consultation paper.

This will create a more streamlined structure with the revised arrangements reviewed and implemented by 31 October 2023.

Whilst final details will be determined by the review, the 4.0FTE reduction outlined within the April 2023 paper has reduced to 2.0FTE as a result of recent VS opportunities within the wider administrative service that will create redeployment opportunities. This will reduce the maximum further reduction required to 2.0FTE resulting in **a saving of £65k**. This will be monitored as these developments progress through to October 2023 and VS will remain available on a targeted basis for staff impacted if necessary.

As VS applications are progressed, and to support further potential savings, there may also be opportunities to further review other elements of administration activity on an ad hoc basis. These opportunities will be considered and progressed where possible.

As part of activity on the Michelin Scotland Innovation Parc (MSIP) site there will be a need for a mixture of administrative, reception and other support for staff and students using the facility. To meet this need, a new administrative role (similar to the former Outreach Administrator roles) will be created as a redeployment opportunity. This would require **investment in this new role of £30k**.

8.2.4. People Team

Alternative proposals have been put forward by the People Team to support current demands arising from changes to structures, staffing impacts, VS arrangements and savings plan support. Whilst this will remove the planned saving at this time, more focused discussions will be held with the manager and team to further review and prioritise services and activities in line with future ambitions and the overall reduction in College staffing and activity levels.

8.2.5. Learning and Teaching Mentors, AD / OD & TQFE Delivery

Alongside the reduction in CPD budget of £10k, it is proposed (as outlined in section 7.2.2 above) that the Academic Development team assume responsibility for the delivery of L&D assessor and verifier units from August 2023.

9. Redeployment

A redeployment policy has recently been confirmed with the trade unions and will be published as soon as practicable. This will be used to support redeployment arrangements.

Where there is a potential risk in respect of the areas outlined in sections 6, 7 and 8, the People Team will discuss opportunities for redeployment and / or retraining with the individual(s) impacted and staff are encouraged to regularly check the vacancies published on the [homepage of the Staff Portal](#).

This will ensure that staff are aware of current and potential opportunities as they arise and will support options within areas where activity is being scaled down for individuals to redeploy to an available vacancy within another area and / or role. This may also allow a voluntary severance to be accepted (where it might not otherwise) in one service, with the tasks filled by a member of staff redeploying from another area. Any changes of this type will be done through consultation and with the agreement of the staff involved.

To support this activity, all redeployment options will be explored prior to a vacancy being advertised externally.

In line with the appropriate national bargaining arrangements, conservation of salary would be available for staff redeployed into a suitable alternative role.

Alongside these arrangements, an arrangement is in place with Perth, North East Scotland and Fife Colleges and Abertay University to share any external vacancies that arise. Given the current financial situation and proliferation of savings plans across the sector it is recognised that opportunities arising within neighbouring colleges are likely to be minimal.

10. Avoiding Compulsory Redundancy

Whilst the funding gap and savings required are still significant, it is the strong desire of the College and our unions to avoid any compulsory redundancy situation if at all possible. This step would only be contemplated as a last resort where all other options and savings steps had been exhausted.

As stated previously, it is hoped that compulsory redundancy can be avoided through the use of natural vacancies that arise, voluntary severance, expiry of temporary contracts, and redeployment opportunities supported by retraining support and development as appropriate.

The Voluntary Severance scheme is a key step in avoiding the need for compulsory redundancy and whilst all applications will be considered, particular consideration will be given to staff in any area impacted by changes arising through the savings proposals.

11. Voluntary Severance Scheme

The [Voluntary Severance scheme](#) will remain open until 30 June 2023 in the first instance as one of the key approaches to support cost reductions. Any member of staff may apply for VS and all applications will be considered on their merits either as a direct savings opportunity, as an alternative savings opportunity, or to create a redeployment opportunity for another member of staff.

Where a VS application has been turned down previously it does not mean that it will be again, and equally where a VS application cannot be supported, applying does not impact on any future application or job opportunities.

It is recognised that the terms associated with VS can be complex, particularly where there is interaction for support staff with the terms of the Local Government Pension Scheme. The wording of this section of the VS scheme outlines these requirements, but the arrangements are complex, and staff are encouraged to meet with their People Team contact to raise any questions or seek additional information.

It is anticipated that VS costs will be very significant, and the College will need to carefully manage VS arrangements to support voluntary options where these are needed without creating future cashflow challenges.

12. Consultation and Engagement

As outlined above, we need to reduce costs and activity whilst also boosting efficiency and increasing income. This must be achieved within a challenging financial backdrop and with an eye on future developments, opportunities and limitations and your input and feedback on this is really important.

The consultation responses received to date have helped to shape the final proposals developed and have also informed the communication and focus of many of the discussions held.

It is hoped that similar engagement will continue throughout the next stage of the consultation process. To support this, we have opened consultation on all of the above proposals and options. None of these proposals are finalised and there are a range of opportunities over the coming weeks to allow any member of staff to input thoughts and ideas around all of these.

This final consultation will be open until 9 June 2023 and during the consultation period, the email inbox consultation@dundeeandangus.ac.uk can be used to direct all feedback.

Confidential queries and comments can be raised through a dedicated online hotline, again available throughout the period of change: [Access the Hotline](#). Anonymous questions can be asked at any time and responses will be given as soon as practicable.

Principal's Briefing sessions will be held [on each campus and online on 1 and 2 June 2023](#), where the content of this paper and related savings plans will be discussed and questions can be raised. The Portal announcement accompanying this paper confirms arrangements for these sessions.

We will continue to communicate as much as we can so that need for change, the specific proposals and the timescales for decisions are clear and understood.

14. Support for Staff

HR support and advice is available to all staff on an ongoing basis, including support and guidance on interview skills for any member of staff looking at redeployment opportunities or taking VS.

Confidential support around personal wellbeing, or the wellbeing of colleagues, can also be sought by contacting the People Team. Your key contacts in the People Team are [noted here](#). The People Team can be contacted via peopleteam@dundeeandangus.ac.uk or directly through Teams.

A series of on campus HR surgeries have been organised. [Details are available here](#). The College also supports an individual Employee Assistance Programme and provides links to other services through the [D&A Wellbeing Hub](#). Your [trade union](#) may also offer similar support for members.

Where staff are impacted by the changes identified, individual and (as appropriate) team discussions will continue alongside work with our trade unions to look at individual options / opportunities / support to avoid the risk of compulsory redundancy.

15. Timeline

The timeline for changes proposed through this paper is summarised in the table below.

Date/s	VS	Activities
Ongoing	VS Scheme Open 20 April – 30 June 2023	Extensive discussion with local unions on financial situation and sustainability planning.
March 2023		Initial Portal post on savings/sustainability needs shared with staff.
14 April 2023		Confirmation of receipt of indicative funding allocations posted on the Portal .
17 April 2023		Special Joint Consultation Forum (JCF) meeting with trade unions to discuss draft proposals.
18 April 2023		Leadership Development Session to discuss draft proposals with managers.
20 April 2023		Publication of draft savings plans with opportunity for individual consultation with staff and final comment / consultation via the Consultation inbox , with further opportunity to discuss comments or concerns directly with line managers, the People Team or through the anonymous hotline .
20 April -2023		Weekly consultation/catch up meetings with unions commence
27 & 28 April 2023		Principal's Briefing sessions for staff at all campuses and online.
10 May 2023		Joint Consultation Forum (JCF) meeting to discuss consultation feedback.
19 May 2023		Consultation on most draft savings plans closes.
26 May 2023		Consultation on remaining draft savings plans closes.
30 May 2023		Special Joint Consultation Forum (JCF) meeting to discuss consultation feedback, savings progress, and further consultation.
31 May 2023		Final paper published with further opportunity for individual consultation with staff / areas impacted and final comment / consultation via the Consultation inbox , with further opportunity to discuss comments or concerns directly with line managers, the People Team or through the anonymous hotline .
1 & 2 June 2023		Principal's Briefing sessions for staff at all campuses and online.
9 June 2023		Close of final consultation.
w/b 12 June 2023		Special Joint Consultation Forum (JCF) meeting with trade unions to discuss consultation feedback.
19 June 2023 onwards		Progression of outcomes.

16. Conclusions

Whilst much of the above information is similar to previous savings exercises, there is a difference in terms of the decline the sector is seeing in full time applications. These changes highlight the need for us to plan our curriculum and services more closely and carefully than ever before, to ensure that the College meets its twin objectives of success and sustainability.

The reductions come on the back of what have been an extraordinary few years for D&A, but regrettably the scale and nature of the pressures facing us mean that change and savings are inevitable. As highlighted throughout this paper, the proposals are not what the College would ordinarily have planned, but these are not ordinary circumstances and there are some stark choices that must be made.

That said, significant progress has been made towards the savings target identified and the remaining proposals will continue to take us towards the final total that will support the implementation of a balanced budget for 2023/24, whilst creating a more stable financial platform for future years.

As previously highlighted, we would encourage all staff to take time to read all of the final draft proposals and to take the opportunity to make comment on these and to contribute any final thoughts, ideas and alternative options that will make the future direction and sustainability that we are developing as effective as they can be.

We are under no illusions that this remains an exceptionally difficult time for everyone at the College, especially those directly affected by the proposals. We will do all we can to support those affected and key to this is managing this process in as fair and quick a timescale as possible, whilst giving due consideration to feedback and input from staff.

If you need support (or see others that need it) please do not hesitate to reach out to your line manager, the People Team, or your trade union representative.

BOARD OF MANAGEMENT

Tuesday 20 June 2023



FINANCE & INFRASTRUCTURE ITEMS

2023/24 BUDGET

PAPER H

BOARD OF MANAGEMENT

Tuesday 20 June 2023



Draft Budget for 2023/24

Paper for approval

1. Introduction

This report brings to the Board's attention a draft budget for the year to 31 July 2024. The Finance & Property Committee considered and approved the draft budget for submission to the Board at its meeting on 30 May 2023.

2. Recommendation

The Board are asked to approve the 2023/24 Draft Budget.

3. Context

This draft budget for 2023/24 takes cognisance of the Indicative College Funding Allocations published 13 April 2023. As had been anticipated, both core teaching and capital funding is unchanged from 2022/23, thus representing a real terms cut to funding. Credit target was however reduced by 10% to 98,307. At that time there remained the prospect of a share of the additional £26m made available from Scottish Government's FY 2023/24 budget announced in December for strategic investment to support the transition to a financially sustainable sector. Subsequently this was formally withdrawn on 2 May 2023. Final 2023/24 allocations have not been published.

In anticipation of this 'flat cash' settlement, management had continued to explore potential means of managing a very challenging settlement in the face of unprecedented inflationary pressures and early modelling had identified a need to secure savings of at least £2.5m and accepting that teaching activity must be reduced in line with our new credit target. Initial Consultation on Savings and Change Proposals was released to staff on 20 April within a Creating a More Successful and Sustainable College paper, with final consultation closing 9 June. Simultaneously the approved VS scheme was relaunched and is open to applications until 30 June.

Whilst acknowledging that there could be further changes arising from consultation, this draft budget is nevertheless established assuming that all the proposed changes will be enacted by 31 July. Subsequent forecasts will reflect the impact of any deviations.

In these prevailing circumstances of uncertainty and necessary high-level top-down assumptions, the budget process has not benefitted from the usual level of engagement with curriculum budget holders.

This budget must also contend with significant underlying price inflation, leading to an equally unprecedented level of pay demands. At time of writing no settlement has been reached with either academic or support unions for 2022/23 and so we carry this added level of uncertainty into 2023/24. We believe that our budgetary assumptions of 5% for each of 2022/23 and 2023/24 are realistic but acknowledge within our Risk Assessment that the potential for adverse movement is substantial.

Tay City Deal projects have continued to suffer from delays and whilst we remain confident that both will be approved, neither 'Supporting SME Skills' nor 'Life Sciences Biotech and Medical Tech' are included in this budget. Should these begin mid-year a modest level of financial contribution should accrue. Confirmed costs and income from our partnership with Michelin Scotland Innovation Parc (MSIP) are however included.

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

4. Summary of results

A **Cash-backed deficit of £15K** is budgeted. Although this is considered an acceptable outcome at this stage, we require a surplus of at least £457K to meet our obligation to make annual loan repayments.

Subject to the many inherent risks and uncertainties, management will continue to seek to achieve a more sustainable position.

A summary of the main net movements from the latest forecast for 2022/23 is given in the table below and explained 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 forecast for 2022/23	(1,112)
SFC - loss of contribution from FWDF	(320)
Net impact of other SFC grant reductions (est.)	(300)
Reduction in apprentice income	(267)
Net contribution from additional grants	300
Catering contribution	44
Pay - proposals inc. approved VS, net of new posts	2,076
Pay - impact of pay awards	(1,660)
VS costs removed	1,328
Utility increases	(168)
ICT - core budget savings, inc. licences	344
ICT - new projects, net of funding	(219)
Other net movements	(61)
Cash-backed deficit per draft Budget 2023/24	(15)

5. Income

Income reduces by £1.1m from latest 22/23 forecast to £43.9m due to the reduction in non-core SFC grant funding, partially offset by the donation from our Arm's Length Foundation (ALF).

Indicative teaching cash funding for AY 2023/24 is £31,370,793, only £2,645 more than previous year. The Credit Target is 10% lower at 98,307. Credit Guidance may afford additional flexibilities for 2023/24 but has not yet been published by SFC.

Other SFC grants are down by nearly £1.9m. Capital & Maintenance grants account for £606K but this is simply a reflection of the exceptional roll over of funding into the previous year to match costs of works. The FY allocation from SFC for 2023/24 is unchanged from previous year at £2,587,725, however there is no split between High Priority Backlog and Lifecycle maintenance, thereby affording more flexibility of use.

Similarly, Flexible Workforce Development Funding (FWDF) had benefited last year from Covid related extensions, and roll-over of funding. However, the reduction of £661K also recognises a lower expectation of funding, with allocations reducing by 40% from 2021/22 levels. Additionally four other income streams have been removed for 2023/24 where continued funding cannot be confirmed and indications from SFC are pessimistic. These are YPG, Child Poverty, Student Counsellors and Digital Poverty as capital. There is a stronger possibility that the latter will again attract some funding and would add equivalent cost to the ICT budget.

Tuition Fees increase by only £10K, This reflects a more optimistic assessment of commercial courses, particularly delivery by Service Design Academy, but also recognises the reduction of full-time delivery from discontinued provision and the ongoing challenge of recruitment.

Non-Core income sees a large reduction in apprentice funding, with the residual SDS outcomes for Foundation Apprentices coming to an end and compounded by the contractual reduction in new start Modern Apprentices being applied across all disciplines.

In other respects, reductions in specific sources of grant funded activity are replaced by new sources such as Energy Efficiency grants or Transport Scotland funding for ESP, all having no net cost impact. The singular exception is an additional zero cost contribution assumed from a combination of UK Shared Prosperity and commercial funding. Whilst we believe that it is highly probable and are working hard to achieve this, there is clearly risk that it does not materialise or does not contribute to this extent.

Although off-set by specific anticipated reductions, challenging targets have been set for Catering and other site based activities, contributing to a modest increase in Catering & other income.

A successful bid for partial funding of the ICT Network Replacement project will secure a donation of £700K from the ALF.

6. Pay Costs

Total Pay costs are budgeted at £33.37m, a total reduction of £2.07m from the forecast for 22/23, and a reduction of £762K when excluding VS costs charged in the previous year.

A 5% pay award assumption has added £1.66m. As planned within the financial sustainability paper, this is offset by savings of approximately £2.07m net of investment in new posts and after accounting for pay associated with discontinued activities. Savings are focused around academic areas as we decrease our provision in line with funding. Whilst established and variable teaching costs are reported separately it is not possible to do so fully accurately at this point and this profile will subsequently change, and also be subject to a 'transfer to permanency' movement to established.

VS costs associated with the current savings proposals are all assumed to be charged within 2022/23. No costs of additional schemes have been budgeted meantime.

7. Non Pay Costs

Non-pay costs, at £10.54m are £146K less than the latest forecast for 2022/23.

Consumables and equipment reduce with the net reduction in grant funding. In other respects, little movement from last year is anticipated as we seek efficiencies to counteract inflationary pressures.

Exam fees, unlike most categories of consumables, should reduce with lower student numbers.

Property costs increase by £128K to £3.9m, due primarily to increased utility costs. Although gas prices have fallen from April 2023, electricity has increased by almost 50%. A saving of £50K has been assumed from the lower consumption following the installation of new LED lighting at Gardyne campus. Property works cost would have fallen sharply this year in line with SFC Capital & Maintenance funding but now includes £500K + vat for the installation of this LED lighting, made possible by the successful bid for 100% funding from the government Energy Efficiency grant scheme.

ICT costs rise £316K from outgoing forecast to almost £1.8m, despite a one-off reduction of £231K from core budget and removal of Digital Poverty allocation meantime of £152K. However, Network replacement costs of £652K + vat are included this year in addition to costs for the first phase replacement of the student record system of £114K + vat.

Marketing costs have been reduced by £20K in this budget but are being maintained at a relatively high level given the importance of both student recruitment and commercial income.

Professional fees show an increase as contain £36K + vat for the funded energy efficiency survey.

8. Subsidiary Company

The break-even budget for Garyne Theatre Ltd., after allowing for Licence to Occupy and Service Level Agreement charges payable to the College, has been established at a relatively high level in consultation with the Theatre Manager but has yet to be approved by the Board. Demand is slowly returning to post-COVID levels and we can have reasonable confidence in this position. Although we are disappointed that the theatre is not to receive any Youth Music Initiative (YMI) funding this year (£25K for 22/23) most of this is expended on direct costs. The Theatre successfully secured funding from Northwood Trust of £15K per annum for 2022/23 and 2023/24 to support operating and development costs.

9. Student Support Funding

Indicative funding allocations of almost £9.4m should be adequate to meet demands despite an increase in maximum allowances to combat the cost of living crisis.

10. Capital Expenditure

Currently no capital expenditure is budgeted, with all property works presumed to be revenue in nature. Any expenditure deemed to be capital will, unless funded by third party sources, result in SFC's Capital & Maintenance grant being diverted. This will reduce revenue but should have no effect on operating position or cash. Funding for capital expenditure from non-government sources would be fully recognised in year of receipt but would also feature as a necessary adjustment to derive an Adjusted operating result.

The cash flow forecast includes estimated proceeds from the disposal of outreach centres at both Montrose and Kirriemuir.

11. Cash Flow Forecast

Current predictions are for an opening cash position of approximately £3m to fall to circa £2.6m by July 2024 after the loan repayment due in August and with disposal proceeds off-setting potential negative working capital movements. Cash, free of restrictions, could be as low as £1.4m.

12. Conclusion

The College is on track to make the targeted savings and the near break-even budgeted position provides a reasonable starting point to further improve financial performance. Notwithstanding the significant inflationary risks upon this year, the considerable challenge will also be to plan for, and fund, further efficiencies that will likely be necessary to combat a potential flat-cash funding settlement for 2024/25. These will be addressed within the Financial Forecast Return that is expected to be required by SFC by the end of June. Guidance expected shortly will set out the planning assumptions that we are required to make.

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: Simon Hewitt, Principal

Dundee and Angus College
Income and Expenditure Report
Month 9, April 2023

	2022/23	2023/24	
	Latest Forecast	Draft Budget	Variance from 22/23 forecast
	£000's	£000's	£000's
SFC Credit income	31,368	31,371	3
SFC ESF Credits	-	-	-
Other SFC grants	5,350	3,470	(1,880)
SFC Total	36,718	34,841	(1,877)
Tuition Fees	3,192	3,202	10
Non-Core income	3,070	3,066	(4)
Catering & other income	2,042	2,093	51
Donation from ALF	-	700	700
Total Income	45,022	43,902	(1,120)
Teaching Pay - established	16,789	15,600	1,189
Teaching Pay - variable	2,556	2,506	50
Invoiced Staff Costs	351	229	122
Teaching Support Pay	2,421	2,466	(45)
Support pay	11,491	12,044	(553)
Apprenticeship Levy	108	108	-
VS Scheme	1,328	-	1,328
Unfunded pension payments	400	420	(20)
Total Pay Costs	35,444	33,373	2,071
Staff related costs	302	299	3
Consumables & Equipment	2,025	1,586	439
Exam fees	813	740	73
Student related costs	185	160	25
Property cost	3,807	3,935	(128)
ICT & Telephony	1,477	1,793	(316)
Insurance	154	171	(17)
Marketing	154	134	20
Professional fees	161	191	(30)
General Overheads	323	297	26
Interest & Charges	108	123	(15)
VAT	1,181	1,115	66
Total non-pay costs	10,690	10,544	146
Cash-backed surplus/(deficit)	(1,112)	(15)	1,097
Add: subsidiary profit/(loss)	-	-	-
Consolidated Cash-backed surplus/(deficit)	(1,112)	(15)	1,097

Cash Flow Forecast

	2022/23	2023/24
	Latest Forecast	Draft Budget
	£000's	£000's
Cash backed surplus/(deficit)	(1,112)	(15)
Loan repayment	(457)	(457)
Capital Expenditure	(20)	-
Capital funding	20	-
Asset Disposals		260
Working capital movements	(1,700)	(200)
Net Movement in cash balances	(3,269)	(412)
Opening cash balances	6,248	2,979
Closing cash balances	2,979	2,567

Dundee and Angus College
Management Accounts for the year to 31 July 2023
Summary Analysis - Income
Month 9, April 2023

	2022/23	2023/24	
	Latest Forecast	Draft Budget	Variance from 22/23 forecast
	£000's	£000's	£000's
Teaching Grant	31,368	31,371	3
SFC YPG 2022-23	190	-	(190)
SFC Capital & Maintenance grants	3,194	2,588	(606)
SFC Digital Poverty as capital	182	-	(182)
SFC-Flexible Workforce Dev. Fund	1,154	493	(661)
SFC-Reducing Child Poverty	125	-	(125)
SFC-Funding for Counsellors	116	-	(116)
SFC-ESP Funding	350	350	-
SFC - Access to sanitary products	22	22	-
SFC: EMA Admin grant	17	17	-
Other SFC grants	5,350	3,470	(1,880)
HE Full-time	1,531	1,421	(110)
HE Associates & collaborations	639	639	-
Part-time Fees	248	268	20
Commercial and Leisure	608	700	92
Internal Re-charges	-	-	0

International Fees	166	174	8
Other fees	-	-	-
Tuition Fees	3,192	3,202	10
Commercial: Work-Based	180	180	-
Managing Agents	527	474	(53)
Skills Dev Scotland: MAs	500	450	(50)
SDS Foundation Apprentices L6	164	-	(164)
SDS: Cyber in non-technical courses	14	-	(14)
Other Public Sector contracts	40	40	-
Schools Senior Phase	162	162	-
Non-funded tuition	6	6	-
European Projects	31	-	(31)
Energy Skills Partnership (non-SFC)	285	258	(27)
SDS for MSIP	38	-	(38)
MSIP Management Fee	-	44	44
Mathew Trust	128	-	(128)
Northwood Trust	110	110	-
Seagreen funding	259	8	(251)
Tay City Deals	590	104	(486)
Government Energy Efficiency grants		643	643
Misc. grants, funding and sponsorships	13	302	289
Other grants - ESP	7	270	263
Other misc. income	16	15	(1)
Non-Core income	3,070	3,066	(4)
Consultancy	40	-	(40)
Catering	590	104	126
Training Restaurants	40	40	-

Nursery	187	220	33
Retail shops	2	-	(2)
Salon revenues	30	40	10
Gardyne Sport facilities	205	226	21
General Lets hire of space	96	96	-
Staff secondments	13	13	-
Support cost grants	120	120	-
GTL revenue from LTO and SLA	20	22	2
Library charges	11	12	1
Photocopy charges	4	4	-
Sale of materials, produce, scrap etc.	6,248	20	(53)
Biomass RHI &EDFE FIT charges	52	52	-
Wage Subsidy/CJRS	120	115	(5)
Insurance Claims	-	-	-
Thrive@D&A Donations	34	-	(34)
Bank Interest	33	25	(8)
Other misc.	55	55	-
Catering & other income	2,042	2,093	50

Dundee and Angus College
Management Accounts for the year to 31 July 2023
Summary Analysis - Expenditure
Month 9, April 2023

		2022/23	2023/24	
		Latest Forecast	Draft Budget	Variance from 22/23 forecast
		£000's	£000's	£000's
Mileage		112	112	-
Travel & Accommodation		30	29	1
Overseas Travel		2	-	2
Staff welfare and other expenses		24	24	-
Recruitment		4	4	-
Organisational Development		130	130	-
	Staff related costs	302	299	3
Course Consumables etc.		366	354	12
Project Materials, Equipment etc.		784	297	487
Catering supplies		529	575	(46)
Library		32	32	-
Stationery & Printing		20	22	(2)
Equipment purchase & maintenance		253	265	(12)
Other misc.		41	41	-
	Consumables and Equipment	2,025	1,586	439
SQA Fees		500	447	53
Other fees		200	180	20
Accred/Regn/Assess/Verification		113	113	-
	Exam Fees	813	740	73
Residentials, travel etc.		51	28	23
Student placement costs		6	6	-
Student Counselling		21	21	-
Student Support costs		30	30	-
Miscellaneous costs (inc.PVG)		77	75	2
	Student related costs	185	160	25
Maintenance, high priority works, etc.		1,792	1,765	27
Building rentals and rates		312	378	(66)
Utilities		1,435	1,575	(140)
Cleaning, waste management etc.		159	160	(1)
Transport costs		84	33	51
Health & Safety costs		12	12	-
Other		13	12	1
	Property Cost	3,807	3,935	(128)
ICT hardware, software, etc.		759	1,087	(328)
ICT Maintenance & Licenses		624	612	12
Web Development		15	15	-
Telephony & data line rentals		79	79	-
	ICT & Telephony	1477	1793	(316)
Consultancy (inc.projects)		0	0	6

Audit Services	61	66	(5)
Bad Debts and collection fees	30	30	-
Legal & other professional fees	42	73	(31)
Professional fees	161	191	(30)
Photocopying, copyright & postage	126	114	12
Sponsorship, subscriptions, Licences	127	127	-
Hospitality and events	42	40	2
Miscellaneous and other	28	16	12
General Overheads	6,248	297	26

Dundee and Angus College
Draft Budget for the year to 31 July 2024
Risk Assessment of key volatile areas

Income/Expenditure Category	Latest Forecast £000's	Possible Cash Deviations		Controllable?	Adverse Risk Assessment			Comments and mitigations
		Favourable	Adverse		Likelihood	Impact	Overall	
		£000's	£000's		£000's	£000's	£000's	
SFC Credit income	31,371	-	300	Controllable in terms of activity delivered but not fully in control of demand.	Low	Low	Low	Adverse is notional at this stage. Curriculum plans are developed to achieve the new lower credit target but we await formal credit guidance and confirmation of threshold and flexibilities, particularly in respect of attendance. The College will continue to play its part, along with others in the sector, to lobby for greater latitude to ensure credit targets are more manageable but will also continue to prioritise actions to improve recruitment and retention. SFC are yet to publish Final Allocations and Credit Guidance for 2023/24.
Other SFC grants	3,470	200	100	Provision of funding is uncontrollable but College can stimulate demand.	Low	Low	Low	Capital & Maintenance funding now accounts for a greater proportion of this category at 75%. Given this is awarded on an FY basis, AY recognition can be volatile but normally with limited net impact when set against associated cost. Many other streams have been removed in 23/24, with reintroduction less likely and attracting additional cost. FWDF is unconfirmed and budgeted as 22/23 allocation meantime.
Tuition Fees	3,202	100	100	Yes, in terms of marketing, recruitment delivery and retention but limited influence over demand.	Low	Low	Low	Fees have been significantly reduced to reflect removal of some core provision. Increased commercial income, chiefly from SDA, along with price increases largely offset this reduction. A continued emphasis on strong and focused marketing activities are an important element of mitigation.

Non-Core income	3,066	200	300	Partly; varies across such a disparate category ranging from apprentice income to Trust funding.	Mid	Mid	Mid	Very different activities within this broad category attract different risks and opportunities. Modern Apprentice income has been reduced to reflect a reduction in new starts but we will continue to lobby for additional funding to meet higher demand, and this contributes to possible favourable deviation. Grant funding continues to dominate this category however and does, unusually, contain a high level of contribution beyond direct cost, thus presenting the risk.
Catering & other income	2,093	100	100	Yes	Low	Low	Low	Targeted increases in site based activities will be challenging, particularly in catering as we to contain the operational deficit.
Total Pay (exc. VSS & unfunded pensions)	32,953	500	1,000	Largely yes but subject to pay and conditions negotiated centrally.	Low	High	Mid	The pay budget contains several components contributing to risk of both favourable and adverse potential movements. This year it is again predicated on savings proposals still in consultation at time of writing. Teaching pay in particular has been adjusted to account for a lower level of activity, and the variable pay element is budgeted at a high level. In the absence of agreement we are assuming a level of pay award for both this year and last. The impact of a higher award over both years will therefore have a compound effect. The College cannot control this and our ability to react in-year, whilst still achieving targets and outcomes is limited. Notwithstanding, pay will be closely monitored and the impact of likely movements continually reassessed.
VSS	-	-	500	Yes	High	High	High	This adverse deviation is largely a nominal value simply to highlight the distinct possibility of having to use VS to secure additional saving, particularly if we are to again receive no increase in core teaching funding for 24/25. There is however also a possibility of VS charged in year from slippage last year, though this would have no net impact overall.

Property cost	3,935	200	200	Yes, subject to inherent risks of the usual unpredictable factors exacerbated this year by exceptional price rises.	Low	Low	Low	Property works inherently attract risk of overspend, particularly from unplanned maintenance, but this would be managed in-year and planned works adjusted accordingly as far as possible so risk of material over spend, with no associated funding, is low. Utility costs also account for a large portion of this budget and we have reasonable price certainty until March 2024.
Non-pay costs excluding property	6,609	100	100	Yes, with limited exceptions, but inflationary pressures have increased risk of over spend.	Low	Low	Low	Departmental budgets are generally well controlled and the prospect of material over spend, unless discretely funded, is unlikely, although exceptional inflationary pressures have increased risk. Effective budget monitoring and sound procurement practices will provide mitigation and ensure value for money.

BOARD OF MANAGEMENT

Tuesday 20 June 2023



FINANCE & INFRASTRUTURE ITEMS

FINANCIAL FORECAST RETURN (FFR)

PAPER I

BOARD OF MANAGEMENT

Tuesday 20 June 2023

Financial Forecast Return (FFR)



Paper for information

1. Introduction

A "[Call for Information](#)" was published on 31 May 2023 for a detailed financial forecast for 2022-23 to 2025-26, which has a deadline for submission to the Scottish Funding Council of 30 June 2022.

As the assumptions underpinning the FFR are not known in advance and given the work still progressing through the More Successful and Sustainable College plan to support future College success and financial security, the timescale available to produce an accurate and valuable FFR has been very limited.

2. Recommendations

Members are asked to approve delegation of the Financial Forecast Return to the Board Chair and Chair of the Finance and Property Committee to support submission to the Scottish Funding Council by the end of June 2023 deadline.

3. Background

The SFC advise that this Call for Information requests colleges to complete a medium-term financial forecast return for the Academic Years (AY) 2022-23 to 2025-26. It includes indicative funding assumptions that will assist institutions in their financial planning over this period.

This also highlights that institutions should aim to achieve a balanced budget each year. Where a deficit is forecast in any year, institutions must work towards bringing income and expenditure back into balance over the forecast period. Institutions should provide us with a narrative which clearly sets out the actions that will be required to address financial sustainability challenges, and any resulting adverse impact on staff and students.

This is a significant and detailed piece of work, which is currently being progressed and it is planned that an initial draft will be available for consideration in advance of the Board meeting. This does not, however, allow sufficient time for proper review and consideration of the FFR and as such the following steps are proposed.

Approval of the final FFR will be delegated to the Chair of the Board and Chair of the Finance and Property Committee.

The final FFR will be circulated to all Board members and will be discussed at the September 2023 Finance & Property Committee and Board meetings.

This will allow for work on the FFR to progress close to the 30 June 2023 submission deadline whilst also supporting Board input and discussion to the FFR and the resulting implications and actions arising from the financial forecast this details.

4. 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
Executive Sponsor: Simon Hewitt, Principal

BOARD OF MANAGEMENT

Tuesday 20 June 2023



FINANCE & INFRASTRUCTURE ITEMS

PROCUREMENT APPROVALS

PAPER J

BOARD OF MANAGEMENT

Tuesday 20 June 2023



Procurement and Non Competitive Award Approvals

Paper for approval

1. Introduction

Finance & Property Committee Members approved the undernoted awards as part of the overall procurement report at its meeting on 30 May 2023. Under the terms of the financial regulations, items exceeding £500K require further approval from the Board of Management. This report includes two such items.

This section also includes any requests for advance approval of a non-competitive award request in respect of specialist equipment available through a single supplier on behalf of the Energy Skills Partnership (ESP) hosted by the College. Anything planned that is ultimately identified to be requiring approval of an NCA will be included in a subsequent report to the Finance and Property Committee.

2. Recommendation

Members are asked to approve procurement for the two items outlined below valued at over £500k and to confirm advance approval of a Non-Competitive Award to enable external project funding to be attracted and allocated.

3. Planned Contracting >£500k Requiring Approval

Contract name	Framework for the Supply of Virtual Reality (VR) / Augmented Reality (AR) Welding Simulators
Incumbent Suppliers	N/A
Estimated Contract Value	£1,000,000 (subject to External Funding)
Owner	Head of Sector and ESP Project Director
Route to Market	Open Tender
Intended Contract Start Date	June 2023
Proposed Contract Period	4 years (48 Months)

Rationale	The College will utilise residual Seagreen funding of £83,000 (net of VAT) to purchase virtual welding equipment. ESP have a similar requirement with the expectation of minimum funding of £450,000 over a period of 2 years from Caledonia Offshore Wind Farm. Coupled with the prospect of additional demand from both the College and ESP, should further funding be secured, it is appropriate to award this as a framework allowing call-offs over a longer period with reasonable price certainty.
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Contract name	LED Lighting Replacement of Gardyne Campus
Incumbent Suppliers	Not Applicable
Estimated Contract Value	£500,000 (Funding from the Scottish Central Government Energy Efficiency Grant Scheme)
Owner	Head of Estates
Route to Market	Direct Award/Mini Competition via APUC Framework for Electrical Sundries and/or Open Tender
Intended Contract Start Date	TBC – Subject to Formal Written Confirmation
Proposed Contract Period	12 Weeks
Rational	<p>LED Lighting offers numerous benefits over traditional lighting sources including energy efficiency, longevity, durability, versatility, environmental friendliness, and improved lighting quality. Compared to traditional incandescent and fluorescent bulbs, LED lights use less electricity, have a longer lifespan, are more durable, and produce a brighter, more natural-looking light. Additionally, LED lights do not contain toxic chemicals and produce less heat, making them the environmentally friendly option. These benefits emphasise that LED replacement is a cost-effective and sustainable choice for Dundee and Angus College.</p> <p>A further £36,000 has been awarded for a building energy audit and feasibility study. The objective is to support the College to identify ways to reduce energy consumption, reduce costs, and improve our buildings environmental sustainability.</p>

4. Non-Competitive Award

Approval is sought to support purchase of specialist training equipment for ESP. This equipment is only available through single suppliers and as such the usual compliant procurement route is not available. The estimate value of this procurement is:

- Alvatek (Hybrid Energy Lab Systems) £107,619
- Lucas Nulle (Hybrid and Electric Heavy-Duty Vehicle Training Rig) £58,761

In both cases the costs will be covered by external funding attracted by ESP specifically for the purchase of the training equipment. The Finance and Property Committee has agreed that any final purchase (over the required threshold) in advance of the next meeting may be circulated for approval by e-mail.

Approval for non-competitive awards of this type require approval from the Board of Management plus approval from the Scottish Funding Council (SFC) and APUC. A new more formalised procedure has been introduced by SFC for approval requests of this type and is currently untested, as a result there may be some further work or steps required of the College (ESP) to secure final approval.

As single suppliers, there is not currently any alternative, compliant, route to market so this approval is likely to remain necessary to enable the purchase.

5. Link to Strategic Risk Register

Consideration of this supports the mitigation of a range of risks identified within the Strategic Risk Register namely;

3.2 – failure to achieve/maintain compliance arrangements

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: Amanda Walsh, Procurement Manager
Brian Ferguson, Head of Finance
Executive Sponsor: Simon Hewitt, Principal

BOARD OF MANAGEMENT

Tuesday 20 June 2023



FINANCE & INFRASTRUCTURE ITEMS

GTL AUDIT ARRANGEMENTS

PAPER K

BOARD OF MANAGEMENT



Tuesday 20 June 2023

GARDYNE THEATRE LIMITED AUDIT ARRANGEMENTS

Paper K for approval

1. Introduction

This report was considered at the Audit & Risk Committee meeting on 6 June 2023 and outlines proposed revision to the audit of the College's subsidiary company, Gardyne Theatre Limited (GTL) for the year to 31 July 2023.

2. Recommendation

The Audit & Risk Committee were comfortable with the underlying principle to amend audit arrangements as proposed, but asked that additional information and clarity be made available to the Board of Management to inform final decision making.

The Audit and Risk Committee were also comfortable in principle with the proposal that the Accounts of GTL are not consolidated within 'group' Accounts prepared for the year to 31 July 2023 but again asked that additional information and detail be made available to the Board of management to inform final decision making.

Based on this position, the Board are invited to consider the wishes of the GTL Board that it seeks exemption from audit and that GTL accounts are not consolidated within group accounts for the College (providing this does not inhibit obtaining the exemption from audit).

3. Context

3.1 GTL Audit

A number of issues around audit arrangements arose during the GTL audit for the year ended July 2022. These related to the impact of new auditing standards and the increased level of materiality resulting in larger sample sizes to be reviewed as part of the audit. This resulted in close to 100% sampling in some cases.

Given these changes, the level of work increased relative to the value of GTL activities, with a consequent increase in audit fees.

Based on the feedback received from the auditor and the knowledge that the existing level of fees could not be sustained, the Head of Finance and VP Corporate Services (and GTL Director) reviewed the potential to seek exemption from audit for the current year.

Alongside these developments the GTL auditors opted to withdraw from this role and have intimated that the cost of the 2022 audit would have to have risen by approximately 150% (to c £15,000 and around 10% of GTL turnover) to render it commercially viable.

The issues identified and proposed remedy were discussed at the GTL Board meeting on 13 March 2023. Following discussion it was determined that the GTL Board favoured there being no audit unless this was specifically required, acknowledging also that would be a matter for the College Board to agree. An extract of these Minutes of the meeting are contained in Appendix. 1

3.2 Consolidation of GTL Accounts

The consolidation of GTL is a matter solely for Dundee and Angus College Board and is not directly affected by the audit, subject to any specific requirement to prepare consolidated accounts to satisfy the exemption conditions of a subsidiary company.

From review of previous arrangements and activities it is believed that little or no benefit is derived from the preparation of consolidated accounts for GTL, whilst this work requires significant additional investment from the College. As a result it is felt that consolidation does not merit the additional amount of work involved for either our staff or auditors and adds an unwanted layer of complexity for the reader.

The value of GTL's reserves at July 2022 was £44K and a loss of £2K was incurred on turnover of £167K. Its share of 'group' reserves at July 2022 was less than 0.1% and turnover less than 0.3%. It is expected that the latter value will be slightly higher for year ending July 2023 due to increased GTL turnover but will remain at only circa 0.5%.

With GTL operating on an annual 'break even' basis, the impact of GTL on D&A accounts and overall D&A surplus or deficit will be negligible.

4. Legislative and other considerations

Both the Scottish Funding Council (SFC) and the College auditors, Mazars, have been consulted on the above proposals and neither have identified any issues or objections to this course of action. Both appreciate our reasons for seeking exemption from audit and are content for us to explore this further.

4.1 Exemption from Audit

In respect of legal requirements for audit, a company can seek exemption from audit if it satisfies a least two of the following tests:

- an annual turnover of no more than £10.2 million
- assets worth no more than £5.1 million
- 50 or fewer employees on average

GTL easily satisfy all three of these conditions and on this basis can be exempted from the requirement for audit.

There are some specific considerations to be applied to subsidiary companies as the legislation for subsidiary companies seeking exemption from audit refers to parent companies incorporated under the Companies Act. As it is not a company incorporated under the Companies Act these legislative requirements do not apply to the College.

This position has been discussed with SFC who then referred the matter to Audit Scotland for their consideration. Audit Scotland have responded to confirm that the statutory dispensation from audit can be used. We have sought further clarity from Audit Scotland on any alternative obligations (if at all) may be required of us as a public sector organisation. This is currently being considered by a Technical Manager at Audit Scotland.

Assuming Board approval is given, any final application of these proposals will be dependent upon receipt of this information and the ability of the College to adhere to any specific requirements identified.

4.2 Non-Consolidation

Advice received from the Scottish Funding Council is that they are agreeable to non-consolidation providing this also has the support of our auditors.

Having raised this with Mazars (and Audit Scotland in their previous audit capacity), they have indicated that they are comfortable that GTL may be excluded from consolidation as its inclusion is not material for the purposes of giving a true and fair view of College activity and finances.

4.3 Potential Risks

In respect of potential risk arising from these proposals, the limited value of GTL undertakings is likely to render these as minimal.

GTL financial controls are managed under the usual College arrangements and the GTL Annual Accounts are already prepared by the College's finance team who possess an in depth knowledge of the subsidiary whilst being independent from it. For information, GTL has always received an unqualified audit opinion that the accounts have been properly prepared and give a true and fair view.

Should the auditors determine at a future date that the GTL accounts require to be audited then this work would be procured and enacted. Whilst this could incur additional expense and require an additional time input, there is no other significant risk associated with this.

The non-consolidation of GTL accounts could lead to a false picture or lack of awareness around the operating performance of GTL. There is, however, a GTL Trading Account report produced and considered on a monthly basis, with this report detailing the income, expenditure, and outcome forecasts for the theatre operations. This approach works well for other College entities (such as Catering, Nursery and Service Design) all of which have greater turnover than GTL.

Should the auditors determine at a future date that the GTL accounts require to be consolidated with the College accounts then this would be enacted. Similar to the point on audit, whilst this would require an additional time input, there is no other significant risk associated with this.

5. Conclusion

Management have concluded that costs of both audit and consolidation, although not necessarily mutually exclusive, outweigh the relative merits of each with minimal and understood risks attached to this course of action. The Board is invited to consider this assessment and provide their approval or recommendations.

6. Approvals

In summary, Approval is sought for the following:

- Approval that Gardyne Theatre Limited activities be exempted from audit.
- Approval that the Accounts of GTL are not consolidated within 'group' Accounts prepared for the year to 31 July 2023

7. Link to Strategic Risk Register

This paper is prepared to provide reassurance in respect of risks identified within the Strategic Risk Register namely;

2.4 – financial fraud

3.1 – failure to achieve/maintain compliance arrangements

Author: Brian Ferguson, Head of Finance
Executive Sponsor: Steven Taylor, Vice Principal People & Performance

**Gardyne Theatre Limited
Board Meeting held on 13 March 2023**

Extract of Minutes

“Discussion was had in reference to the disappointing experience of the most recent Audit. The articles do not say that an audit is required, it was understandable when GTL was first started however now is costing £4,000 with negative experiences of the process (not the result).

The question was put to the GTL board if the audit should still happen.

Board decided that unless there was a requirement the GTL Board were in favour of it not being required.

This decision will be taken to the College Board who will ultimately make the decision.

If the College Board determine that an audit is necessary, GTL board will explore other companies who are less expensive and have a good reputation. ST suggested Patterson Boyd.

Action 1: Explore options on whether the College Board require a statutory audit and if they do, who would undertake this.”

BOARD OF MANAGEMENT

Tuesday 20 June 2023



FINANCE & INFRASTRUTE ITEMS

CLIMATE EMERGENCY ACTION PLAN UPDATE

PAPER L

BOARD OF MANAGEMENT

Tuesday 20 June 2023

Climate Emergency Action Plan Update



Paper for noting

1. Introduction

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

2. Recommendations

Members are asked to note the report.

3. Progress Update

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

You will recall that the college has aligned its plan to the [The Climate Action for UK FE Colleges Roadmap](#) which provides clear actions and guidance on how colleges can respond to the climate emergency and advance sustainability.

There are 5 Roadmap elements –

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

Good progress continues to be made as highlighted in the appendix.

4. Link to Strategic Risk Register

The following risk was accepted by the Board as part of the Strategic Risk Register “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.”

5. **Link to Sustainable Development Goals (SDGs)**

Progressing the Climate Emergency Action Plan unequivocally targets achievement of:







Actions in the plan also target progress on the following SDGs:



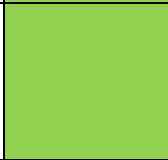




Authors: Billy Grace Head of Estates Christine Calder, Academic Development Manager

Executive Sponsor: Steve Taylor, Vice Principal

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

Leadership and Governance Roadmap Targets

Operational Target	Complete By	Progress	Progress RAG
Embed the UN Sustainable Development Goals in College activities, documents and practices	December 2023	SDGs are modelled at Senior Leadership Team meetings and will gradually be built into other practices.	
Build sustainable thinking and practice into the D&A Way of leading and operating	December 2023		
Gather College Views on Sustainability	Annually	227 members of staff responded to our recent survey, as part of capturing the data on commuting as required to report on Scope 3 emissions. See Appendix 2	
(Re)Establish Sustainability Committee	November 2021		Complete
Establish a Student Sustainability Committee	January 2022 August 2023	Not progressed.	
Meet with Leaders (SLT/ Board) to agree Net Zero Targets	October 2021 June 2022		Complete
Incorporate net zero ambitions in 2025 strategy and annual Outcome Agreements	January 2022		Complete
Develop climate adaptation/ climate risk management approach	March 2023	We have assessed the greatest risks/threats to our College estate which we have identified as mainly severe weather occurrences - heavy rainfall, high winds and increased temperatures. We have assessed these risks on a by	

Operational Target	Complete By	Progress	Progress RAG
		<p>campus basis, and have identified mitigations which would help reduce the likely impacts.</p> <p>While we are now more aware of the risks that climate change can have on our campuses, we are at the stage where we need to formalise our approach by developing a College Climate Change Adaptation Strategy and Action Plan clearly outlining how we will adapt our estate to build resilience to mitigate these climate change risks.</p> <p>Colleges in Scotland including Dundee and Angus are currently working together along with EAUC Scotland to develop an Adaption Strategy and Risk Assessment template and it is hoped that the final draft will be available shortly. This will promote a consistent approach to Adaptation across the FE sector.</p> <p>We still continue to invest in projects, designed to try and mitigate the significant climate change risks that would likely have an impact on our college buildings and also college operations.</p>	
Incorporate sustainability into governance arrangements	December 2023	The impact of the College not achieving its College's Climate Emergency Action Plan targets is reflected in the Risk Register, however specific reference to meeting our adaptation ambitions should and will be added. Proposal is to adopt a similar approach as to the embedding of Risks into Board and Committee papers	
Embed Sustainable Development Goals into governance arrangements (SDGs)	December 2023	SDGs are modelled at Senior Leadership Team meetings.	

Operational Target	Complete By	Progress	Progress RAG
		As with sustainability (above) the intention would be to take a similar approach to Risks into Board and Committee papers.	
Embed climate responsibility into staff development	June 2023	Climate Change development is part of the broader development of the College CPD programme, alongside specific sustainability training opportunities that the Organisational Development team are delivering.	
Secure climate action resource plan/budget (annually)	June 2022	<p>Consideration of a specific budget was undertaken within the context of the financial savings necessary to present a palatable budget for Board approval.</p> <p>It was agreed to target alternative sources of funding which are available to support energy efficiency, decarbonisation of the infrastructure and greening the curriculum. This has resulted in successful bids to the Scottish Government for specifically decarbonisation and energy projects.</p>	
Achieve Carbon Literate Organisation Standard (or equivalent)	June 2023	<p>A diverse group of College staff undertook the Carbon Literacy Training programme to identify its suitability for College-wide roll out.</p> <p>Whilst the programme was valuable it was deemed to be unsuitable and costly for mass roll-out. Within England a further education equivalence has been developed. The intention is to utilise these materials and seek external funding to develop a programme which is suitable for SCQF levels 3-7 and offer to staff/students/community alongside the develop a train the trainer programme. The expectation is that the programme would be developed by June 2023.</p> <p>D&A College have joined with the University of Dundee to submit a joint bid that would enable the community of</p>	

Operational Target	Complete By	Progress	Progress RAG
		Dundee to access sustainability training which would incorporate carbon literacy as part of it. We are awaiting confirmation of the bid.	
Sign up to the Sustainable Development Goals Accord	November 2021		Complete
Use the Community Wealth Building agenda to support College activities and policy developments	December 2022	<p>Senior College staff recently participated in a Community Wealth Building event – CWB provides a practical framework to work collectively to redirect wealth back into the local economy and control into the hands of local people. This was led the Dundee City Council working with Anchor Partner Organisations with an important stake in Dundee, including NHS Tayside, Dundee and Abertay Universities and Dundee and Angus College.</p> <p>All these large employers working together can exert a collective and sizeable influence through, the people they employ, the goods and services they buy, the land and assets they own and their power to influence change to maximise local opportunities.</p>	

Teaching and Learning Roadmap Targets

Operational Target	Complete By	Progress	Progress RAG
Customise Carbon Literacy programme for D&A	June 2022 June 2023 June 2024	See updated note above re: Carbon Literate Organisation Standard	
Deliver carbon literacy training to staff and students	June 2023 June 2024	As above	
Participate in Global Goals Teach In	Feb/March annually	Promotion of will begin in the new academic year and the Sustainability Champions will be asked to help advocate uptake with the Teach In, in their respective departments.	
Train teaching staff to incorporate sustainability into curriculum for all courses The next stages include: <ul style="list-style-type: none"> Work with D&G College to create training for all college staff Contextualise the above training for D&A Staff 	Ongoing - Inclusion in the Lecturing Professional Pathway and it's associated qualifications.	EAUC and LFSS created the Action for Sustainability Course which is held by CDN. D&A have included this in the induction for all staff. Therefore the work with D&G College was superseded.	Complete
		The sustainability training for curriculum will be embedded within the Lecturing Professional Pathway, work on this has begun.	
Progress the Sustainability Champions programme to become a bespoke D&A Model for lecturers to learn about sustainability and embedding it in their teaching.	December 2023	The logistics of staff attending a face to face training session(s) needs to be considered and agreed on.	
Signpost and highlight the SDGs in all D&A professional learning sessions	September 2022	Adding the SDGs to many of the professional learning sessions has become part of the standard process of advertising CPD within the college.	Complete
Undertake a mapping exercise in each department that articulates how the SDGs are embedded into courses and student learning	June 2023	<ul style="list-style-type: none"> Explored mapping the curriculum through UnitE and other data harvesting options. However, these were not effective. From January 2023, the following pilot will be implemented: 	

Operational Target	Complete By	Progress	Progress RAG
		<p>Academic Development Team (ADT) with the support of HoS have identified one team per sector to map one course from the department against the goals. This will be supported by the sustainability champion in each area.</p> <p>ADT to meet with each course team and facilitate a conversation around how that course how SDGs are already embedded in practice and learning and teaching approaches.</p> <p>ADT to record the outcomes of the meeting, support the mapping and create an infographic or interactive tool.</p> <p>An example here: https://ich.unesco.org/dive/sdg/</p> <p>To be completed by April 2023, evaluate progress and time needed with L&T group & champions and expand after this.</p> <p>Expanding the pilot to include more departments in 23/24</p>	
Review and expand provision of sustainability within Teach@D&A	Annually	This is underway and regular signposting of the SDGs within Teach@D&A is happening throughout the course.	
Showcase good practice in embedding Education for Sustainable Development	Annually	<p>To be considered by the L&T group for the end of 22/23 year showcase (meeting after the mapping process is underway – March 23)</p> <ul style="list-style-type: none"> • Aims and objectives of showcase to be considered • Who to be involved • How best to showcase • When is best to showcase to ensure inclusivity for all 	

Operational Target	Complete By	Progress	Progress RAG
		<p>Jane Roscoe (Director of Curriculum) contributed to a workshop at the EAUC Scotland Conference in February and covered how critical it is for promoted leaders to support ESD throughout the tertiary education sector.</p> <p>Professional development session around the SDGs being delivered in the All Staff Development Days in August 2023 followed by sessions to consider how these are currently embedded or will be developed in the next academic year</p>	

Estates and Operations Roadmap targets

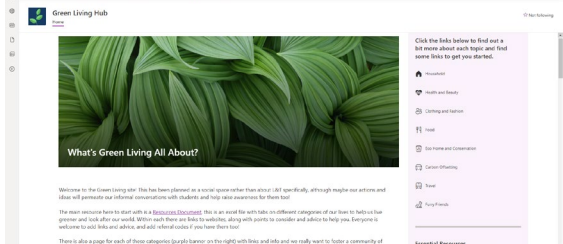
Operational Target	Complete By	Progress	Progress RAG
Ensure recycling/signage is available in every building	Achieved		Complete
Implement strategies to reduce energy use	March 2022	The College has successfully introduced a range of strategies to assist with reducing energy use over the last 10 years by installing a range of sustainable technologies including biomass, air source heat pumps, solar (PV) panels, double glazed windows, rainwater harvesting, waterless urinals. We have also engaged and encouraged staff and students to be more energy conscious with a number of projects including shut down, switch off . We will continue explore new and innovative ways to reduce our energy use on an ongoing basis.	Complete
Modify estates strategy in line with net zero target	May 2022	The September 2022 approved Infrastructure Strategy includes the following aims: <u>Aim 20</u> - We will implement our Climate Emergency Action Plan which clearly sets out how the College will work towards achieving net zero by 2040. <u>Aim 21</u> – Our CEAP will drive the decision-making process for our future Infrastructure developments. <u>Aim 22</u> - We will deliver infrastructure which is seen locally and nationally as best practice for meeting the key objectives of the Scottish Government’s Climate Emergency commitment. <u>Aim 23</u> – We will apply for funding to support our Infrastructure net zero ambitions via the Scottish Green Public Sector Decarbonisation Scheme and other carbon reduction funding opportunities.	Complete

Operational Target	Complete By	Progress	Progress RAG
Apply for grant funding to improve energy efficiency/reduce emissions	Ongoing (as funding becomes available)	<p>Successful with funding applications to the Scottish Green Public Sector Estate Decarbonisation Fund for pre-capital funding (£40k) which will be used to secure the support of energy consultants to assist in carrying out energy audits and feasibility studies to identify potential decarbonisation projects. This will allow us to submit an application for the capital funding for the decarbonisation projects that they identify.</p> <p>We have also secured £600k for a LED lighting replacement project for our Gardyne Campus.</p> <p>We have also secured £100k funding from the Dundee City Council Shared Prosperity fund which will be used to further develop the Skills Academy at Michelin Scotland Innovation Parc.</p>	
Set and implement targets to reduce waste on campus by 50-75%	Ongoing	We have continuously reduced the volume of our waste streams over the last 10 years with the most recent reduction being the removal of all single use plastic bottles from sale. We also continue to separate our wastestreams – general waste, paper, cardboard. We are legally required to segregate our food waste which we process on campus and turn in to high grade compost. We have also introduced reverse vending machines to separate aluminium cans from the general waste stream.	
Implement renewable energy on a part of/all of the estate	Ongoing	We are committed as part of our CEAP to introduce new renewable energy sources as we develop our estate – air source heat pumps were installed to provide heating for the new hair and beauty facility at Kingsway.	

Operational Target	Complete By	Progress	Progress RAG
		We also from 1 st April 2022 have all of our electricity supplies in each campus supplied via Scottish Renewable sources from our electricity supplier EDF	
Create fully green energy campuses	2030		
Expand travel policy to reduce emissions from commuting to/from campus	November 2021	Incorporated within the draft Sustainable Travel Plan which supersedes the previous Travel Policy	Complete
Replace all petrol/diesel cars and small vans from the College fleet with electric alternatives	April 2022	All small fleet fossil fuel vehicles have been removed, with the exception of one hybrid car that has been purchased due to the long distance travel requirements of Development Officers.	Complete
Create e-cycling hubs on each campus	May 2023		
Create (compliant) sustainable procurement policy	May 2023	The College's Procurement Strategy has been extensively updated to reflect sustainability good practice within procurement and compliance with The Sustainable Procurement Duty	Complete
Install waterless urinals on all 3 campuses	March 2022		Complete
Implement a sustainable travel plan	November 2021 December 2022	Launch of the Sustainable Travel Plan was delayed to allow the Travel and Subsistence Policy to be updated. On track to launch December 2022	
Implement Cup Cycle scheme	December 2021		Complete
Remove all single use plastic bottles from sale	June 2022		Complete
Engage with every operational department to establish sustainability targets	August 2022	Engagement has taken place with a high number of departments and this will continue during the first 6 months of 2023	
Develop a carbon offsetting plan	2024		

Partnerships and Engagement Roadmap Targets

Operational Target	Complete By	Progress	Progress RAG
Sign the Global Climate Letter	November 2021		Complete
Establish climate action network with local council	July 2022	<p>The College are now involved in the wider regional discussions around meeting Climate Emergency responsibilities – membership of Sustainable Dundee Network d and College Principal is a member of the Dundee Climate Leadership Group.</p> <p>The College Head of Estates is also part of a Dundee Region group Dundee City Council, Dundee University and Abertay University to explore Heat network opportunities.</p>	
Work with local community/ council/ businesses to improve local biodiversity	July 2023		
Apply for Green Gown or AoC Beacon Award	Annually	<p>The College has recently submitted 3 Green Gown Award applications for –</p> <ul style="list-style-type: none"> • Sustainability Champion – Steve Haden Supported Education Lecturer • Creating an Impact • Next Generation Learning and Skills <p>We are submitting a bid for the CDN Sustainability Award</p>	

Operational Target	Complete By	Progress	Progress RAG
Launch the Green Living site and engage staff (academic and support) with regular interactions.	June 2022	<p>Green Living Hub has been established</p> 	Complete
Establish a Climate Emergency Partnership Forum	December 2023	This will be revisited	
Develop formal partnership agreements with existing and new partners to include carbon commitments	March 2022 (existing) then ongoing	<p>A number of formal partnerships have been developed to support our climate emergency commitments and ambitions including –</p> <p>Michelin Scotland Innovation Parc – creation of a Skills Academy - national centre of excellence for skills development in renewable energy, sustainable mobility and decarbonisation</p> <p>Electric Vehicle Training School – created in partnership with Robert Lawson and Sons to deliver electric vehicle courses and qualifications to assist motor vehicle technicians with the transition from traditional petrol and diesel engines to electric – a contract has also been secured to deliver electric vehicle training to all of Scotland's Emergency Services - Ambulance, Fire and Police fleet technicians.</p> <p>Tay Cities Deal - Skills for the Future Lab – A partnership with Seagreen, Total Energies and SSE Renewable that will bring a host of subjects to life, from low-carbon transport</p>	

Operational Target	Complete By	Progress	Progress RAG
		<p>and hydrogen to health and safety, the Lab will showcase new and emerging technologies for the engineers of the future, with an array of interactive equipment and resources. Through the latest offshore wind VR software, learners can explore realistic and immersive visualisations of the engineering aspects of wind farms similar to the Seagreen project. The Lab will also house interactive STEM exhibits and the latest computer-assisted design technologies.</p> <p>As well as engaging students with STEM, the Lab will provide hands-on skills and experience for College students and apprentices embarking on 10 brand new industry-specific courses, including advanced manufacture, robotics, additive manufacture and computer-aided design.</p> <p>The facility will also be a unique resource for local businesses committed to upskilling or re-skilling their teams as part of the transition to net-zero and facilitating research, development and prototyping</p> <p>Montrose Zero Four Hub – Partnership with Crown Estates Scotland to attract firms operating in Science, Technology, Engineering and Mathematic and other industries to Montrose ZeroFour (ZeroFour) and in doing so generate training, apprenticeship and upskilling opportunities within the blue and green economies.</p>	
Complete an environment scan to identify complementary partners	December 2024 April 2022	The College are working with a number of complementary partners on a range of projects and initiatives.	

Operational Target	Complete By	Progress	Progress RAG
Continue to promote the Period Poverty Project partnership with Angus Community Planning project Free Period Angus, encompassing our college, local schools and community	Ongoing	Launch of regional Tay Cities Period Dignity Working Group with Angus CPP, Dundee City Council and Perth College to share best practice.	
Build on our commitment to tackle food poverty building partnerships with local foodbanks and supermarkets for food donations for our students to assist them in achieving their academic goals	Ongoing	As part of the Thrive@ initiative, as well as providing food larders funded by the Student Association and Catering outlets are providing free breakfasts (cereal/porridge/toast/hot drinks) each day and soup/bread roll is provided at lunchtimes on each campus.	
Promote the 17 Sustainable Development Goals with a graffiti festival where students and college partners will create large scale murals on vacant walls with the aim of evoking thoughts and feelings on our own behaviours and values in relation to the Climate Emergency	March 2022 July 2023	Work has commenced on the creation of large scale murals at our Gardyne Campus	

Data Collection Roadmap Targets

Operational Target	Complete By	Progress	Progress RAG
Develop and implement plan to measure Scope 3 emissions	December 2022 November 2023	Discussions are continuing with EAUC Scotland to try and develop a standard method for the sector	
Create a system to collect all business travel information	July 2022 July 2023	The current reporting system doesn't allow for the data to be gathered seamlessly. Propose the target date is moved to July 2023. This would allow time to develop a system which captures the necessary data to make sustainable choices. (Scope 3)	
Collection of student and staff commuting data	July 2022 July 2023	This topic was discussed at the latest PBCCDR Peer to Peer with a view to develop a sector-wide methodology review for the Scottish FE/HE sector. Propose the target date is changed to July 2023. (Scope 3)	
Collection of purchased goods and services, transportation and distribution (up-and downstream)	December 2022	This is being progressed as part of the procurement strategy within tender exercises	

BOARD OF MANAGEMENT

Tuesday 20 June 2023



FINANCE & INFRASTRUTURE ITEMS

FINANCE & PROPERTY COMMITTEE UPDATE- 2022/23

PAPER M

BOARD OF MANAGEMENT

Finance & Property Committee

Tuesday 30 May 2023

Management Accounts & Forecast Outturn



Paper D for information

1. Introduction

This report brings to the Committees attention the management accounts for Month 9 (August – April) 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 9 position.

3. Context

An interim budget prepared in May 2022 predicted a large cash-backed deficit of £2.9m without mitigating action. The successful implementation of a savings and investment enabled a budget to be approved by the Board in September 2022. This predicted a deficit position of £586K and management undertook to try to further improve the position in-year. Whilst underlying performance was improved, finally achieving a near break-even position to be forecast at Q2, it was obvious that the pay award assumptions of only 2%, as originally instructed by SFC to align with government public sector pay policy, was not realistic as inflation continued to rise. This assumption has now been revised for this final quarterly forecast, increasing to 5%, although this is yet to be agreed/finalised at a national level and may still increase further. This revised pay assumption is a major contributory factor in the large deficit now being forecast.

We had reported to the last meeting of Committee that our focus was already on next year with expectations for only a flat-cash core teaching funding, subsequently confirmed by indicative allocations published by The Scottish Funding Council (SFC) on 13th April. Notwithstanding the significant uncertainty around pay awards, financial modeling indicated that at least £2.5m of additional savings would be necessary. Whilst acknowledging that proposals are still being consulted upon, it has been prudent to recognise a substantial voluntary severance (VS) charge likely to result from the scheme recently launched. This, together with the outcome of two earlier schemes available to staff mid-year, increases the VS provision to £1.33m this year. It is disappointing to note that despite intensive lobbying by the sector, SFC have not been able to provide any support for VS costs and this needs to be met through our own cash reserves.

We are predicting that we will fall short of our credit target, possibly by as much as 3% after taking into account the 2% threshold allowed. Conversations with SFC suggest that clawback of teaching grant is unlikely to be applied, however this has not been formally confirmed and may be resolved with certainty for some time as SFC wish to review the situation across the whole sector.

Ordinarily we would not feel it necessary to provide a Risk Assessment within the Management Accounts for the final quarterly forecast but have done so this year given the continued uncertainty over both pay and credits.

4. Summary of results

We are forecasting a **Cash-backed deficit of £1.11m after charging VS costs of £1.33m**. Despite the increased pay costs, a surplus of £216K would have been achieved in the absence of the VS charge.

Actual operating performance for the nine-months is a surplus of £1.1m, a negative variance of £150K against previous forecast for the period but including additional pay and VS costs. It should be noted however that apart from pay, forecast profiling of income and expenditure will be flawed and subject to the vagaries of timing.

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

	£000's
Cash-backed deficit per previous forecast	(7)
Fees, net	(19)
SDS Foundation Apprentices	30
Local Authority Senior Phase	23
Catering	91
Thrive donations	34
Pay award revised assumption	(740)
Pay - teaching variable pay savings	136
Pay - other net movements	70
Invoiced staff costs	64
VS increased provision	(1,079)
Utility savings	115
ICT costs deferred	108
Marketing costs	(75)
Other net movements	137
Cash-backed deficit per this forecast	(1,112)

5. Income

Forecast income increases by £247K to just over £45m, due mainly to increases in Catering & other income of £206K.

Catering performance has continued to outperform expectations, whilst Thrive donations are recognised for the first time, allocated primarily to support subsidised catering costs.

Tuition fees benefit from the continued improvement in commercial courses, with Service Design Academy now delivering a net contribution of £215K, up from £170K budgeted. Gains are however offset by lower HE full-time fees and commercial work-based provision.

The performance metric 'Proportion of income that is SFC grant funded' has moved has reduced slightly but remains at 82%. The (national average) target is 79%.

6. Pay Costs

Total Pay costs are now forecast at £35.44m due to the significant impact of the pay award assumption effective from September along with a substantial VS provision.

Whilst this forecast continues to see savings emanating from vacancies and the release of certain contingencies, pay has been enhanced by a significantly higher assumption to settle the pay claims from both academic and support unions. It has previously been noted that the assumption of 2% for academic and support ranging from 2% to 3%, in line with government public sector pay policy was increasingly unrealistic and the risk duly highlighted. In this final quarterly forecast it seems prudent to revise this in line with current predictions, unaffordable as they may be. The sector had hoped that funding could be found by SFC to at least provide some support for an increased settlement, but we are advised that no funding is available.

At time of writing the Employer's Association has offered an increase of 3.5% for 2022/23 together with 3.5% for 2023 but this has been rejected. The academic claim has been reduced to £3,500 for each of the two years, equating to increases of between 6.5% and 10%. The claim from support unions remains at £5,000 for 22/23, an average of 16.5% across pay scales.

As agreed by the Board, we will continue to track the revised metric 'Proportion of expenditure that is staff costs'. The latest forecast increases to 75%, or 76%, when including VS, against a historic national average target of 71%.

A significant proportion of the total voluntary severance costs is estimated and predicated upon the assumption that the majority of posts removed will attract maximum severance. This forecast cannot be entirely accurate whilst the consultation process continues but is considered to be prudently calculated.

7. Non Pay Costs

Non-Pay costs are forecast to be reduced by £197K thanks to savings within Property and ICT, partly offset by increased Marketing expenditure.

The anticipated savings in utility costs can now be recognized. Reductions in gas prices and lower consumption has contained impact of higher electricity prices from April. Within the ICT budget, the costs provided for network replacement have been pushed back to next year and therefore this saving is one of timing only.

The property works budget is unchanged in this forecast. A substantial number of projects are scheduled over the summer months however and it is difficult to accurately predict costs incurred either side of 31 July. It is therefore possible that expenditure may spill over into next year and in this eventuality funding will be carried forward to match.

The Marketing budget has been allowed to increase in this forecast to maintain a strong focus on recruitment for the next academic year.

8. Subsidiary Company

Gardyne Theatre Limited has benefited from residual COVID-19 support provided by Creative Scotland and has also secured support from Northwood Trust of £15K. The break-even forecast has been retained but a modest surplus is now possible.

9. Capital Expenditure

The Kingsway development project has been agreed resulting in a small capital saving. Capital expenditure will be reassessed in advance of the year-end and any adjustment will be similarly reflected in revenue funding.

10. Cash Flow Forecast

Cash balances at 30 April were just over £5m, including restricted funds of £2.9m.

Cash retained at 31 July 2023 is forecast to reduce substantially from an opening position of £6.2m due to the cash deficit now forecast. Taking into account other factors such as the loan repayment and an anticipated reversal of last year's strong positive movement in working capital, including a reduction in restricted funds, we anticipate cash at 31 July of approximately £3m, of which some £1.5m may be considered as restricted.

11. Conclusion

In this final quarterly forecast our improved operating position is reasonably assured with the notable exceptions of pay award which is mitigated by the change in our assumptions, VS costs and potential clawback.

Whilst the impact from these risks are substantial we nevertheless believe that this forecast reflects the most likely outturn for the year.

12. 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: Simon Hewitt, Principal

For Information

Dundee and Angus College
Income and Expenditure Report
Month 9, April 2023

	2021/22	Month 9, April 2023			Full Year 2022/23			
	Actual	Previous Forecast	Actual	Variance from 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	23,526	23,526	-	31,368	31,368	31,368	-
SFC ESF Credits	1,167	-	-	-	-	-	-	-
Other SFC grants	3,115	4,578	3,400	(1,178)	5,238	5,333	5,350	17
SFC Total	35,448	28,104	26,926	(1,178)	36,606	36,701	36,718	17
Tuition Fees	3,236	2,658	3,112	454	3,022	3,141	3,192	51
Non-Core income	3,782	2,296	2,608	312	2,727	3,097	3,070	(27)
Catering & other income	1,408	1,564	1,745	181	1,665	1,836	2,042	206
Donation from ALF								
Total Income	43,874	34,622	34,391	(231)	44,020	44,775	45,022	247
Teaching Pay - established	16,571	12,223	12,480	(257)	16,817	16,382	16,789	(407)
Teaching Pay - variable	2,497	2,008	2,002	6	2,550	2,674	2,556	118
Invoiced Staff Costs	432	170	196	(26)	465	415	351	64
Teaching Support Pay	2,495	1,831	1,844	(13)	2,424	2,401	2,421	(20)
Support pay	11,941	8,323	8,505	(182)	11,476	11,266	11,491	(225)
Apprenticeship Levy	110	81	81	-	108	108	108	-
VS Scheme	1,246	64	527	(463)	-	249	1,328	(1,079)
Unfunded pension payments	386	300	291	9	400	400	400	-
Total Pay Costs	35,678	25,000	25,926	(926)	34,240	33,895	35,444	(1,549)
Staff related costs	283	225	204	21	307	304	302	2
Consumables & Equipment	1,553	1,613	1,669	(56)	1,851	2,040	2,025	15
Exam fees	784	702	644	58	859	832	813	19
Student related costs	161	139	172	(33)	183	190	185	5
Property cost	3,000	3,010	2,416	594	3,948	3,917	3,807	110
ICT & Telephony	1,665	1,202	959	243	1,399	1,586	1,477	109
Insurance	128	116	116	-	156	154	154	-
Marketing	142	65	116	(51)	76	91	154	(63)
Professional fees	178	85	38	47	115	161	161	-
General Overheads	263	244	215	29	278	318	323	(5)
Interest & Charges	145	63	70	(7)	92	98	108	(10)
VAT	936	900	748	152	1,108	1,196	1,181	15
Total non-pay costs	9,238	8,364	7,367	997	10,372	10,887	10,690	197
Cash-backed surplus/(deficit)	(1,042)	1,258	1,098	(160)	(592)	(7)	(1,112)	(1,105)
Add: subsidiary profit/(loss)	(2)	-	10	10	6	-	-	-
Consolidated Cash-backed surplus/(deficit)	(1,044)	1,258	1,108	(150)	(586)	(7)	(1,112)	(1,105)

Dundee and Angus College
Management Accounts for the year to 31 July 2023
Summary Analysis - Income
Month 9, April 2023

	Prior Year	Month 9, April 2023			Full Year 2022/23			
	Actual	Previous Forecast	Actual	Variance from 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	23,526	23,526	-	31,368	31,368	31,368	-
SFC ESF Credits	1,167	-	-	-	-	-	-	-
SFC-YPG 2022-23	-	190	190	-	-	190	190	-
SFC-Capital & Maintenance grants	1,746	2,594	1,699	(895)	3,135	3,194	3,194	-
SFC-Digital Poverty as capital	-	182	112	(70)	182	182	182	-
SFC-Flexible Workforce Dev. Fund	854	1,084	971	(113)	1,272	1,154	1,154	-
SFC-Reducing Child Poverty	221	83	83	-	125	125	125	-
SFC-Funding for Counsellors	152	72	84	12	152	116	116	-
SFC-ESP Funding	120	350	233	(117)	350	350	350	-
SFC-Access to sanitary products	22	23	22	(1)	22	22	22	-
SFC: EMA Admin grant	-	-	6	6	-	-	17	17
Other SFC grants	3,115	4,578	3,400	(1,178)	5,238	5,333	5,350	17
HE Full-time	1,748	1,558	1,530	(28)	1,489	1,559	1,531	(28)
HE Associates & collaborations	682	284	620	336	546	639	639	-
Part-time Fees	242	228	247	19	334	255	248	(7)
Commercial and Leisure	357	421	557	136	503	521	608	87
Internal Re-charges	18	-	-	-	-	-	-	-
International Fees	188	167	158	(9)	150	167	166	(1)
Other fees	1	-	-	-	-	-	-	-
Tuition Fees	3,236	2,658	3,112	454	3,022	3,141	3,192	51
Commercial: Work-Based	345	180	164	(16)	250	250	180	(70)
Managing Agents	360	352	355	3	470	527	527	-
Skills Dev Scotland: MAS	655	402	514	112	500	500	500	-
SDS Foundation Apprentices L6	477	134	164	30	-	134	164	30
SDS Foundation Apprentices L4+5	76	-	-	-	-	-	-	-
SDS: Pathways to Apprenticeships	21	-	-	-	-	-	-	-
SDS: Cyber in non-technical courses	-	14	14	-	-	14	14	-
Other Public Sector contracts	34	28	19	(9)	80	40	40	-
Schools Senior Phase	163	15	162	147	150	139	162	23
Non-funded tuition	6	4	-	(4)	20	6	6	-
European Projects	55	25	41	16	21	30	31	1
Developing Young Workforce	350	-	-	-	6.00	-	-	-
Energy Skills Partnership (non-SFC)	400	203	249	46	256	283	285	2
SDS for MSIP	40	38	38	-	26	38	38	-
Mathew Trust	-	128	128	-	100	128	128	-
Northwood Trust	29	90	81	(9)	110	110	110	-
Seagreen funding	49	90	79	(11)	251	267	259	(8)
Tay City Deals	369	568	567	(1)	446	581	590	9
Misc. grants, funding and sponsorships	75	9	12	3	6.00	10	13	3
Other grants - ESP	237	7	7	-	-	7	7	-
Other misc. income	41	9	14	5	25	33	16	(17)
Non-Core income	3,782	2,296	2,608	312	2,727	3,097	3,070	(27)
Consultancy	37	35	38	3	40	38	40	2
Catering	562	766	796	30	735	831	907	76
Training Restaurants	19	15	34	19	21	21	40	19
Nursery	167	153	153	-	187	187	187	-
Retail shops	3	1	1	-	6	2	2	-
Salon revenues	-	12	25	13	25	18	30	12
Gardyne Sport facilities	189	153	152	(1)	256	205	205	-
General Lets hire of space	37	72	88	16	106	94	96	2
Staff secondments	6	7	11	4	10	10	13	3
Support cost grants	94	81	120	39	90	90	120	30
GTL revenue from LTO and SLA	18	7	8	1	20	20	20	-
Library charges	12	8	3	(5)	18	11	11	-
Photocopy charges	1	3	3	-	4	4	4	-
Sale of materials, produce, scrap etc.	22	50	64	14	9	55	73	18
Biomass RHI & EDE FIT charges	34	44	45	1	62	62	52	(10)
Wage Subsidy/CJRS	163	101	103	2	60	120	120	-
Insurance Claims	8	-	-	-	-	-	-	-
Thrive@D&A Donations	-	-	27	27	-	-	34	34
Bank Interest	3	21	29	8	1	25	33	8
Other misc.	33	35	45	10	15	43	55	12
Catering & other income	1,408	1,564	1,745	181	1,665	1,836	2,042	206

Dundee and Angus College
Management Accounts for the year to 31 July 2023
Summary Analysis - Expenditure
Month 9, April 2023

	Prior Year	Month 9, April 2023			Budget
	Actual	Previous Forecast	Actual	Variance from forecast	
	£000's	£000's	£000's	£000's	£000's
Mileage	98	78	77	1	108
Travel & Accommodation	23	26	18	8	41
Overseas Travel	3	3	2	1	2
Staff welfare and other expenses	21	18	16	2	25
Recruitment	6	0	3	(3)	1
Organisational Development	132	100	88	12	130
Staff related costs	283	225	204	21	307
Course Consumables etc.	318	328	312	16	335
Project Materials, Equipment etc.	117	599	637	(38)	655
Catering supplies	378	451	484	(33)	497
Library	23	33	21	12	46
Stationery & Printing	11	16	13	3	21
Equipment purchase & maintenance	652	156	170	(14)	238
Other misc.	54	30	32	(2)	59
Consumables and Equipment	1,553	1,613	1,669	(56)	1,851
SQA Fees	532	457	425	32	550
Other fees	158	170	132	38	189
Accred/Regn/Assess/Verification	95	75	87	(12)	120
Exam Fees	785	702	644	58	859

Residentials, travel etc.	24	32	27	5	39
Foundation Apprentice travel	0	1	-	1	9
Student placement costs	5	4	3	1	6
Student Counselling	18	18	21	(3)	21
Student Support costs	30	22	26	(4)	30
Student Bursary materials	-	-	37	(37)	-
Miscellaneous costs (inc.PVG)	84	62	58	4	78
Student related costs	161	139	172	(33)	183
Maintenance, high priority works, etc.	1,461	1,371	848	523	1,896
Building rentals and rates	319	242	222	20	314
Utilities	961	1,193	1,097	96	1,535
Cleaning, waste management etc.	145	108	152	(44)	138
Transport costs	77	74	73	1	31
Health & Safety costs	22	17	12	5	25
Other	15	5	12	(7)	9
Property Cost	3,000	3,010	2,416	594	3,948
ICT hardware, software, etc.	916	651	412	239	687
ICT Maintenance & Licences	643	467	480	(13)	574
Web Development	5	11	8	3	40
Telephony & data line rentals	101	73	59	14	98
ICT & Telephony	1665	1202	959	243	1,399
Consultancy (inc.projects)	34	22	11	11	7
Audit Services	46	9	7	2	48
Bad Debts and collection fees	84	22	-	22	30
Legal & other professional fees	14	32	20	12	30
Professional fees	178	85	38	47	115
Photocopying, copyright & postage	107	100	88	12	111
Sponsorship, subscriptions, Licences	115	100	86	14	101

Hospitality and events
Miscellaneous and other
General Overheads

20	28	17	11	42
21	16	24	(8)	24
263	244	215	29	278

Full Year 2022/23		
Previous Forecast	Latest Forecast	Variance from Previous Forecast
£000's	£000's	£000's
108	112	(4)
37	30	7
4	2	2
24	24	-
1	4	(3)
130	130	-
304	302	2
383	366	17
781	784	(3)
525	529	(4)
46	32	14
21	20	1
238	253	(15)
46	41	5
2,040	2,025	15
535	500	35
203	200	3
94	113	(19)
832	813	19

53	51	2
2	-	2
6	6	-
21	21	-
30	30	-
-	-	-
78	77	1
190	185	5
1,792	1,792	-
325	312	13
1,545	1,435	110
138	159	(21)
83	84	(1)
25	12	13
9	13	(4)
3,917	3,807	110
849	759	90
624	624	-
15	15	-
98	79	19
1586	1477	109
28	28	-
61	61	-
30	30	-
42	42	-
161	161	-
126	126	-
127	127	-

42	42	-
23	28	(5)
318	323	(5)

Dundee and Angus College

Latest Forecast for the year to 31 July 2023

Risk Assessment of key volatile areas at Q3

Income/Expenditure Category	Latest Forecast £000's	Possible Cash Deviations		Controllable?	Adverse Risk Assessment			Comments and mitigations
		Favourable	Adverse		Likelihood	Impact	Overall	
		£000's	£000's		£000's	£000's	£000's	
SFC Credit income	31,368	-	900	Controllable in terms of activity delivered but not fully in control of demand.	Low	High	Mid	Despite the 10% credit reduction for 2023/24 the threat of clawback for under delivery this year has not been formally withdrawn. SFC have asked us to the reasons and stated that they do not seek to be punitive. The potential adverse variance is the approximate maximum value of a net 3% shortfall beyond current threshold of 2% but is considered highly unlikely to be applied.
Other SFC grants	5,350	-	-	Provision of funding is uncontrollable but College can stimulate demand.	Low	Low	Low	Capital & Maintenance grant dominates this category and any movement, most likely to be a reduction, will be matched by a similar reduction in property costs.
Tuition Fees	3,192	50	50	Yes, in terms of marketing, recruitment delivery and retention but limited influence over demand.	Low	Low	Low	At this stage in the year significant adverse movement is not anticipated and net gains forecast this quarter appear secure.
Non-Core income	3,070	100	100	Partly, varies across such a disparate category ranging from apprentice income to Trust funding.	Low	Low	Low	This forecast sees little net movement and, similar to above, any further fluctuation is likely to be modest. The exception may be certain grant funding streams not expended by year-end but this again would be matched with similar movement in associated costs and funding carried forward into next year.
Catering & other income	2,042	50	50	Yes	Low	Low	Low	Catering income augmented by Thrive donations secure this category with little residual risk.
Total Pay (exc. VSS & unfunded pensions)	33,716	300	600	Largely yes but subject to pay and conditions negotiated centrally.	Low	High	Mid	Continued savings have mitigated predictable impact of a higher pay award assumption. However, whilst the current assumption limits the extent of further adverse movement there remains a high degree of uncertainty until a national settlement is reached with both academic and support unions.

VSS	1,328	200	200	Yes	Mid	Mid	Mid	Last quarter's predictions of a potential adverse movement of £1m have proved accurate, albeit that current forecast includes a high degree of estimation. Substantially higher cost seems unlikely but any favourable movement could result from spillage into next year, albeit we would strive to agree with our auditors restrict the charge to current year.
Property cost	3,807	100	100	Yes, subject to inherent risks of the usual unpredictable factors exacerbated this year by exceptional price rises.	Low	Low	Low	This quarter's forecast has improved due principally to reduction in utility costs. Any further significant movement across all property accounts, most probably positive, should be largely matched by equivalent movement in funding.
Non-pay costs excluding property	6,883	100	100	Yes, with limited exceptions, but inflationary pressures have increased risk of over spend.	Low	Low	Low	Significant movement in this forecast were deliberate and controlled by budget holders. Further substantive movement to outturn is unlikely.

Dundee and Angus College
Income and Expenditure Report
Cash Flow Forecast

	2021/22	2022/23			
	Actual	Actual April	Budget	Previous Forecast	Latest Forecast
	£000's	£000's	£000's	£000's	£000's
Cash backed surplus/(deficit)	(1,044)	1,108	(586)	(7)	(1,112)
Loan repayment	(457)	(457)	(457)	(457)	(457)
Capital Expenditure	3,402	(19)	-	(44)	(20)
Capital funding	(3,402)	19	-	44	20
Asset Disposals		-	150	-	
Working capital movements	1,896	(1,863)	(1,800)	(1,700)	(1,700)
Net Movement in cash balances	395	(1,212)	(2,693)	(2,164)	(3,269)
Opening cash balances	5,853	6,248	6,248	6,248	6,248
Closing cash balances	6,248	5,036	3,555	4,084	2,979

Note

We hold restricted cash funds of approx. £2.9m at the end of April, including Student Support funds of £850K

BOARD OF MANAGEMENT

Tuesday 20 June 2023



GOVERNANCE ITEMS

MEMBERSHIP UPDATE

PAPER N

BOARD OF MANAGEMENT

Tuesday 20 June 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 Appointments

Recruitment and selection arrangements have progressed under the delegated authority provided to the nominations committee, with two new appointments approved by the Scottish Government. Following this, the Board are asked to formally endorse the appointments of the following individuals to the Board.

Carri Cusick

Product Owner, Scottish Enterprise.

Extensive economic development, enterprise and innovation experience including enterprise development and business support for digital industries and the Michelin Scotland Innovation Parc.
Public sector management experience.

Daniel Rosie

Managing Director DLR Media.

Extensive marketing, brand management and PR expertise.
Leadership and management of media consultancy company.
Currently Vice Chair of the Angus and Dundee Developing the
Young Workforce group.

4 Academic Staff Member

The period of office for Barry Carmichael as Academic staff Board member expired on 31 March 2023 with Derek Smith being elected following a ballot of academic staff members. The Board are asked to formally endorse the appointment of Derek to the Board.

5 Board Vice Chair

Following expiry of George Robertson's Board tenure one nomination was received for Margo Williamson to succeed George in the role of Vice Chair. The Board are asked to formally endorse the appointment of Margo to this role.

6 Vice Chair of Audit & Risk

Jackie Buchanan expressed an interest in taking over the vacant role as Vice Chair of the Audit and Risk Committee. This was approved at the Audit & Risk meeting on 6 June 2023.

7 Co-opted Member of Audit & Risk

Following the expiry of his tenure as a co-opted member of the Audit and Risk Committee, Michael Thomson will leave this role, and his link with the Board, at the end of June 2023. Thanks are offered to Michael for his input and support over his period of co-option.

8 Students' Association Nominees

Following the expiry of their tenure as Students' Association President and Vice President, the Board membership of Amy Monks and Lenka Strukanova will expire over the summer. The new Students' Association President, Colin Ogilvie, will join the Board in August 2023 alongside a second DASA nominee (to be confirmed).

Amy has been a Board member for 4 years and Lenka for one and thanks are offered to both for their input and hard work over this time.

9 Union Observer Arrangements

As discussed at the previous meeting, 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.

Since March 2023 the timeline for appointment of Trade Union nominees has been clarified by the Scottish government, with the new legislation anticipated to come into effect from 1 January 2024 (with elections held in October/November 2023). Given this timeline it is proposed that union observer arrangements are not progressed at this stage.

10 Approvals

In summary, approval is sought for the following:

- Endorsement of two ordinary and one academic staff member appointments.
- Endorsement of the appointment of a new Board Vice Chair.
- Noting arrangements for the appointment of a Vice Chair of Audit and Risk
- Noting the expiry of membership for Michael Thomson, Amy Monks and Lenka Strukanova.
- Noting plans not to progress with union observer arrangements.

11 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 May 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. Margo Williamson	June 2021	31/05/2025	Public Service Management, Education, Learning & Teaching
3. Donna Fordyce	April 2017	31/04/2025	Economic Development/ Enterprise, Fisheries, Retail Management
4. Helen Honeyman	January 2019	31/12/2026	Risk, Governance, HR Management
5. Donald Mackenzie	April 2019	31/03/2027	HR & OD, Corporate Communications, Management
6. Neil Lowden	January 2019	31/12/2026	Educational Management, Learning & Teaching, Educational Policy
7. Kevin Ditcham*	April 2021	31/03/2025	Community Learning & Engagement, Management, Third Sector
8. Sally Middleton*	June 2021	31/05/2025	HE Learning & Teaching, Management, Access & Articulation
9. Brian Lawrie*	May 2022	31/04/2026	Finance, Public Service Management
10. Roy McLellan*	May 2022	31/04/2026	Business, Management, Enterprise
11. Jackie Buchanan*	February 2023	31/01/2027	Public Service Management, Legal, Governance & Procurement
12. Carri Cusick*	April 2023	30/04/2027	Economic Development/ Enterprise, Digital, Management
13. Daniel Rosie*	May 2023	31/05/2027	Marketing, Promotions, PR, Enterprise, Management
14. Simon Hewitt	August 2020	--	Principal
15. Sam Stirling	September 2019	31/09/2023	Non-Teaching Staff Member
16. Derek Smith	April 2023	31/03/2027	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 20 June 2023



GOVERNANCE ITEMS

BOARD DEVELOPMENT PLAN

PAPER O

BOARD OF MANAGEMENT

Tuesday 20 June 2023



Board Evaluation and Action Plan Update

Paper for information

1. Introduction

This paper summarises progress made in respect of the actions arising from the evaluation of the effectiveness of the operation of the Board of Management conducted in May 2022.

2. Board of Management Evaluation

The Code of Good Governance for Colleges in Scotland outlines the following requirement for Boards of Management.

The board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online.

The approach adopted in respect of the evaluation of the effectiveness of the operation of the Board meets all of the above requirements.

3. Evaluative Approach

The evaluation approach undertaken in May 2022 was comprehensive and encompassed the undernoted steps. This work was undertaken relative to the key components of the Code of Good Governance and the self-evaluation framework adopted by the Board.

- A detailed self-evaluation report was been completed through the Chairs Committee, facilitated by the Board Secretary and Quality Manager.
- Individual appraisal meetings are held annually with each member of the Board. This includes appraisal of the Board Chair by the Vice Chair.

The Board Self-Evaluation report resulted in completion of a series of action points which together formed the Development plan. Progress in respect of these action points is summarised in appendix 1 below.

4. Approval

Board members are asked to consider and approve as appropriate the following elements of the evaluation process.

- Approval of the updated Board Development Plan (see appendix 1).

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 namely:

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

Authors: Steve Taylor, VP People and Performance

Executive Sponsor: Steve Taylor, Vice Principal People and Performance



BOARD DEVELOPMENT PLAN UPDATE AS AT 20 JUNE 2023

Following on from the evaluation of the effectiveness of the operation of the Board of Management approved in June 2022 the following key development actions were identified for action. Progress in respect of these actions is summarised below, and as appropriate revised implementation dates have been identified.

Action	Responsibility	Timescale
1. Promoting diversity of Board membership should remain as a key feature in all future recruitment arrangements.	Chair/Secretary	Next and future recruitment
Incorporated into arrangements and 50:50 M/F split maintained. Future recruitment to seek to also address other diversity indicators		
2. Staff Board members will be encouraged to provide wider reflections of staff experience at Board level.	Chair	As required
Discussion progressed with staff Board members, will inform future appraisal sessions/inputs.		
3. Strategic visioning and strategy development looking beyond 2025 to be incorporated into Board strategic sessions.	Chair / Principal	December 2022
Initial strategic session held and arrangements planned for progression		
4. Further clarity to be sought at a national level to better inform future campus development strategy for Kingsway.	Chair / Principal	December 2022
No progress due to financial sustainability plans and absence of any national route to funding. Arrangements will be progressed as national infrastructure strategy and funding methodologies are progressed.		

5. Training opportunities for F&P members will continue to be made available to support input and engagement by all Committee members.	F&P Chair, VP Corporate Services	June 2023
Discussion progressed with staff Board members, will inform future appraisal sessions/inputs.		
6. F&P Committee members to be supported to engage fully with infrastructure initiatives including the future Infrastructure Strategy, Net Zero ambitions and Digital Strategy.	F&P Chair, VP Corporate Services	June 2023
Currently on hold pending developments as per action 4		
7. HR&D Committee members to be supported to engage fully in the support and challenge of senior staff during times of significant change (such as savings plans /structural change)	HR&D Chair, VP People & Performance	June 2023
Discussion progressed with staff Board members, will inform future appraisal sessions/inputs.		

BOARD OF MANAGEMENT

Tuesday 20 June 2023



GOVERNANCE ITEMS

BOARD METRICS

PAPER P

BOARD OF MANAGEMENT

Tuesday 20 June 2023

Board Metrics



Paper for noting

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

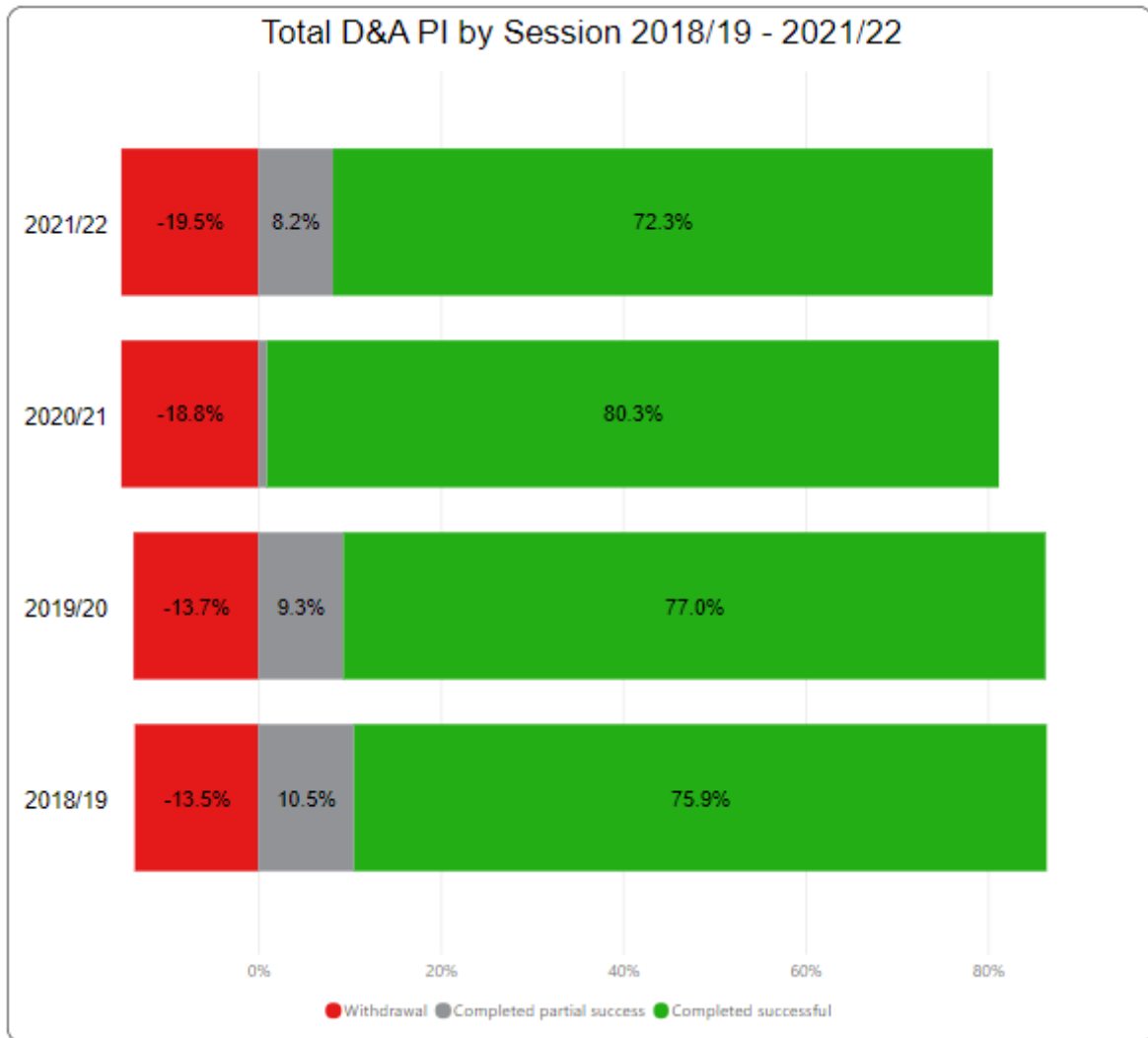
Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely;

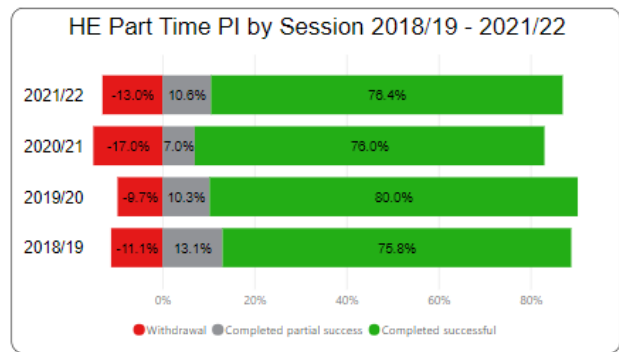
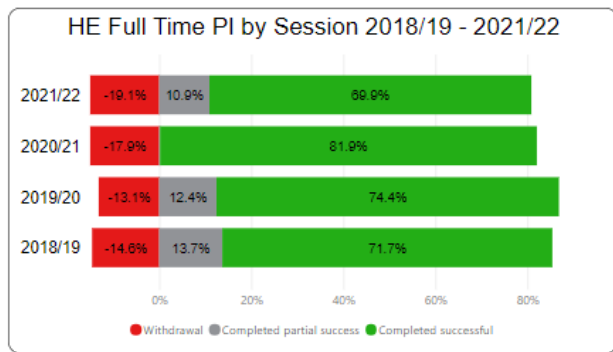
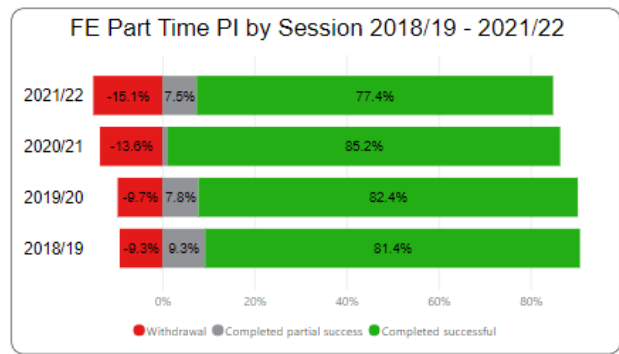
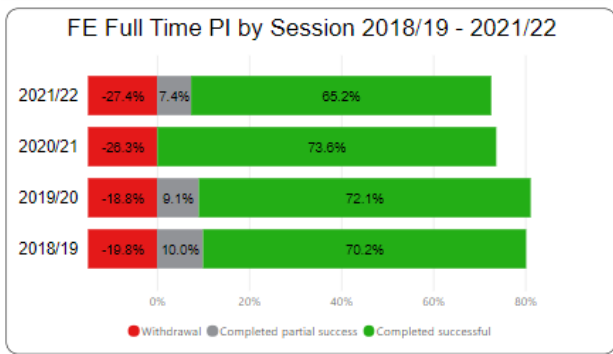
- 1.1 – Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)
- 2.2 – Failure to achieve institutional sustainability
- 3.1 – Failure to reach aspirational standards in learning, teaching and service delivery
- 3.3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

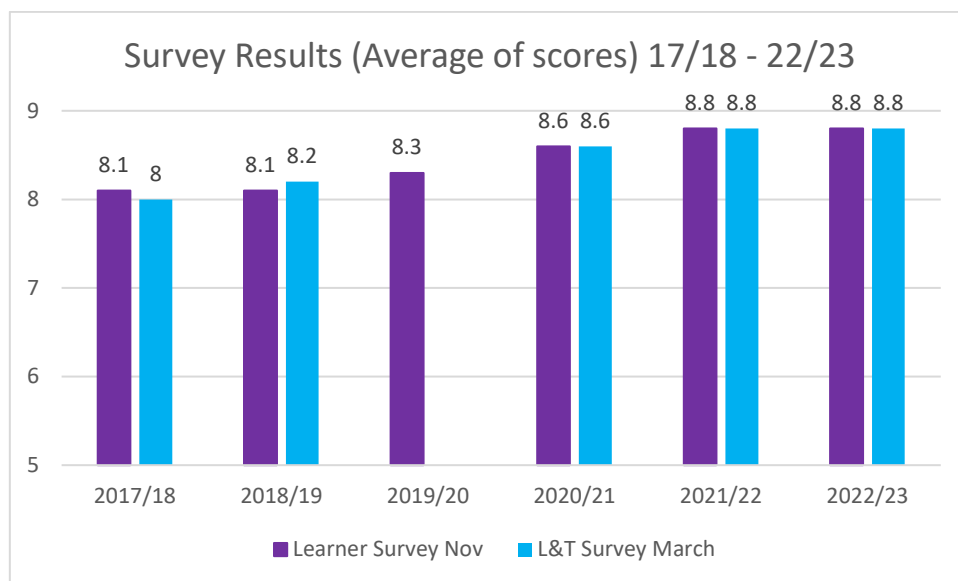
Performance Indicators

All data outlined below is up to date and final.





Student Survey Results

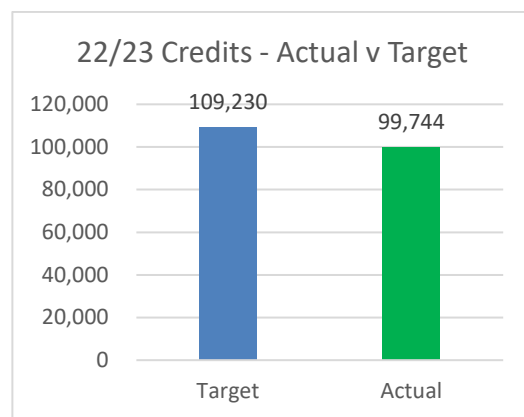
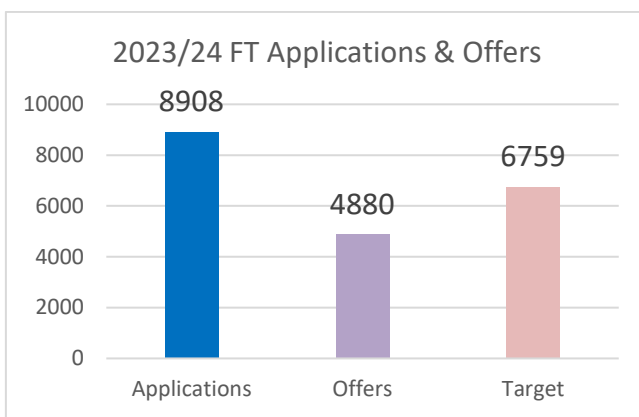


Note: The 2019/20 L&T Survey was not completed. The Learner Survey is now scored out of 5 but the results are scaled up to be consistent with prior years. The overall 2022/23 Spring survey score was 8.8 (4.4 out of 5).

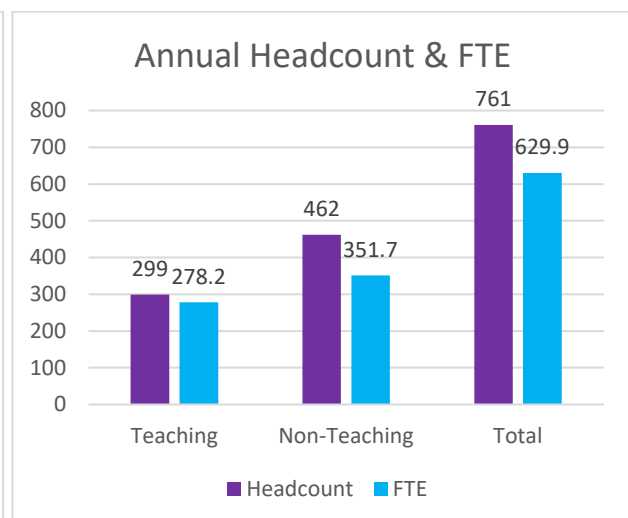
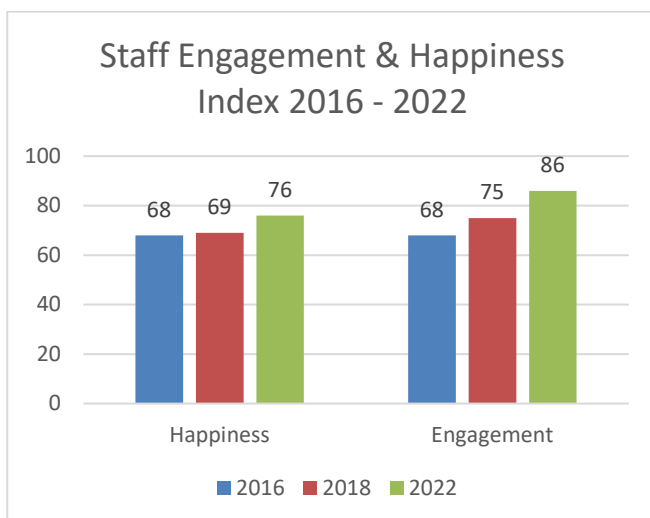
SFC Student Satisfaction & Engagement Survey – Positive response rate

	D&A	National
Overall Satisfaction 2020/21	92.4%	85.9%
Overall Satisfaction 2021/22	96.3%	90.2%
Overall Satisfaction 2022/23	96.7%*	TBC

- 2022/23 Overall Satisfaction rate is provisional

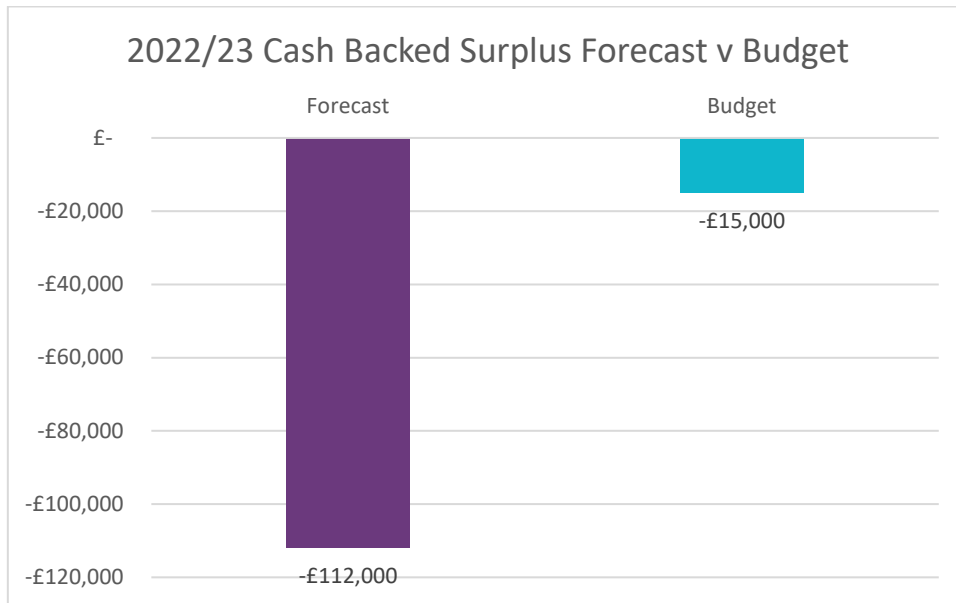


Staff – Engagement and Happiness Index, FTE & Headcount and Absence



	Staff Absence Rolling Year to 17/04/23	Staff Absence Rolling Year to 31/0123
Average working days lost per headcount	8.19 days	8.09 days
Working time lost	3.15%	3.11%
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	3	8

2022/23	Completed	Planned
Audits Completed v Planned	4	7

BOARD OF MANAGEMENT

Tuesday 20 June 2023



MINUTES OF COMMITTEE MEETINGS

PAPER Q

14.1 LEARNING, TEACHING & QUALITY- 26 APRIL 2023

14.2 HUMAN RESOURCES & DEVELOPMENT- 4 MAY 2023

14.3 FINANCE & PROPERTY- 30 MAY 2023

14.4 AUDIT AND RISK- 6 JUNE 2023

BOARD OF MANAGEMENT



Learning, Teaching and Quality Committee Wednesday 26 April 2023

Draft

Minute of the Learning, Teaching and Quality Committee meeting held on Wednesday 26 April 2023 at 5.00pm in Room A625 Kingsway campus and via Microsoft Teams.

PRESENT:

M Williamson	A Monks
L O'Donnell	D Smith
K Ditcham	S Stirling
N Lowden	S Hewitt

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)
P Muir (Board Administrator)

1. WELCOME

M Williamson welcomed Committee members and welcomed D Smith as the new Academic Staff board member.

2. APOLOGIES

Apologies were received from H Honeyman, S Middleton, J Carnegie, and L Strukanova.

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 8 February 2023 was approved as an accurate record.

5. MATTERS ARISING

There were no matters arising.

6. CURRICULUM REPORT- CURRICULUM PLANNING FOR A MORE SUSTAINABLE COLLEGE

J Grace presented the Curriculum Report, highlighting the range of national reviews that impact the College. The report highlighted various demographic changes in Scotland, which have resulted in dramatic workforce changes, whilst impacting negatively on full-time recruitment, these changes had also presented newer and positive opportunities within the College.

J Grace highlighted that there had been a 15% reduction in full time College enrolments over the past 2 years.

To overcome this reduction, there have been portfolio changes including increasing apprenticeship numbers, new curriculum opportunities and the creation of new career pathways for the region to achieve activity targets. The underpinning principles used to inform changes (and reductions) in curriculum were outlined and J Grace explained the current consultation being progressed as part of the savings plan.

M Williamson asked if Covid had an impact on the school's curriculum or demand within the College. J Grace noted that the direct Covid impact had now past, but there were challenges around mental health, behaviours, and lack of engagement on a similar basis to that being experienced within schools. N Lowden highlighted the collaboration work within the schools of improving the attainment gap.

K Ditcham highlighted the meta-skills element within the curriculum and asked how this was being developed. J Grace noted that this was embedded within every qualification and was not delivered as a separate skill set. It was noted that a key role for staff was to support students to signpost and identify their meta skills to help them to develop or learn new skills as part of the curriculum.

J Grace highlighted that the D&A Business Engagement portfolio was also under review to enhance the offer available and increase participation from those 24+ and in work. Feedback from this engagement has been positive and J Grace noted that some of this would be covered in the recent partnership audit report to be discussed and reviewed at the next Audit and Risk Committee meeting.

M Williamson thanked J Grace for her presentation and commented on the great work being undertaken and the confidence this gave around managed change.

7. STUDENTS ASSOCIATION REPORT

A Monks presented the report presentation to the Committee.

A Monks welcomed Colin Ogilvie back as a full-time Student's Association Assistant-supporting all DASA's (Dundee & Angus Students Association) events and activities.

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 2023 Student elections were taking place, with results to be announced later that week. A live Q&A was available for students to chat to candidates about their manifestos and plans if elected.

The Students Association are continuing their initiatives under the Thrive Project to support students and staff including DASA opening Thrive shops on each campus. These were supported by student volunteers and students from Supported education courses who were using the shops as experience for their work placement/volunteer units.

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.

8. VP CURRICULUM & ATTAINMENT REPORT

J Grace presented the report for noting.

J Roscoe highlighted the Skills Development Scotland work with various drop-in sessions, offering academic pathways and direction for students.

The Curriculum team have delivered intense sessions for students to make them feel supported and confident in achieving their results- this was received positively.

J Roscoe highlighted that the health and social care team had been successful in their bid to lead the NHS Pathways pilot for the Tayside region. Four schools have been identified for the pilot. The innovative programme is aimed at Senior Phase learners and will provide them with access to careers within the NHS through further College study or apprenticeships.

S Toms highlighted the engagement with businesses and social media to build awareness and generate demand. The Marketing team had been working closely with the Curriculum and Business Partnership team and have developed a new brand and logo for the range of courses.

S Toms noted the Business Partnerships team achieved the Flexible Workforce Development Fund (FWDF) targets and funding allocated by the SFC (Scottish Funding Council) and had requested additional funding to meet the waiting list of businesses who wish to access training.

S Toms highlighted that the Skills Development Scotland has not yet issued contracts for the Modern Apprenticeship Allocations for 2023-24. This was causing significant concerns about workforce recruitment for employers across all sectors.

M Williamson praised the approach developed for the new marketing programme and asked if the NHS programme would be open to a wider group of students in the future. J Roscoe confirmed that additional options covering different SCQF levels were planned following evaluation of the initial pilot.

9. STRATEGIC RISK REGISTER

There strategic risk register was noted and there no changes proposed to the risks allocated to the Committee.

10. LT&Q METRICS

The range of LT&Q metrics were noted.

11. DATE OF NEXT MEETING

Wednesday 13 September 2023, Kingsway Campus, Room A625

Action Point Summary

Action	Responsibility	Date
No action points noted		

BOARD OF MANAGEMENT



Human Resources and Development Committee Thursday 4 May 2023

Draft

Minute of the Human Resources and Development Committee meeting held on Thursday 4 May 2023 at 5.00pm, in Room A625, Kingsway Campus.

PRESENT:

D Mackenzie	D Smith
B Lawrie	N Lowden
S Hewitt	S Stirling

IN ATTENDANCE:

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

1. WELCOME

D Mackenzie welcomed Committee members and welcomed D Smith as the new Academic Staff board member.

2. APOLOGIES

Apologies were received from J Buchanan, J Carnegie, and B Grace.

3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of interest or connection.

4. MINUTE OF THE PREVIOUS MEETING

The minute of the meeting held on Thursday 16 February 2023 was approved as an accurate record.

5. MATTERS ARISING

There were no matters arising.

6. A MORE SUSTAINABLE COLLEGE PAPER

S Hewitt introduced this paper following on from the extensive and difficult financial decisions colleges and other public sectors were continuing to face. S Hewitt noted the funding for the sector was projected to be 'flat cash' for the next few years; the increase cost of staffing and various other budgets will inevitably need to be met by cuts elsewhere and by steps to maximise any additional income streams.

The Scottish Funding Council (SFC) had advised that the £26m previously promised to the college sector would no longer be available for 2023/24. This had been a major blow to all colleges and was being raised directly with the government.

S Hewitt summarised the paper, highlighting the need to deliver the level of savings identified, whilst still meeting regional needs and maximising other income sources to create a college that is more sustainable and successful going forward.

S Taylor highlighted the 4-week consultation period for the initial proposals. All combined feedback, ideas and suggestions will be reviewed, and updated proposals will be issued for further consultation.

S Taylor noted that consultation feedback had been significant, with responses received from a variety of departments and from a large number of individual staff. Consultation responses were continuing, with union JCF meetings and weekly catch ups. The College was also in contact with representatives from the national Unison FE branch in the respect of the current saving plans.

S Hewitt highlighted within his report that the Scottish Government and Scottish Funding Council (SFC) have recognised that the college sector cannot remain the same size as it has been in recent years. Whilst any reduction in activity is unwelcome, without this flexibility it would not be possible to plan for a sustainable future for the college.

B Lawrie praised this paper and the presentation of it, considering the significant financial challenges faced. B Lawrie highlighted the demographic changes within regions and questioned if the Scottish Government would review college activity and funding relative to this. S Taylor noted that SFC had a demographic model that they used, and that activity levels had increased in some areas (such as West Lothian) to reflect increasing population. It was noted that this modelling was generally not significant in terms of changes in overall activity levels.

The paper, and the significant challenging work it represented, was noted.

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

S Taylor summarised the report, highlighting the work around The Voluntary Severance (VS) scheme with positive numbers of applications being received. Outcomes from the interim scheme are being finalised with over £271K of savings already established from the February 2023 round and further discussions to be progressed.

Developments around national bargaining were noted. S Taylor highlighted the negotiations for the 2022/23 academic staff salary settlement remain on going, with an offer of 2% having been rejected and a ballot on industrial action being approved. Conversations are still ongoing with the hope of resolving this matter.

Notifications of planned action consisting of a 'work to rule' and action to withhold student results has been confirmed.

The picture was similar for support staff, with an offer having been rejected and a ballot for strike action by Unison members having been approved. Notification of planned strike action was expected shortly in relation to this vote.

S Taylor highlighted the importance of the Thrive at D&A activities which were ongoing. This work was important support for students and staff.

An evaluation of the costs and benefits of Thrive work would be reviewed and evaluated for the next academic year- 2023/24, with work continuing if the cost of living issues remained.

A Mawhirt summarised progress in respect of the CPD plans discussed at the previous meeting and outlined plans for all staff development days at the start of session 2023/24.

The report was welcomed.

8. 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.

9. HR METRICS

HR Metrics were noted by the Committee.

S Taylor highlighted the change in format for the staff FTE data, highlighting that this better reflected the normal data considered within the College. The increase in staff absence rates was noted, with this returning back to similar pre COVID levels.

10. MEETING MINUTES/UPDATES

The Joint Consultative Committee (JCF) and Health, Safety and Wellbeing (HS&W) minutes were noted.

11. DATE OF NEXT MEETING

Thursday 7 September 2023, 5pm, Room A625, Kingsway Campus

Action Point Summary

	Action	Responsibility	Date
No action points noted			

BOARD OF MANAGEMENT

Finance & Property Committee

Tuesday 30 May 2023 at 5.00pm in Room A625 Kingsway
Campus and on Microsoft Teams



Draft confirmed by Chair

PRESENT:	R McLellan (Vice Chair) L O'Donnell B Lawrie	S Hewitt S Stirling D Smith
IN ATTENDANCE:	J Grace (Vice Principal) S Taylor (Vice Principal) B Grace (Head of Estates)	A Ross (Head of IT) B Ferguson (Head of Finance)

1. WELCOME

R McLellan welcomed everyone to the meeting and welcomed D Smith to his first Finance & Property meeting.

2. APOLOGIES

Apologies were received from D Fordyce, D Mackenzie, C Cusick, J Carnegie and P Muir

3. DECLARATIONS OF INTEREST OR CONNECTION

No declarations were noted.

4. MINUTES OF PREVIOUS MEETING

The minute of the Finance and Property Committee meeting held on 28 February 2023 was approved as an accurate record.

5. MATTERS ARISING

S Taylor confirmed that all matters arising had been progressed and closed.

6. FINANCE

6.1 Financial Sustainability

S Hewitt summarised the financial sustainability paper circulated to the Board and noted the extensive feedback received through staff consultation (over 190 responses).

Work and discussions had progressed significantly in terms of the savings needed, with the total achieved sitting at £2.1 million relative to the £2.5 million target through a combination of savings and additional income.

S Hewitt noted that engagement with the unions was positive, with good working to support staff through a difficult situation and to challenge and support developments and approaches. S Hewitt noted that it was not yet possible to remove any threat of compulsory redundancy, but that this remained the aim of both the College and unions and that this would be done as early as possible.

S Hewitt stated that a follow up paper was in final draft stage, summarising the progress made and outlining the remaining elements for consultation. It was confirmed that the longer-term reviews and strategic direction from the government were still awaited but should be published over the coming weeks.

R McLellan asked how the savings plan and actions had impacted on staff morale. S Hewitt noted that it had had an obvious impact and many staff were either angry or sad at the overall situation. S Stirling stated that many staff were annoyed at the situation, not specifically at the College and that the news heard from other colleges had put some of this into context. D Smith stated that staff were finding it difficult, but that the College and unions were working well together to consult and do the best possible in the circumstances.

S Stirling noted that staff were much more aware of the financial situation and requirements after the 2022 savings, and better understood terms like flat cash and the distinctions between capital and revenue funds and how they could be used.

B Lawrie noted that although difficult, the paper and progress made did have a positive feel and that it was good to note that significant progress was being made.

B Lawrie noted the importance of focusing on the cash effects of the savings plan and the need for cash balances to be closely managed. S Hewitt noted that this was part of the overall plan.

The overall size of the College following the proposed savings was discussed.

The paper and update was welcomed and S Hewitt advised that he would share the follow up paper with the Board when available.

6.2 Management Accounts & Forecast Outturn

B Ferguson summarised the papers produced and stated that the underlying forecast position was looking better now than at the previous meeting. The underlying performance had improved, with the forecast out-turn then impacted by the projected pay increase costs and the costs of voluntary severance. B Ferguson confirmed that these costs were planned to appear in 2022/23 in line with previous reporting and audit practice

B Ferguson noted the potential risks, including the risk around clawback of grant from the Scottish Funding Council (SFC).

The key area of variation from the previous forecast were discussed, alongside the reduction in cash balances to c24 days.

6.3 2023/2024 Draft Budget

B Ferguson introduced the draft budget, highlighting that this was for approval by Finance and Property before going for final approval to the June meeting of the Board.

B Ferguson stated that the draft budget was for a minimal deficit of £15k but assumed that the savings plan target of £2.5 million would be achieved and that pay settlements were in line with current forecasts.

B Ferguson stated that whilst this was a good position to have reached, the budget did not provide sufficient cover for the Gardyne loan and included some one-off elements that were not sustainable.

Assumptions around the ability to subsume inflation on non-pay elements by reducing purchases were noted, as was the potential contribution from alternative funding sources. The impact of reducing HE recruitment on HE fees was highlighted.

B Ferguson stated that net capital expenditures would match capital funds and concluded that the position presented was as good as possible at this stage.

B Lawrie noted an issue with page 64 in the document pack and it was confirmed that this would be rectified for the board meeting. **S Taylor to progress.**

B Lawrie welcomed the budget and noted that the cash position showed the benefit of previous savings actions and that this gave a level of comfort around the management of finances and budget approaches.

Following further discussion the draft budget was approved for submission to the Board of management. **B Ferguson to progress.**

6.4 Financial Forecast Return

B Ferguson stated that he had hoped to give an initial update on progress and/or issues relating to the development of the FFR for end June 2023 but the expected guidance on requirements and underlying assumptions had not yet been published by SFC. A further update would be provided to the Board meeting.

7. INFRASTRUCTURE

7.1 Estates Update

B Grace summarised his paper, noting the progress made on capital projects over the past few years and the movement onto a new infrastructure strategy and plan for future years. Estates developments on the Kingsway campus were particularly noted.

B Grace summarised the projects planned for the forthcoming year, with much of this work scheduled for completion over the summer. Plans and external funding to replace lighting in the Gardyne campus with energy efficient LEDs were welcomed.

B Grace noted that the timing of work to replace the windows in the Isla building in Arbroath could be amended to allow a potential funding bid for this work to be progressed. B Grace noted that he was hopeful that a bid of this type would be successful.

Discussions around a shared heating system at Kingsway were also noted and L O'Donnell welcomed the proposals to tap into other funding sources.

7.2 Estates Annual Report

B Grace summarised the annual report, highlighting the change in reporting on carbon usage to include scope 3 emissions. These were generally outwith College control and had resulted in a rebasing of carbon reduction targets.

Regulations around the ability to carry forward capital funds were discussed and B Ferguson noted that this was not generally permitted but was accepted practice where there were clear plans in place for the use of such funds.

The Update and annual report were noted.

7.3 ICT Update

A Ross summarised his update highlighting progress and timescales around the network replacement project that had now commenced. It was noted that most replacement work would be undertaken out of hours to avoid disruption to users.

A Ross summarised the proposed replacement of student information systems, highlighting that this would bring these systems into the 'cloud first' strategy and create better and more streamlined integration between different elements of the student journey whilst also delivering longer-term savings on licence costs.

The proposed transfer from multiple suppliers to a single supplier and integrated system was discussed and the route to procurement noted.

L O'Donnell asked about assurances regarding the pace of systems development and the options for break out of the contract should these not be met. A Ross confirmed that there were not specific milestones around these, but that the contract arrangements through APUC incorporated significant penalty and break out options.

The potential for a future 'single supplier' approach within the sector was discussed.

The proposed replacement arrangements were endorsed and it was noted that formal approval would be considered within the procurement report.

8. PROCUREMENT

B Ferguson provided an update on procurement, confirming recent awards made and highlighting awards requiring Committee approval.

B Ferguson noted that there could be a requirement to seek non-competitive award approval arising from funding received by the Energy Skills Partnership. If required it was agreed that these could be circulated for consideration and approval by e-mail to the Committee. A similar requirement may be needed from the Board prior to seeking authority from SFC. This was agreed **B Ferguson to progress.**

The procurement of a new integrated student information system was approved. **A Ross to progress.**

B Ferguson noted that the tender exercise for replacement of the swimming pool roof had come in lower than the initial estimate. This was welcomed by the Committee.

9. STRATEGIC RISK REGISTER

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

The paper was approved.

10. CORPORATE SERVICES REPORT

S Taylor summarised the report and noted the excellent work being undertaken by teams across the College.

B Ferguson highlighted the proposal to exempt Gardyne Theatre Limited (GTL) from separate audit and remove GTL from consolidation. B Ferguson noted that this move had been considered by the GTL Board and would require formal approval from the D&A Board as well as agreement from the College auditors (who were comfortable with the approach). A paper outlining these steps would be considered by the Audit & Risk Committee.

The Corporate Services report was noted.

11. DATE OF NEXT MEETING – Tuesday 5 September 2023 at 5.00pm – Room A625 Kingsway Campus plus hybrid on Teams

Action Point Summary

Action	Responsibility	Date
Correction to budget papers	S Taylor	20 June 2023
Draft budget to be presented to the Board for approval	B Ferguson	20 June 2023
ESP procurement requests to be considered for approval by e-mail to Committee members if necessary.	B Ferguson	5 Sept 2023
New Student Information Systems procurement to be progressed.	A Ross	5 Sept 2023

BOARD OF MANAGEMENT

Audit & Risk Committee

Tuesday 6 June 2023 at 5.00pm



Minute of the Audit & Risk Committee meeting held on Tuesday 6 June 2023 at 5.00pm in Kingsway Campus, Level 6, Room A625 and via Microsoft Teams.

PRESENT: H Honeyman (Chair Audit) J Buchanan
M Williamson K Ditcham
S Middleton M Thomson

IN ATTENDANCE: S Taylor (Vice Principal) P Muir (Board Administrator)
S Inglis (Henderson Loggie)

1. WELCOME

H Honeyman welcomed members of the Audit Committee and welcomed J Buchanan to her first meeting and M Thomson to his final one.

2. APOLOGIES

Apologies were noted from J Carnegie, R McLellan, D Archibald, and M Speight

3. DECLARATIONS OF INTEREST OR CONNECTION

S Inglis noted his association through Henderson Loggie in respect of the GTL Audit paper but advised that this was a separate section of the business.

4. MINUTE OF THE PREVIOUS MEETING

Following one minor correction the minute of the Audit & Risk Committee meeting held on the 7 March 2023 was approved as an accurate record.

5. MATTERS ARISING

Matters arising from previous meetings were closed out or included in the Agenda.

6. VICE CHAIR APPOINTMENT

J Buchanan had been nominated as Vice Chair for the Audit & Risk Committee. The Committee were delighted to approve this appointment.

7. INTERNAL AUDIT

7.1 Partnership working

S Inglis summarised the report noting that this was a positive report, highlighting many areas of good practice. S Inglis noted that there were no recommendations from the audit report. He stated that partnership working was operating well in respect of key partnerships and had been assessed and meets the overall objectives within the report. S Inglis stated the actions within the audit report identified work under way from the College and partners, putting further systems in place. Overall, this was graded as good with no recommendations of improvement.

H Honeyman praised this report.

7.2 Teaching Staff Utilisation

S Inglis summarised the report, praising the effectiveness of timetabling and staff utilisation. Only strengths were noted within the report with no weaknesses highlighted. The report observed the policy framework used for timetabling within the College- which was consistent all the way through.

S Inglis emphasised the training framework used to ensure that staff involved in timetabling were aware of requirements and followed good practice. Celcat had proved to be beneficial, creating a solid framework for staff with no delays in the information provided.

H Honeyman queried if there was any evidence of how management information was used to assure staff utilisation. S Taylor stated that reports had been reviewed at a senior level to identify those staff that were low on teaching hours at the start of 2022/23 and stated that additional work was identified in each case, such as new course development or work to enhance quality. It was confirmed that timetable hours were clearly visible with an approach in place to identify any additional tasks to those staff who may have gaps within their timetable.

K Ditcham asked if there was an opportunity to obtain student reflections, being inclusive of all students involved. S Taylor stated there is always student involvement; student feedback was accessed on an on-going basis through the Student Association and class reps. Education Scotland looked at the skills and experience of staff, along with verification activities which would match the skills and qualifications of individuals delivering courses to the national standards and requirements to ensure the correct skills are being delivered to a high standard.

M Williamson highlighted the significant work for the College covered within these audits and praised the exemplary reports received. M Williamson asked that the thanks of the Committee be passed on to those involved. This was agreed. **S Taylor to progress.**

7.3 Progress Report

S Inglis noted the Infrastructure/Capital Projects report was due to be received at the Audit & Risk Committee but had been delayed due to staff absences. Arrangements were now being progressed with B Grace and this would be completed for the next meeting.

S Inglis also reported that all other work was completed or on schedule, with the student funding and activity audits scheduled for August 2023. Follow up reviews and consultations would be undertaken in July 2023.

7.4 Follow up Report

S Taylor highlighted the current progress of the Internal Audit report recommendations. Stating the recommendations had decreased from 12 actions to 7. The change in status of the Student Invoicing and Debt Management recommendation was discussed and it was agreed that this would remain behind schedule as new Student invoice systems are to be implemented in October 2023. S Taylor reassured the Committee and stated this recommendation represented a service enhancement rather than a failing or risk.

8. CITY OF GLASGOW COLLEGE LESSONS LEARNED REPORT

S Taylor discussed the paper, highlighting that an incident had occurred where a significant value of IT equipment had disappeared in City of Glasgow College. The Scottish Funding Council had asked that the lessons learned report be shared to inform and make other colleges aware of the potential for fraud. S Taylor noted that D&A practice had been summarised against the various recommendations and that it was felt that the College was well placed in relation to these. M Williamson stated it was good to see the measures in place to minimise risk in respect of a similar fraud.

9. STRATEGIC RISK REGISTER

S Taylor summarised the risk report noting that it was recommended that the 'Brexit Risk' be removed from the Strategic Risk Register as it is no longer relevant as a standalone risk. The risks from Brexit are ongoing and are incorporated within our daily lives- for example the cost of living. This was agreed. **S Taylor to progress.**

S Taylor highlighted the credit targets risk, noting that the target would not be achieved in 2022/23 but that SFC had advised that it was not seeking to reclaim funds, but were seeking information around the impact of COVID on student recruitment and retention.

S Taylor summarised the financial sustainability risk, noting that the College had secured c£2.2 million of the required £2.5 million savings and conversations and plans were in place and are at the second stage of consultation to secure any additional potential savings.

H Honeyman questioned whether the industrial action needed to be increased, however S Taylor stated this had been reviewed but was not recommended for change as local relations remained positive resulting in a minimal risk of significant industrial action.

S Taylor noted that weekly meetings were being held with unions on the savings plan to ensure that good communication was in place.

The Strategic Risk register, as amended, was approved.

10. GARDYNE THEATRE LIMITED (GTL) AUDIT ARRANGEMENTS

S Taylor summarised this report bringing it to the Committee's attention for approval. This highlighted that audit of GTL was unlikely to be required given the relatively low turnover.

The request to dispense with audit requirements had arisen due to various complications in the 2022 audit what had significantly increased the cost and work involved, with no additional benefit.

The Committee were asked also asked to consider the proposal that the Accounts of GTL were not consolidated within 'group' accounts prepared for the year to 31 July 2023.

M Williamson stated that, whilst not against the proposal, she was not clear about what the potential impact or risks of the proposed approach would be. H Honeyman agreed and asked that the paper be revised for consideration at the Board meeting. M Thomson stated that he fully recognised that there was no need or value in the audit or consolidation of the GTL accounts given the projected turnover but recognised that the information for the Board needed to be clearer.

The paper was not approved at this stage, but it was confirmed would be clarified to better identify risks and assurances received from Audit Scotland, SFC and Mazars before being considered at the next Board of Management meeting. **S Taylor to progress.**

11. EXTERNAL AUDIT PLAN

Mazars were unfortunately unable to attend the meeting, but H Honeyman noted that any questions regarding the plan could be put to them out with the meeting and noted that they had offered to meet with her (and other Committee members) separately if wished.

H Honeyman questioned the experience of engagement with Mazars as there seemed to have been very little commitment from them so far. S Taylor stated that he had discussed the audit plan with B Ferguson who was content with the contents but expressed concern that this was generic and had queried the lack of a handover meeting with Audit Scotland.

S Middleton noted that this was concerning and suggested that it would be useful for the Chair to ask for a meeting with M Speight before audit work commenced. H Honeyman agreed that this was appropriate. **S Taylor to progress.**

12. DATE OF NEXT MEETING

Tuesday 12 September 2023 at 5.00pm, A625 Kingsway campus and on teams.

H Honeyman thanked M Thomson for all of his input and advice as a co-opted member of the Committee and wished him well for the future.

Action Point Summary

Action	Responsibility	Date
Thanks from the Committee to be passed to those involved in the Partnerships and Timetabling Audit reports	S Taylor	23 June 2023
Strategic Risk Register to be updated	S Taylor	23 June 2023
Gardyne Theatre Limited Audit paper to be revised for consideration by the Board of Management	S Taylor	20 June 2023
Meeting to be arranged between the Committee Chair and M Speight (Mazars)	S Taylor	31 July 2023

BOARD OF MANAGEMENT

Tuesday 20 June 2023



CORRESPONDENCE

PAPER R

BOARD OF MANAGEMENT
Tuesday 20 June 2023



Correspondence – SFC Communications

Paper R for information

Reports and Publications Listing	
<p><u>Credit Guidance for Colleges AY 2023-24</u> Publication Type: Guidance, Reports, and publications SFC/GD/09/2023 Date: 12/06/2023</p>	<p>Guidance for colleges on eligibility for credit funding in Academic Year 2023-24</p>
<p><u>FES Guidance notes 2023-24</u> Publication Type: Guidance, Reports, and publications SFC/GD/08/2023 Date: 12/06/2023</p>	<p>Guidance notes and code lists for completion of Further Education Statistics (FES) course / programme data: Academic year 2023-24.</p>
<p><u>College Performance Indicators 2021-22</u> Publication Type: Reports and publications, Statistical publications SFC/ST/04/2023 Date: 31/05/2023</p>	<p>Overview of college performance indicators from 2008-09 to 2021-22.</p>
<p><u>College Financial forecast return 2022-23 to 2025-26</u> Publication Type: Calls for Information, Reports and publications SFC/CI/04/2023 Date: 31/05/2023</p>	<p>This Call for Information requests colleges to complete a medium-term financial forecast return for the period 2022-23 to 2025-26.</p>
<p><u>College Final Funding Allocations AY 2023-24</u> Publication Type: Announcements, Reports, and publications SFC/AN/12/2023 Date: 25/05/2023</p>	<p>Announcement of college final funding allocations for Academic Year (AY) 2023-24.</p>
<p><u>College Performance Indicators Guidance 2022-23</u> Publication Type: Guidance, Reports, and publications SFC/GD/10/2023 Date: 15/05/2023</p>	<p>Guidance notes on college performance indicators derived from student FES data: Academic Year 2022-23.</p>

<p><u>Indicative college funding allocations AY 2023-24</u> Publication Type: Announcements, Reports, and publications SFC/AN/07/2023 Date: 13/04/2023</p>	<p>Announcement of indicative funding allocation for colleges for Academic Year (AY) 2023-24.</p>
<p><u>College Staffing Data 2021-22</u> Publication Type: Reports and publications, Statistical publications SFC/ST/02/2023 Date: 28/03/2023</p>	<p>This publication provides summary information on staff employed in the college education sector in Scotland.</p>

Further details on the above Communications can be accessed via:

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

Author: Penny Muir (Board Administrator)
Executive Sponsor: Steve Taylor, Vice Principal People and Performance

BOARD OF MANAGEMENT

Tuesday 20 June 2023



DATE OF NEXT MEETING

**TUESDAY 26 SEPTEMBER 2023, SEMINAR ROOM 5- ARBROATH
CAMPUS AND HYBRID VIA TEAMS**