

BOARD OF MANAGEMENT



**Tuesday 12 March 2024 at 5.00pm in Room A605
Kingsway Campus and Hybrid on Teams**

AGENDA

1. **WELCOME**
2. **APOLOGIES**
3. **DECLARATIONS OF INTEREST OR CONNECTION**
4. **EDUCATION SCOTLAND ANNUAL ENGAGEMENT VISIT FEEDBACK** Paper A for discussion PC
5. **MINUTE OF LAST MEETING – 12 December 2023** Paper B for approval LO
6. **MATTERS ARISING** Paper C for approval LO
7. **NATIONAL ACTIVITY UPDATE** Verbal update LO
8. **STRATEGIC ITEMS**
 - 8.1 Strategic Projects Update Paper D for Information JG
 - 8.2 2030 Strategy Development Update Paper E for Information LO/SH
9. **STUDENTS' ASSOCIATION REPORT** Paper F for discussion CO
10. **PRINCIPAL'S REPORT** Paper G for information SH
11. **NATIONAL BARGAINING UPDATE** Paper H for information ST
12. **FINANCE & INFRASTRUCTURE ITEMS**
 - 12.1 Financial Sustainability Verbal update SH
 - 12.2 Future Infrastructure Vision Paper I for information SH
 - 12.3 Management Accounts (for information only) Paper J for noting -
13. **GOVERNANCE ITEMS**
 - 13.1 Strategic Risk Register Paper K for approval ST
 - 13.2 Membership Update Paper L for approval ST
 - 13.3 Board Governance Manual Update Paper M for approval ST
 - 13.4 Board 2024/25 Meeting Dates Paper N for approval ST
 - 13.5 Board Metrics Paper O for information ST
14. **MINUTES OF COMMITTEE MEETINGS** Paper P for information LO
 - 14.1 Learning, Teaching & Quality – 7 February 2024
 - 14.2 Human Resource & Development – 15 February 2024
 - 14.3 Finance & Property – 27 February 2024 (verbal update)
 - 14.4 Audit & Risk 5 March 2024 (verbal update)
15. **CORRESPONDENCE** Paper Q for information
16. **DATE OF NEXT MEETING** Tuesday 18 June 2024 at 5.00pm

BOARD OF MANAGEMENT

Tuesday 12 March 2024



**EDUCATION SCOTLAND ANNUAL
ENGAGEMENT VISIT FEEDBACK**

PAPER A

6 February 2024

Mr Simon Hewitt
Principal and Chief Executive
Dundee and Angus College
Kingsway
Dundee

Dear Simon,

A team of HM Inspectors from Education Scotland visited Dundee and Angus college in December 2023 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:

Learner progress and outcomes

In almost all curriculum areas, FE and HE learner successful completion rates have been above the sector average for the last 5 years. Overall rates of completion with partial success for learners on FE programmes have been consistently better than the sector average over the last 5 years. Successful completion rates for learners from the most deprived backgrounds have improved and are well above the sector average. Rates of successful completion for learners with protected characteristics and from key groups are also above the sector average.

Most learners with additional support needs successfully achieve their programme and develop a broad range of relevant skills which help them gain employment. Learner progression to HE level provision and employment is high. Around 95% of learners achieve a positive destination upon completing their college programme.

The number of learners contributing to the SFC student satisfaction engagement survey has increased. The overall satisfaction level of full-time FE learners has improved and is above the sector norm.

A wide range of staff teams work collaboratively to support learners to stay on course and complete their programme. These include wellbeing student support staff, learner support staff and e-learning support staff. The college supports community-based learners well to progress to college located provision.

All curriculum managers make productive use of monthly meetings to reflect on curriculum activities with their peers, introduce new approaches to deliver learning and teaching, and share effective practice. Managers work collaboratively with other colleges to influence and shape national curriculum and adopt best practice.

Teaching staff work productively to generate new and improved approaches to learning and teaching which enhances the learner experience. Almost 90% of teaching staff hold the

Teaching Qualification in Further Education. Academic development staff gained accreditation from General Teaching Council Scotland to deliver Coaching for Success. All college departments are benefitting from having a group tutor to support staff to develop coaching techniques.

Managers provide all teaching staff with good opportunities to evaluate and enhance their pedagogical practice.

The college is continuing to refresh its curriculum portfolio to respond to opportunities emerging within the region. Curriculum staff engage effectively with stakeholders and regional employers to ensure the curriculum offer supports economic development in the region.

The college's community partnership staff work well with local and regional partners to reach out to young people and adults who are furthest away from engaging in education or employment. This is encouraging vulnerable learners to take incremental steps towards engaging fully with the college.

Learner Engagement

All learners value the support they receive from guidance tutors, teachers and support staff to progress well within their programmes. There are effective arrangements for ensuring learner representation are comprehensive and inclusive and lead to improvements for learners. Dundee and Angus Students' Association (DASA) are represented well at all levels within the college and deliver the learner voice effectively.

Arrangements for gathering learner feedback are comprehensive. Managers and staff draw productively on the findings within evaluation processes to plan actions that enhance the learner experience.

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

- Rates of learner withdrawal from full-time FE and HE programmes have increased in the last four years but remain below the sector norm. The number of learners who withdraw from part-time FE and HE programmes is above the sector average and has been for the previous 4 years.
- Meta skills are mapped well across all curricular areas. However, staff have not yet embedded them consistently in all programmes and are not signposting the development in these skills sufficiently to all learners.
- Some staff do not use My Progress effectively to ensure a consistent learning experiences for all learners.

Main points for action

- None identified

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 through on-going engagement with the college link HM Inspector.

Peter B Connelly
HM Inspector

Annual Engagement Visit Report

Dundee and Angus college

30 January 2024

College Principal	Simon Hewitt
Annual Engagement Visit Date	6th December 2023
College Nominee	Steven Taylor
Lead HMI	Peter Connelly

1. Background

Annual Engagement Visits (AEVs) are planned collaboratively between the college, HM Inspectors, and the Scottish Funding Council (SFC). During the AEV, the team focussed on the progress made on improvement priorities and the outcomes of previous engagement with HM Inspectors. HM Inspectors met with staff, learners, and other stakeholders. Inspectors examined the latest available performance indicators (PI) data published by SFC alongside recent unverified college data. This report outlines the findings from the visit, and includes aspects of positive practice, aspects for improvement, 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. An accompanying short report will be published on Education Scotland's website.

During the AEV the team explored the following overarching themes: learner progress and outcomes, approaches to assuring and enhancing the quality of learning and teaching including professional updating, and learner engagement. The team also reviewed progress against actions identified during our engagement in AY 2022/23.

2. The college and its context

Dundee and Angus College deliver provision across the Tayside region from three main campuses, two in Dundee and one in Arbroath.

The college offers a wide range of further education (FE) and higher education (HE) programmes between levels 2-10 on the Scottish Credit and Qualifications Framework (SCQF). The range of provision offers progression from FE to HE level study including degree programmes delivered in partnership with eleven universities.

The college employs c 700 staff and has undertaken major savings exercises over the past two years, resulting in a reduction of approximately 65 full-time equivalent staff, a reorganisation of several support functions and activities, and a full review of curriculum provision to reduce duplication and streamline learning journeys. Student activity in 2022/23 did not meet the SFC target of 109,230 credits by a margin of approximately 4,000 credits, but the college reports that it is on target to meet its 2023/24 activity target.

3. Summary of findings

3.1 Learner progress and outcomes

Summary of key performance indicator information

- The latest available college data returned to SFC indicates that in AY 2022/23 rates of successful completion for full-time FE and HE programmes have improved but successful completion for part-time programmes has declined from the previous year.
- In almost all curriculum areas, learner successful completion rates for both FE and HE have been above the sector average for the last 5 years.
- Rates of full-time FE successful learner completion are below the sector average in construction (6% below) and land-based studies (7% below).
- Successful completion rates for learners from the most deprived backgrounds have improved and are well above the sector average. Rates of successful completion for learners with protected characteristics and from key groups are also above the sector average.
- Overall rates of completion with partial success for learners on FE programmes have been consistently better than the sector average over the last 5 years.
- Rates of learner withdrawal from full-time FE and HE programmes have increased in the last four years, but remain below the sector norm. The number of learners who withdraw from part-time FE and HE programmes is above the sector average and has been for the previous 4 years.
- The number of learners contributing to the SFC student satisfaction engagement survey has increased. The overall satisfaction level of full-time FE learners has improved and is above the sector norm.

Evaluative commentary

Equity, attainment, and achievement for all learners (QI 3.2)

Areas of positive practice

- A wide range of staff teams work collaboratively to support learners to stay on course and complete their programme. These include wellbeing student support staff, learner support staff, and learning/digital support staff.
- Most college learners with additional support needs successfully achieve their programme and develop a broad range of relevant skills which help them gain employment. For example, the Project Search initiative is supporting 70% of learners with additional support needs who are successful to gain employment.
- Learner progression to HE level provision and employment is high. Around 95% of learners achieve a positive destination upon completing their college programme.

- The college supports community-based learners well to progress to college located provision. For example, community engagement initiatives such as find your future are successful in encouraging and supporting hard-to-reach learners to engage with the college. These approaches are part of a strategic aim to secure transition of learners on part-time, community-based programmes, to full-time provision.
- The college leadership team provides staff with autonomy to innovate and implement change to support learners to achieve.
- Staff engage productively with employers in the region to take forward numerous initiatives which contribute to the National Strategy for Economic Transformation. These include The Eden Project Scotland and the Montrose Ports / Montrose Zero Four green skills developments. This provides learners with opportunities to work on real life projects to develop their range of skills and experiences.

Areas for development

- Meta skills are mapped well across all curricular areas. However, staff have not yet embedded them consistently in all programmes and are not signposting the development in these skills sufficiently to all learners.

3.2 Approaches to assuring and enhancing the quality of learning and teaching including professional updating

Leadership for improvement of learning and teaching (QI 1.2)

- Senior managers have positioned the college well as a leading partner within the Tayside region. This is producing significant benefits that are enhancing the quality of the learner experience. For example, lecturers and commercial managers make effective use of the SFC's Flexible Workforce Development Fund to design training that supports employers to address priority skills gaps.
- All curriculum managers make productive use of monthly meetings to reflect on curriculum activities with their peers, introduce new approaches to deliver learning and teaching, and share effective practice.
- Managers work collaboratively with other colleges to influence and shape national curriculum and adopt best practice.
- Teaching staff work productively in meetings and informal settings to generate new and improved approaches to learning and teaching which enhances the learner experience.
- Almost 90% of teaching staff hold the Teaching Qualification in Further Education. Senior managers adapted Teaching in Colleges Today to replace the teaching Professional Development Award (PDA) with a contextualised award, branded as Teach at D&A. This approach is valued highly by staff and supported effectively by learning and teaching mentors.
- Most teaching staff use the My Progress digital platform effectively to monitor the progress of learners. Staff make good use of the easily accessible learner information to tailor learning and teaching to meet the needs of individual learners.

- Managers provide all teaching staff with good opportunities to evaluate and enhance their pedagogical practice. They have revised and reintroduced the Reflecting on Learning Experience (ROLE) initiative to provide contextualised local arrangements, including peer lesson observation, use of the My Evaluation platform and arrangements for curriculum teams to engage in professional dialogue.
- Academic development staff gained accreditation from General Teaching Council Scotland to deliver Coaching for Success. All college departments are benefitting from having a group tutor to support staff to develop coaching techniques.

Areas for development

- Some staff do not use My Progress (or equivalent awarding body systems) effectively to ensure a consistent learning experiences for all learners.

Learning, teaching, and assessment (QI 2.3)

Areas of positive progress

- The college is continuing to refresh its curriculum portfolio to respond to opportunities emerging within the region. Curriculum staff engage effectively with stakeholders and regional employers to ensure the curriculum offer supports economic development in the region.
- Teaching departments make effective use of work placement opportunities and input of industry representatives, to help learners to develop a wide range of relevant meta skills.
- The Business Partnership team and curriculum staff work collaboratively and effectively to develop and deliver learning and skills programmes that meet employer needs.
- Curriculum teams coordinate a range of useful events to help school-age learners' transition to college programmes. These include delivering presentations to schools, hosting open days and arranging events to help potential learners find out about life at college.
- Curriculum teams make good use of monthly meetings with group tutors to discuss and update learner information on My Progress and action interventions to support learners at risk of not completing their programme successfully.
- Most curriculum teams draw productively on data to identify points in the year, and in programmes, when learner withdrawal may become an issue. They use the findings to organise events targeted at improving retention and proactively encourage learners to engage with the initiative Stay@D&A.
- The college's community partnership staff work well with local and regional partners to reach out to young people and adults who are furthest away from engaging in education or employment. This is encouraging vulnerable learners to take incremental steps towards engaging fully with the college.
- Prior to enrolment, learners benefit from the support they receive from staff to ensure they are aware of their timetables and know how to use college resources to support them during

their time at the college. This is particularly helpful to vulnerable learners who are transitioning to a college programme.

- Staff work well with the local authority and secondary schools to ensure that expectations on standards of behaviour at college are conveyed effectively to pupils. This is helping to ensure that school-based learners have a positive experience whilst at college.

Areas for development

- None identified.

3.3 Learner Engagement

Learners leading learning (QI 1.2)

Areas of positive progress

- All learners value the support they receive from guidance tutors, teachers and support staff to progress well within their programmes.
- There are effective arrangements for ensuring learner representation are comprehensive and inclusive and lead to improvements for learners. Student representatives gather and use feedback from their classmates effectively within course team discussions to bring about improvements.
- Dundee and Angus Students' Association (DASA) are represented well at all levels within the college and deliver the learner voice effectively. DASA representatives feel valued and listened to and can describe positive change resulting from their feedback.
- Class representatives contribute effectively during curriculum staff meetings to share the learner voice on specific issues within programmes. DASA can articulate examples of positive change being made as a direct result of providing learner feedback.
- DASA and the Learning and Community Engagement Team coordinate useful events to promote and reinforce the inclusive culture within the college. This included supporting LGBTQ+ learners to participate socially with peers in a fun way.

Areas for development

- None identified.

Evaluation leading to improvement (QI 1.4)

Areas of positive progress

- Arrangements for gathering learner feedback are comprehensive. Managers and staff draw productively on the findings within evaluation processes to plan actions that enhance the learner experience.
- Class representatives feel well informed to carry out their duties. DASA has supported recruitment of class representatives in almost all curriculum areas, and most have received training to undertake their role.

- DASA host weekly Feedback Fridays for all learners to convey their views on a specific theme. Feedback is collated and shared through committees and channels to help support enhancement of the learner experience.

Areas for development

- None identified.

3.4 Update on previous Education Scotland evaluative activities AY 2022-23

Areas of positive progress

- The college has worked hard in the last year to support staff to identify approaches to reduce rates of learner withdrawal in most full-time programme areas. However, this work is not yet complete and for part-time FE and HE programmes withdrawal is above the sector average.
- College staff are working well with local authority schools to ensure younger learners understand the expectations regarding behaviours whilst at college.
- There are no current or outstanding Safeguarding issues.

Areas for development

- The college should improve retention rates of learners on part-time programmes.

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 through on-going engagement with the link HM Inspector.

Peter B Connelly
HM Inspector

Annexe 1 Evaluative Terms

The following standard Education Scotland terms of quantity are used in this report:

All	100%
Almost all	91%-99%
Most	75%-90%
Majority	50%-74%
Minority/less than half	15%-49%
A few	less than 15%

Other quantitative terms used in this report are to be understood as in common English usage.

Annexe 2

Full-time FE

College			
	Withdrawal	Partial Success	Completed successfully
2018-19	19.8%	10.5%	70.2%
2019-20	18.8%	9.1%	72.1%
2020-21	24.7%	6.6%	68.8%
2021-22	27.4%	7.4%	65.2%
National sector performance			
	Withdrawal	Partial Success	Completed successfully
2018-19	24.70%	10.10%	65.20%
2019-20	20.80%	13.20%	66.00%
2020-21	27.30%	11.70%	60.90%
2021-22	29.30%	11.70%	59.00%

Part-time FE

College			
	Withdrawal	Partial Success	Completed successfully
2018-19			84.4%
2019-20	9.7%	7.8%	81.3%
2020-21	13%	5.6%	83.5%
2021-22	15.1%	7.1%	78.3%
National sector performance			
	Withdrawal	Partial Success	Completed successfully
2018-19	9.30%	11.00%	79.70%
2019-20	9.50%	12.50%	78.00%
2020-21	10.10%	13.70%	76.20%
2021-22	10.70%	13.00%	76.30%

Full-time HE

College			
	Withdrawal	Partial Success	Completed successfully
2018-19	14.6%	13.7%	71.7%
2019-20	13.1%	12.4%	74.4%
2020-21	16.6%	8.5%	74.9%
2021-22	19.1%	10.9%	69.9%
National sector performance			
	Withdrawal	Partial Success	Completed successfully
2018-19	18.50%	11.70%	69.80%
2019-20	14.90%	11.70%	73.40%
2020-21	17.60%	10.90%	71.60%
2021-22	23.60%	13.90%	62.50%

Part-time HE

College			
	Withdrawal	Partial Success	Completed successfully
2018-19			
2019-20	9.7%	10.3%	80.0%
2020-21	16.7%	11.6%	71.7%
2021-22	13.0%	10.3%	76.4%
National sector performance			
	Withdrawal	Partial Success	Completed successfully
2018-19	9.00%	12.10%	78.90%
2019-20	8.20%	13.70%	78.10%
2020-21	9.20%	9.90%	80.90%
2021-22	9.50%	11.70%	78.80%

	2021 -2022			
	Enrolled	% Completed Successful	% Partial Success	% Withdrawal
Dundee and Angus				
10% Most deprived postcode areas	1,405	64.4%	9.1%	26.5%
20% Most deprived postcode areas	2,345	65.1%	8.7%	26.1%
Care Experienced	546	61.2%	10.6%	28.2%
Disability	1,401	68.9%	7.6%	23.5%
Ethnic minority	404	70.3%	6.9%	22.8%
FE Females	2,946	66.2%	8.1%	25.7%
FE Males	2,682	70.4%	7.8%	21.8%
HE Females	998	71.2%	9.3%	19.4%
HE Males	692	69.7%	11.6%	18.8%

	2021 -2022			
	Enrolled	% Completed Successful	% Partial Success	% Withdrawal
Scotland				
10% Most deprived postcode areas	21,327	60.1%	13.7%	26.3%
20% Most deprived postcode areas	39,849	60.8%	13.5%	25.6%
Care Experienced	7,887	52.5%	17.8%	29.6%
Disability	30,671	61.6%	14.4%	24.0%
Ethnic minority	12,999	68.9%	13.7%	17.5%
FE Females	47,435	61.9%	13.6%	24.5%
FE Males	46,808	68.5%	13.1%	18.4%
HE Females	19,528	67.0%	10.7%	22.3%
HE Males	16,537	63.1%	16.2%	20.7%

BOARD OF MANAGEMENT

Tuesday 12 March 2024



MINUTE OF LAST MEETING

PAPER B

BOARD OF MANAGEMENT



Minute of the Meeting held on Tuesday 12 December 2023 at 5.00pm in Seminar Room 5, Arbroath Campus, and Microsoft Teams

Draft

PRESENT:	L O'Donnell (Chair)	S Middleton
	D Smith	S Hewitt
	F Khan	H Honeyman
	D Rosie	D Fordyce
	B Lawrie	C Ogilvie
	R McLellan	M Williamson
IN ATTENDANCE:	J Grace (Vice Principal)	B Ferguson (Head of Finance)
	S Taylor (Vice Principal/Secretary to the Board)	
	P Muir (Board Administrator)	C Gibson (Business Partnerships Manager)

1. WELCOME

L O'Donnell welcomed everyone to the Board meeting.

2. APOLOGIES

Apologies were noted from Carri Cusick, Kevin Ditcham, Matthew Beattie, Jackie Buchanan, Neil Lowden, and Donald Mackenzie.

3. DECLARATIONS OF INTEREST OR CONNECTION

There were no declarations of interest.

4. MINUTE OF LAST MEETING – 28 SEPTEMBER 2023

The minute of the last Board of Management meeting was approved following amendment to the attendance and wording re Board lunch.

5. MATTERS ARISING

All matters arising had been closed.

6. PRESENTATION ON CURRICULUM/EMPLOYER PARTNERSHIPS

L O'Donnell welcomed C Gibson to the meeting and asked J Grace to introduce the topic set the context.

J Grace noted the recent changes within the structure and the work undertaken by C Gibson and others to better align commercial and employer partnership work with the curriculum and strategic priorities of the College.

C Gibson highlighted the role of the team was to close the growing skills gaps and labour shortages that the business community faces. C Gibson supports businesses, to access training and funds that may be relevant to them.

This approach helped to create longer-term strategic partnerships that support income generation for the College and meaningful collaboration for the curriculum.

C Gibson provided some examples whereby the success of business partnership working enabled enriching experiences and opportunities for our existing and new students. From working with Emergency Services in delivering electric vehicle training to working with the care sector - upskilling kitchen staff and investing in the time to create a successful commercial income for the college. These were hugely successful projects with excellent feedback from business and further plans are in place to develop these partnerships and opportunities further.

C Gibson noted they are working in partnership with NHS Tayside in terms of care, facilities management and business. This has created a successful and strong partnership, building a strong rapport with the College, and enhancing the student experience.

S Hewitt acknowledged that building effective partnerships is one of the strategic aims of the college's 2025 strategy that the board had previously agreed upon and these are examples of the manifestation of that agreement.

C Gibson highlighted various new partnerships with local clubs, such as Dundee Rugby Club who are renting out space at Gardyne Campus and Aberdeenshire Sport whose Leisure and Culture Services were moving away from council control and re-contracting with staff and revising ways of working.

C Gibson highlighted the development of the MSIP Skills Academy opportunities through partnership working with Coast Training Services. This has helped Coast to develop its business activities and supported the College to raise its profile with the renewables sector whilst generating income from subletting an area within the MSIP site.

C Gibson noted that the Tay Cities SME skills project will be launched in January 2024 and will run for a period of 6 years to 2030, helping to develop College links whilst also opening up opportunities for training.

Developments were discussed, and C Gibson confirmed that the Tay Cities project would cover the cost of the staff involved as well as being able to realise training income for the college.

The Board welcomed this presentation and praised the work of C Gibson and the staff involved.

7. NATIONAL ACTIVITY UPDATE

L O'Donnell stated all colleges are going through difficult times financially; however, we are now in a stronger position at D&A because of the actions taken over the last year. He noted the headline from the recent UK Government autumn statement has been a 2p in the pound cut to National Insurance contributions, but that there had been little reference any additional investment in public services.

L O'Donnell noted that the Scottish Government would announce its 2024/25 draft budget on the 19th of December 2023. In advance of this announcement a funding gap of £1.5bn has been flagged and another difficult year for the college sector finances should be anticipated.

L O'Donnell acknowledged that the College is working hard to influence policy within the Sector with the ongoing financial struggles that are faced.

The update was welcomed.

8. STRATEGIC ITEMS

8.1 Strategic Projects Update

J Grace summarised the paper for information.

J Grace noted the success of the rescheduled Regional STEM Expo that took place at the Skills Academy. Over 973S2 pupils attended over the two-day course and the event helped to engage learners with a range of activities designed to build their confidence and awareness around a future career in STEM.

J Grace noted the developments as part of the Tay Cities TCEP project are continuing to make positive progress. She noted that the Business Case and the Business Justification Case have received full approval from the Scottish Government with the launch of these projects starting early next year.

The update was welcomed.

8.2 D&A Outcome Agreement 2023-2024 and Self-Evaluation Report 2022-2023

S Taylor summarised the D&A outcome agreement and self-evaluation report, noting that this was developed relative to detailed guidance from SFC. Two case studies were brought to the attention of the Board to illustrate the way D&A support individuals to change their lives and prosper within the economy, alongside the creation of cutting-edge education to meet regional (and national) skill gaps.

L O'Donnell praised the document and case studies.

D Fordyce noted the progress in respect of the Climate Emergency action plan targets and asked if these were noted to the board. S Taylor confirmed that these were outlined in the annual update on the Climate Emergency Plan.

M Williamson asked if the funding aligned accurately with outcome agreement and arrangements for the academic year. S Taylor stated that they did, but that arrangements did not really link the planned outcomes with discussions around funding. S Taylor stated that the outcome agreement arrangements were under review at the moment and that a new approach was anticipated to be announced early next year.

S Middleton praised the report and case studies. However, noted an error in section 3. This was noted and would be updated.

L O'Donnell thanked S Taylor for the two documents.

9. STUDENTS' ASSOCIATION REPORT

C Oglivie introduced the report presentation to the Board, noting that 249 class reps had been appointed, with 205 of these fully trained. Planning and training had progressed well, with 22 department reps also recruited and only 3 departments not having representation. C Oglivie stated that there were alternative arrangements in place for these areas and for classes that did not have a rep.

On-going support for the Thrive project was noted, with the winter appeal ongoing and proving to be a huge success.

C Oglivie stated the Sports and Fitness Department as part of the D&A Decade cyclathon raised over £1k for Thrive.

Graduation was held at the Caird Hall on the 28th of October 2023 and was a huge success with many students coming together to celebrate all their hard work and achievements.

C Ogilvie noted the College celebrated their 10th year Anniversary this year with various events held within the Students' Association. He highlighted the College will be running a Tartan design competition early next year, where students will be able to design a tartan for the College.

H Honeyman thanked C Ogilvie for the update and noted her thanks to the Students' Association for the on-going work and effort to support students across the College.

L O'Donnell welcomed the update and congratulated C Ogilvie on how quickly he had got up to speed as Student President.

10. NATIONAL BARGAINING

S Taylor highlighted the paper, summarising recent developments around a range of national bargaining points.

The limited recent progress on reaching a settlement was noted and concern expressed that there did not seem to be any likely resolution in the near future.

S Taylor noted that National Policy discussions were also ongoing, with these policies also being challenging and with only one policy having been agreed, the National Menopause Policy. H Honeyman shared her concerns regarding the policies that have been approved, with other policies not being a priority.

The report was noted.

11. PRINCIPAL'S REPORT

S Hewitt summarised his report highlighting the key projects and recent activities currently being progressed and aligned to the three core pillars of the new 2025 More Successful Students Strategy.

S Hewitt reported that Education Scotland visited D&A college to undertake their annual engagement visit (AEV). This consisted of Education Scotland meeting with a range of students and staff and providing feedback on their findings. The feedback has been phenomenal, very positive, and S Hewitt noted that this was a great credit to the hard work of staff across the College.

S Hewitt noted that the College HMI (Peter Connolly) would attend the next Board meeting to cover the feedback and report arising from the visit.

12. FINANCE & INFRASTRUCTURE ITEMS

12.1 Financial Sustainability & Sector Reform

S Hewitt noted the importance of creating a stable financial platform for the College to work from. This had been achieved and the savings made in 2022 and 2023 had delivered a breakeven budget. The two savings plans had reduced College expenditure by c£4.5 million (10%) although it was recognised that this had only allowed the College to stand still. Substantial decisions have been made; the college was able to sustain full time student numbers despite the significant funding cuts.

S Hewitt noted that although there have been 26 fewer streams the College has recruited more full-time students, leading to an increase in efficiency. S Hewitt reassured the Board that the senior team were continuing to take steps to reduce costs and to create a stable financial platform for the College to work from over the next few difficult years, despite the difficult financial challenges ahead such as pay awards, further strike action and the potential of a reduction in the flexible workforce development fund.

12.2 Annual Report from Audit & Risk Committee

H Honeyman praised the report, noting the positive engagement with auditors and staff. She stated she is content with the position of the College in terms of the Audit & Risk report and how the College is moving forward, financially, with the upcoming potential risks.

The Joint Audit & Risk and Finance & Property Committee had welcomed the success in finalising the annual accounts. The Committee had also recognised the significant efforts of the College's Finance team, led by Brian Ferguson and Rhonda Bissett and the supportive, flexible and pragmatic way that the External Audit team led by Audit Manager Ruth Holland and Audit Senior Somtochukwu Onyesoh.

12.3 Mazars Annual Audit Report

B Ferguson summarised the audit letter and report, noting that the audit outcome was positive and unqualified, representing a good audit outcome for the College with no significant concerns highlighted.

B Ferguson stated that two internal control recommendations had been mentioned in section 3 which related to findings from the audit work carried out.

There did, however, remain a final update to be progressed with the valuation of land and buildings as a result of the requested revaluation given the presence of RAAC. B Ferguson noted that this had resulted in a reduction in value of £2.7 million which had now been confirmed to Mazars and the Financial Statements updated accordingly. This was still, however, awaiting final sign off by the auditors, although it didn't impact on the main body of the statements.

S Taylor noted that the request was for the Board to recognise the audit report with this amendment to be progressed and delegate authority to the Board Chair and Chair of Finance and Property to confirm final approval of the Financial statements. This was approved.

The Board welcomed the positive audit outcome.

12.4 Financial Statements for the year ended 31 July 2023

B Ferguson summarised the financial statements highlighting that despite the excellent outcomes that the College consistently achieved, and the fantastic opportunities developing within the D&A region, there are significant challenges to be faced.

The 'flat cash' funding settlement for colleges for 2023/24 at a time of high inflation and significant wage pressures has represented a further significant funding reduction for the sector as a whole. He thanked Mazars for the approach taken to the audit and for their work in understanding the College and its operating context.

B Ferguson summarized the differences between the tables presented within the statutory accounts and how these related back to the quarterly management accounts considered by the Finance and Property Committee. Movements in non-cash items such as the land, buildings and pension valuations were highlighted.

The Financial Statement for the year ended 31 July 2023 were approved (subject to final approval as noted above) for submission. **B Ferguson to progress.**

12.5 Finance & Property Committee Management Accounts (for information only)

B Ferguson noted the report and the overall improved forecast for 2023/24. L O'Donnell welcomed this improved position and thanked B Ferguson and the Finance Team for their contribution to the finance items.

13. GOVERNANCE ITEMS

13.1 Membership Update

S Taylor presented this report for approval. He confirmed that Matthew Beattie has been elected as Support staff Board Member in October 2023 with board members having already endorsed this membership.

S Taylor highlighted the Scottish Government has confirmed arrangements for the addition of two union nominated members of college boards with effect from 31 January 2024. These members (one nominated by recognised academic union(s) and one nominated by recognised support union(s) will be confirmed through nationally approved nomination (and election if required) processes. Arrangements for these nominations are underway and will be finalised and progressed once the revised legislation is in place at the end of January 2024 for implementation by 31 March 2024.

As these arrangements amend the number and designation of board members, they will have an impact on the Articles of Governance and Governance Manual operated by the Board. S Taylor will update the Governance Manual to include the proposed updates and will issue a revised document for the next Board meeting. This approach was approved. **S Taylor to progress.**

S Taylor highlighted that as part of the arrangements in place with the D&A Foundation, Brian Lawrie has been nominated to be a Trustee of the Foundation. Board members congratulated B Lawrie and welcomed this endorsement.

L O'Donnell highlighted that K Ditcham has resigned from his position within the Board. L O'Donnell and the Board thanked K Ditcham for his service and contribution as a Board member..

S Taylor asked that arrangements for recruitment of a replacement member be approved, with this delegated to the nominations Committee as usual. This was agreed. **S Taylor to progress.**

13.2 Board Metrics

S Taylor provided this report for information only but highlighted the recent student satisfaction data published by the Scottish Funding Council showed that Dundee & Angus College were significantly above average and the highest for any large or regional college with 96.7% overall satisfaction for 2022/23, as opposed to the national result of 93.4%.

The report was noted and student satisfaction levels praised by the Board.

14. MINUTES OF COMMITTEE MEETINGS

Updates from the Committees were noted. D Fordyce and H Honeyman summarised key points from the recent meetings.

15. CORRESPONDENCE

The list of recent correspondence was noted

16. DATE OF NEXT MEETING

Tuesday 12 March 2024 at 5.00pm, in room A605, Kingsway campus and hybrid on MS Teams

L O' Donnell highlighted that the Board Strategy Day on 22 January 2024 was progressing, with the location to be confirmed and booked at the new MSIP venue.

M Williamson queried if it would be helpful to have an external facilitator in for the Board Strategy Day. L O'Donnell confirmed he act on this helpful advice.

Action Point Summary

Responsibility

Date

Governance manual to be updated

S Taylor

12 March 2024

Financial Statements to be confirmed, signed and submitted

B Ferguson/
S Hewitt

22 December 2023

Board recruitment to be progressed

S Taylor

12 March 2024

BOARD OF MANAGEMENT

Tuesday 12 March 2024



MATTERS ARISING

PAPER C

BOARD OF MANAGEMENT

Tuesday 12 March 2024

Matters Arising



Paper C for information

The following actions were noted from Tuesday 12 December 2023 Board of Management Meeting:

Agenda Item No	Action	Current Status	Open/Closed
12.4	Financial Statements to be confirmed, signed, and submitted. B Ferguson/ S Hewitt	Scheduled for 22 nd of December 2023	Open
13.1	Governance manual to be updated. S Taylor Board recruitment to be progressed. S Taylor	Scheduled for 12 th March 2024	Open

The following actions were noted from Tuesday 20 June 2023 Board of Management Meeting:

Agenda Item No	Action	Current Status	Open/Closed
5.0	Board development update on Risk management to be scheduled as part of next board day. S Taylor	Scheduled for November 2023 Board development day scheduled for January 2024	Open

Author & Executive Sponsor: Steve Taylor, Vice Principal

BOARD OF MANAGEMENT

Tuesday 12 March 2024



STRATEGIC ITEMS

8.1- STRATEGIC PROJECTS UPDATE

PAPER D

BOARD OF MANAGEMENT

12 March 2024

STRATEGIC PROJECTS UPDATE



Paper D for information

1. Tay Cities Deal (TCD) Projects

1.1. Tay Cities Engineering Partnership (TCEP)

The TCEP board continues to meet regularly to oversee progress of the project. All partners were in attendance at the Q4 meeting last month where partner objectives and targets for the 2024/2025 project year were reviewed. The final paperwork for the partnership agreement is being prepared by the solicitors and will be signed by all partners by 14 March.

Procurement plans have been implemented with 2023/24 procurement activity in the final stages and remaining equipment delivered this month. Plans for 2024/25 procurement, including the mobile unit, have been initiated.

An Information for Educators session was held on 15 February at the Engineering Partnership Innovation Centre (EPIC) supported by one of the TCEP partners: Angus Training Group. SDS Careers Advisers and teachers from Angus schools attended to learn about the resources available through TCEP and how to help support students considering a career in Engineering. Feedback on the session has been overwhelmingly positive, will be beneficial in the development of course materials to meet project objectives and has raised the profile of the partnership within Angus schools and SDS.

The Scottish Manufacturing Advisory Service will host their continuous improvement workshop at EPIC on 19 March where 8 businesses will also receive a tour of the facilities.

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

Following approval of the Business Justification Case in December 2023, the project is now fully active with project staffing in place. Pam Duke, Head of Curriculum and Quality for Science takes on the project management responsibility supported by members of the team. The finalised Memorandum of Understanding is on target to be signed by partners by 1 March 2024. The sub legal agreement for beneficiaries of the project (ie Fife College and Perth College UHI) is currently being prepared.

Planned procurement has been completed utilising the full 2023/24 budget allocation and equipment is starting to arrive. A budget reforecast request has been approved by the TCD Project Management Office and final Scottish Government approval is awaited. The reforecast will ensure the funding is more effectively allocated across the remaining project timescale.

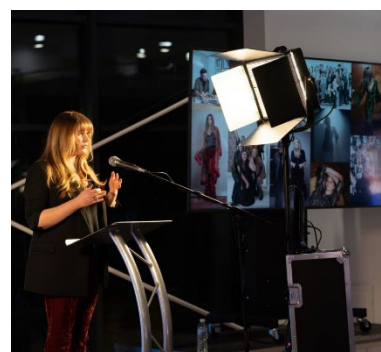
The first meeting of the Curriculum Steering Group took place on 9 February 2024 with a follow up meeting planned with partner colleges in early March.

1.3. SME Skills

The SME Skills fund was formally launched to the business community on 31 January 2024 with an event featuring 3 keynote speakers who shared their business journey. Each of the speakers emphasised the importance of employee upskilling and training to support them to retain staff. Over 100 people registered to attend the event and 25 applications were made to the fund as a result.

The fund provides a £5000 grant to an SME business in the Tay Cities region which can be used to access training delivered by the local colleges and/or universities. Prior to the launch event the delivery team were working hard behind the scenes finalising processes and systems to ensure compliance with Tay Cities and Scottish Government governance.

The planned drawdown of funding has been reprofiled with ambitious targets set for years 1 and 2 of the project.



2. UK Shared Prosperity (UKSP) Fund/Levelling Up Fund

2.1. Multiply

The Multiply project is a UK Government initiative that aims to boost maths and numeracy skills in work and daily life. D&A College has secured funds of up to £800,000 from Angus and Dundee City Councils' share of the UKSP Levelling Up Fund for activities taking place between August 2023 and March 2025. Kirsty Paterson is the college's Project Delivery Lead for the Multiply project.

The project has multiple strands, one of which is the Homework clubs for parents and secondary school age children which are proving to be a huge success. These were initially piloted out of the Arbroath campus and have expanded to delivery within targeted Angus schools. So far, the project has supported 65 family groups and has a waiting list of 70 families. Although the initiative was initially in response to our Angus Council contract, Dundee City Council has since requested that we pilot the clubs which are in the early stages of delivery but already proving very popular.

In addition, the project team has developed 4 online skills-boost courses which allow learners to work at a time and pace that suits their lifestyle. This offer was launched on the 8 January and 87 people have signed up already. The team is developing another two Healthcare Numeracy related skills-boost courses which will be on offer by the end of March. An online course as an alternative and equivalent to National 5 Maths has also been developed with 21 learners signed up. We have engaged with local universities who have agreed to recognise the course as meeting the maths entrance requirement for teaching and social work courses. Further work is underway to SCQF credit rate the course and discussions are ongoing with other universities across Scotland for a similar pathway.

The project is also supporting the upskill of Maths and Numeracy within a number of existing full-time College courses, including ESOL, Horticulture, Social Science, Construction and Supported Education with plans in place to support the DFN Project Search course.

Work is also underway with employers to offer CPD for staff and the project team has recently been involved in employer related academies.

2.2. Data is Everyone's Business

The College has successfully bid through Dundee City Council's Challenge Fund for UKSP funds to deliver digital skills training in partnership with The Data Lab. There are 3 strands to the project: Data for All, Women in Data and Data for Leaders. The contract value is £100 000 for 10 focused training courses to be delivered to 120 participants with half of the courses having been delivered to date.

3. Esports

The Esports studios received very positive feedback following the official launch which has resulted increased collaborations with games companies and esports organisations. We have also received a number of hire requests to use the facilities. Esports students are fully utilising the studios and lecturers from a range of curriculum areas have been in touch to arrange tours and workshops for their students.

The Esports Society room sponsored by Irn Bru is currently being finalised and will be launched in April for all students to use. Social gaming will be available at lunchtimes and gaming workshops and practice sessions will be arranged throughout the summer.

We have recently signed an exclusive Scotland wide partnership with Corsair (leading esports tech company) which secures sponsorship of the D&A Dragons official esports team, support and sponsorship of tournaments, access to equipment and software, exclusive access to players and influencers for the students and placements for the esports degree students.

Esports club kids classes are still going well with 4 classes running per week. We are running an Easter camp which is already fully booked from the current kids classes.

A value proposition proposal is currently being developed for Esports developments for the next 5 years.

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: Curriculum and Partnerships Team
Executive Sponsor: Julie Grace, Vice Principal

BOARD OF MANAGEMENT

Tuesday 12 March 2024



STRATEGIC ITEMS

8.2- 2030 STRATEGY DEVELOPMENT

PAPER E (i) & (ii)

UPDATE

BOARD OF MANAGEMENT

Tuesday 12 March 2024

2030 Strategy Development Update

Paper for information

1. Introduction & Context

Two significant board strategy events were held on the 5 May 2023 and the 22 January 2024. These sessions evaluated the current progress and impact of our existing 2025 *More Successful Students* strategy, demonstrating significant progress across all key performance metrics, as well provided the opportunity to explore what the strategic context looks like post 2025, and what key elements/areas of focus should be included in the next phase of the 2030 strategy development.

2. Progress to date

Key discussions from the two sessions included:

- 5 May 2023: During this session, we assessed the current strategy's impact and progress. The results were encouraging, with strong advancements across all key indicators. We also explored the broader economic landscape in terms of economic transformation and looked at areas of good practice from across Scotland.
- 22 January 2024: This session delved into understanding the current operating environment, challenges and opportunities for the college. The majority of the time was spent envisioning the future for our students, staff, partners, and communities with several key themes emerging. One of which being our key role as an integral part of the community fabric. A full read out of this session has been provided separately.

3. 2030 Concept/Theme

Throughout both these sessions, a consistent overarching theme emerged regarding the college's role as a fundamental part of the fabric of our region and communities. It was clear through the discussions that we are not just an institution; we are everyone's college, deeply ingrained in the lives of our staff, learners, partners and stakeholders.

In light of this, it is proposed that our next strategy be aptly named "**Our College**." This title reflects the collective ownership and shared responsibility that we all have in shaping the future of our institution.

Under the umbrella of "Our College," we have identified three central themes that encapsulate the essence of our values, mission and vision: Our People, Our Experiences, and Our Impact.

- **Our People**: This theme will focus on nurturing and empowering our staff, students, and stakeholders. It encompasses initiatives aimed at personal and professional development, creating a supportive community, and fostering collaboration.

- **Our Experiences:** Encompassing the physical and virtual aspects of our college, this section will address the infrastructure and college estate, innovative learning and teaching approaches, and the enhancement of industry links and partnerships. By refining these elements, we aim to offer sector leading experiences to all members of our college community.
- **Our Impact:** This section will measure our success through the lenses of student and staff in areas such as achievement, satisfaction, and progression. It underscores the significance of the positive influence we have on individuals, our communities, and the region at large.

In summary, the 2030 vision sees Dundee & Angus College developing and supporting **amazing people**, offering **life changing experiences** and delivering **significant impact** for our region and our communities.

4. Timeline & Next Steps

If Board members agree on the overarching concept and approach outlined, the Executive Team will provide an initial draft, including potential metrics, for discussion at the June 2024 Board meeting.

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 the following risk 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)
- 1.2 College may be disadvantaged by changes to either UK or Scottish Government policies
- 1.4 College disadvantaged as a result of changes arising from major national educational body reviews

Author and Executive Sponsor:

Simon Hewitt, Principal



Reviewing 'More Successful Students' 2020-25 strategy and beginning strategy development for 2025-30

Proud of..?	Hopes for..?
Past present	Future present
Concerns about..?	FEARS?

**DUNDEE & ANGUS
COLLEGE STRATEGY
DEVELOPMENT DAY**

22nd January, 2024
MSIP Innovation Hub, Dundee

Photo: Stonehaven harbour
© 2019 Joe Lafferty



Table of Contents

Agenda.	p 03
Visual overview of the day.	p 04
'Check-in'.	p 05
Frame for the day.	p 06
Review of 'More Successful Students.	p 07
Wider context and future scenarios.	p 11
Our context and future scenarios.	p 19
Towards a 2025-30 Strategy.	p 23
Plenary Dialogue.	p 26
Next steps.	p 35
Reflection on the Development Day.	p 37
Appendix 1: Flipcharts.	p 39

'Memory Book'

This 'memory book' captures the activities carried out on the Board and Executive Strategy review and Development day at the MSIP on 22nd January, 2024. All the 'raw data' is attached in flipcharts and I have tried to theme / summarise some of the dialogue on the day as a starter for ten.

This is a record of the start of the process of developing the new strategy. There will be opportunity for the whole Board to give input to the process over the next weeks and months. The key next step is to create a wider engagement in the strategy development process involving staff, students and some stakeholders.



Dundee and Angus College
Board Strategy Day

Date/Time: 22nd January, 9:30-15:30

Location: MSIP

Aim: Progress the development of the College Strategy for 2025-30.

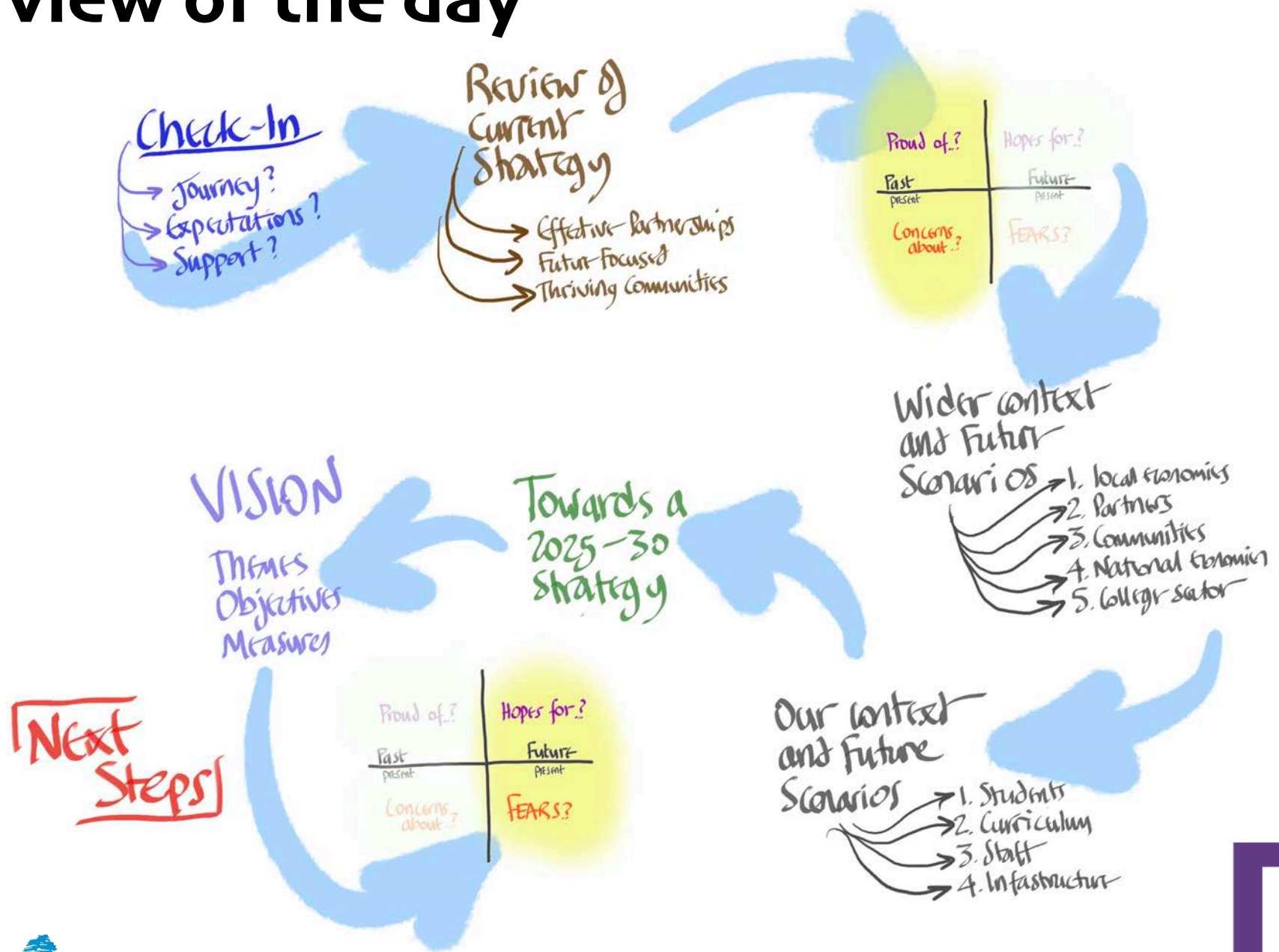
- Objectives:**
1. Review progress on the current strategy, 'More successful Students'. How have we done so far and what, if anything, remains to be completed in 2024?
 2. Review the current context and consider potential future scenarios.
 3. Consider our vision, mission, values and objectives.
 4. Agree the next steps and timescales for the strategy development.

Agenda:

Time	Event	Led by
09:30-10:00	Tea/Coffee/Introductions	
10.00-10.05	Aim and objectives for the day	Laurie
10:05-10:20	Check-in: connecting to the task and each other	Joe
10.20-11.15	Review of 'More Successful Students'	Joe
11.15-12.30	Wider context and future scenarios Part 1 <ol style="list-style-type: none"> 1. The local economies 2. Partners 3. Communities 4. The national economy & public finances 5. The college sector – Scotland & rUK 	Joe
12:30-13:00	Lunch	
13.00-14.15	Our context and future scenarios Part 2 <ol style="list-style-type: none"> 1. Students 2. Curriculum 3. Staff/Workforce 4. Infrastructure 	Joe
14.15-15.15	Towards a 2025-30 Strategy <ul style="list-style-type: none"> • Themes • Core Objectives / Measurements • Vision 	Joe
15:15-15:30	Close & Next Steps	Laurie
15:30	Tour of the Skills Academy for those who can	Simon

Agenda

Overview of the day



'Check-in'

Connecting to the task and the relationship.

When running events like this, using the precious time of the Board, mostly volunteers, and the College executive, who put a lot into preparing for the day, there is a temptation to press on with the urgent task at hand.

However, in our experience, it pays dividends to make a little time at the start of the meeting just to 'come into the room' to help participants to become fully present.

So we made some time to connect to both the task at hand, and to connect relationally at the start of the meeting, by giving everyone present the opportunity to answer the three questions opposite, and then to listen to 2 or 3 different colleagues take on these questions.

This helps with engagement and enhances the quality of the dialogue for the day.

'Check-in'

The journey the college has been on this past year has felt like...

- * Tough and demanding
- * Informative
- * Intense
- * Soul searching
- * Like the rock... difficult... but ultimately came out other side
- * Eventful but successful
- * A rollercoaster - fear, trepidation for finances - relational student success & decisions paying off
- * Venturing into new territory, trying to understand the lay of the land (new Board member)

What I want to get out of today is...

- * Strong strategy
- * Relationships
- * Future direction
- * Some clarity about the high level areas of strategy and what Board members see as important for 25-30
- * Clarity for the future
- * Progress and reflect
- * Deeper understanding of the college, the FE sector
- * Feel as if I have added value
- * Commitment to the strategic direction of college & curriculum
- * Core themes & the boxes to allow things to progress

I can best support my colleagues today by...

- * Contribute to discussion
- * Provide as much context, knowledge & understanding as possible to help inform direction
- * Listen & understand
- * Bring my own experiences
- * Be objective / bring different perspective
- * Be present
- * Be honest, open & actively listen
- * Consideration of all ideas
- * Listen
- * Provide strategic & operational context to support the work of the Board & College
- * Participate



Frame for the day: building on our achievements

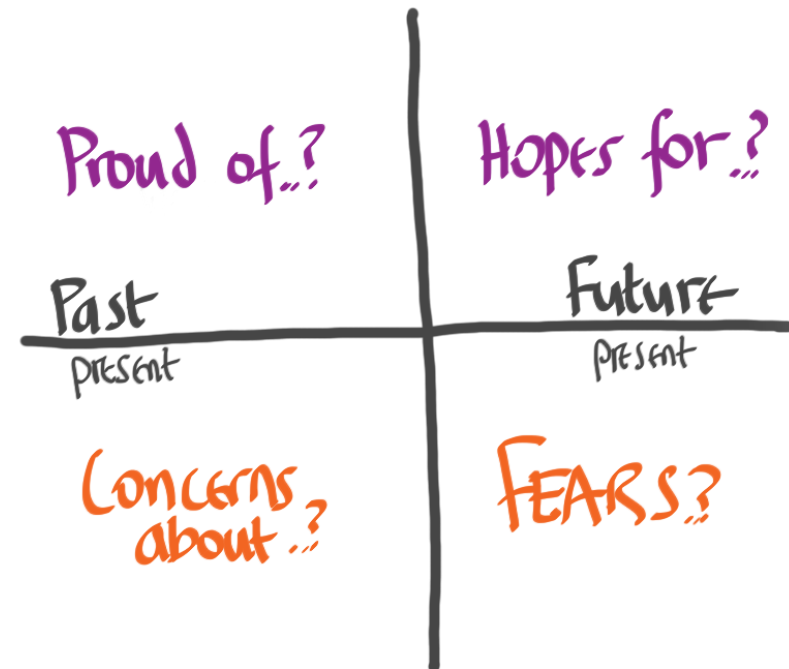
6

Strategy & change

Any strategy review process involves some degree of change. As the Board and Executive plan for the 2025-30 strategy, the Chair and Board decided to work with the executive and staff on a development day to initiate the process by reviewing the current strategy and creating the building blocks for the new strategy.

While developing a new strategy, it is vital to build on the strengths and achievements of the 'old' strategy. And, at the same time, be open to shape the strategy differently to better meet the vision and mission of the college.

The core model for approaching this work is as shown opposite. The left hand side helps frame the reflection, looking back, on the current strategy. The group explored questions such as *'what am I most proud of as I look back at the achievements we have made over the past years?'* This will surface themes that we must be careful to take forward into the new strategy as it develops. The other question was, *'If we were to continue on with the existing strategy going forward with no changes, what concerns would that raise for me, for the college?'* This will inform areas to let go of, change, or adapt going forward to better meet the challenges of the changing environment.



This session began with Simon giving a 5 min overview of the progress made in the last strategy, albeit there are still 11 months to go.

The participants broke into 2 groups to respond to Simon's presentation by answering the 'Proud of' and 'Concerned about' questions and posting them on a flip-chart.

The flip charts overleaf distill the dialogue from the day.

Review of 'More Successful Students' - Presentations 7

Effective Partnerships

	Metric	Strategy Baseline	2025 Target	Revised Target (Sept 23)	Progress (January 2024)	Source
Effective Partnerships	Increase the number of full-time learners in vocational subject areas with work placement, simulation or inspiration as part of their programme of study.	26%	100%	-	65%	D&A Curriculum Portfolio 22/23
	Non-Core/commercial income generation increased by 5% per annum	2.3m	2.9m	REMOVE	-	-
	Proportion of Income that is SFC grant funded	81%	79%	79%	80%	D&A Final Accounts 22/23
	Proportion of Expenditure that is staff costs	73%	71%	71%	73%	D&A Final Accounts 22/23
	Increase the proportion of successful HN students articulating to degree level courses with advanced standing	49%	60%	65%	66%	National Articulation Database
	Increase the number and proportion of full-time college qualifiers in positive destinations after 3-6 months of qualifying	94%	97%	-	95%	SFC Published Sector Data 21/22
	Increase the overall satisfaction of our customers, stakeholders and partners	-	80+	-	94	Business Partnerships Team FWDF

	Met 2025 Target
	Progress/Improvement
	Not Met/Decline
	New Metric

Future Focused

Future Focused	Increase Full Time Learner Attainment	71%	75%	-	72.3%	SFC Published Sector Data 21/22
	Total Income by FTE	£59k	£64k	-	£65k	D&A Final Accounts 22/23
	Credits per FTE	183	190	180	172	D&A Final FES 22/23
	Increase the number and proportion of students undertaking learning on part-time modes of attendance.	20000 credits	22000 credits	-	25580 credits	D&A Final FES 22/23
	To deliver the outcomes of the digital strategy, increasing the roll-out of fully on-line course options by a minimum of 3 per annum	13	28	75	87	LDR Team Stats
	To secure funding and complete works for key infrastructure and estates projects (MSIP, Kingsway, STEM Centre)	-	-	-	-	D&A Final Accounts 22/23

Thriving Communities

Thriving Communities	To improve Staff Satisfaction / Engagement	80	85	-	80	D&A Staff Survey 21/22
	To further increase Learner Satisfaction	94%	97%	-	96.3%	D&A Student Satisfaction Survey 22/23
	To improve learner retention	93%	95%	-	91%	SFC Published Sector Data 21/22
	Improve successful outcomes for Care Experienced students by 2 percentage points per annum	64%	74%	-	72.3%	SFC Published Sector Data 21/22
	To reduce overall Carbon footprint of College operations by a minimum of 60%	4620 tonnes	1850 tonnes	-	2033 tonnes	D&A Climate Emergency Action Plan Stats
	To embed wellbeing as a component of all full-time provision	50%	100%	-	100%	D&A Curriculum Portfolio 22/23

Review of more successful students feedback-2

Exercise

Each group reflected on Simons overview of the current strategy and jotted on post it's what they were proud of looking back at the achievements on the current strategy. Also they noted what they are concerned about if the college just continues with the current strategy as is. These were clustered on flipcharts (see appendix 1 for photographs) and typed up and themed below.

Proud of...

Leadership & culture

- ▶ Leadership Team performance & relationships
- ▶ Correct decisions for curriculum portfolio
- ▶ Balanced focus on BOTH people AND systems
- ▶ Responsive to Change - digital etc
- ▶ THRIVE
- ▶ We haven't stood still despite the challenges
- ▶ Continued to maintain focus
- ▶ Positive feedback from students & staff about engagement improves understanding
- ▶ Staff Engagement
- ▶ Staff satisfaction

- ▶ Solicit feedback to deepen understanding and ongoing improvement

Infrastructure

- ▶ Secured funding and completed works for key infrastructure and estate projects

Student achievement & satisfaction

- ▶ Articulation levels
- ▶ FT Learner attainment
- ▶ Learners into positive destinations post course
- ▶ Number and proportion of full-time college qualifiers in positive destinations within 3-6 months of qualifying
- ▶ Student satisfaction and wellbeing x 2
- ▶ Student/Learner feedback: satisfaction & completion x2

Successful Partnerships

- ▶ Key partnerships formed: MSIP, DFC, Montrose Ports, TCEP
- ▶ Partnerships: range, scale and mutually beneficial
- ▶ Number of partnerships which enhance learning experience
- ▶ Digital strategy: to enhance not replace

Review of more successful students feedback-3

10

Concerned about...

Leadership & Culture

- ▶ Are we missing anything and only looking at current implications?
- ▶ Change fatigue

Student performance & well being

- ▶ Learner motivation understand why?
- ▶ Care experienced outcomes
- ▶ Full Time learnings into positive destinations

Funding

- ▶ Estates funding
- ▶ Capital programme / size of estate

- ▶ Declining funding / resources
- ▶ Proportion of income that is SFC grant funded
- ▶ Income per FTE - understanding of unrestricted income

Digital Strategy

Concerned about digital strategy

Climate Change

- ▶ Concerns about carbon footprint

Partnerships: effort & resources

- ▶ Engagement with other colleges (partnerships)
- ▶ Time and effort required to build and maintain partnerships

Wider strategic landscape

- ▶ Impact of national industrial relations (on students, on morale x3)

Board Performance

- ▶ Are we adding enough value as a Board?

Wider context and future scenarios: Part 1

Wider context & future scenarios exercise

The group moved on to explore the wider context and future scenarios. This was framed by short 2-3 min presentations from the Executive team on what we already know about current trends, perceptions, observations and performance:

1. The Local Economies (Julie)

- ▶ Tay Cities Deal
- ▶ Business Base
- ▶ Labour market

2. Partners (Julie)

- ▶ Local Authorities
- ▶ Universities
- ▶ Businesses
- ▶ Third Sector Collaboration

3. Communities (Steve)

- ▶ Historic & Endemic issues
- ▶ Struggling with post-pandemic recovery
- ▶ Cost of Living Crisis
- ▶ Funding Challenges - public & third sector
- ▶ Partnerships more important than ever
- ▶ New sources of funding

- ▶ Clearer learning & support pathways

4. The national economy & public finances (Simon)

- ▶ Significant challenges with public finances £1.5bn gap
- ▶ Inflation & pay deals have contributed significantly “One of the most challenging fiscal backdrops in the history of Scottish devolution”, Shona Robison
- ▶ Equality: Tackling poverty & protecting people from harm.
- ▶ Opportunity: Building a fair, green & growing economy.
- ▶ Community: Delivering efficient & effective public services.
- ▶ “Team Scotland” / NSET

5. The college sector - Scotland & rUK (Simon)

- ▶ Scotland: Financially, strategically & operationally challenged Audit Scotland Report(s)
- ▶ Industrial relations
- ▶ Reform (Withers, Hayward, P&P) - Challenges vs Opportunities; Colleges First / TtU
- ▶ rUK: Northern Ireland - Curriculum Hubs; Wales - Apprenticeship & Re-skilling Approach; Manchester - Skills Devolution

The full powerpoint slides are shown overleaf for each short presentation.

The Local Economies *(Julie)*

- Tay Cities Deal investment £20m Skills and Employability
- Priority industry sectors
 - Angus – offshore wind, food and drink, tourism, engineering and manufacturing.
 - Dundee – life sciences and healthcare, tourism, low carbon & net zero, creative and digital technology.
- Business Base
 - Majority of businesses in Dundee and Angus are microbusinesses (0-9 employees).
 - Largest employment sector is human health and social work.
 - Average wages are lower than Scottish and UK average.
- Labour market
 - High levels of economic inactivity amongst working age population.
 - 16 700 workless households - above the Scottish avg. (Dec22)
 - Unemployment in Dundee 6.9% - double Scottish avg. (Sep23)

Partners *(Julie)*

- **Local Authorities**
 - Collaborative relationships with Economic Development and Education.
 - Funding streams being routed to LAs – Employability and UK Levelling Up/ Shared Prosperity.
 - 16–19yrs participation rates have improved but are still below Scottish average.
- **Universities**
 - Increased articulation pathways from college.
 - Lower entry requirements through widening access.
- **Businesses**
 - Focus on strategic partnerships, employer-led academies and apprenticeships.
 - D&A College invested £499 272 worth of training into local economy in 2022-23 through FWDF.
- **Third Sector Collaboration**
 - DFN Project Search
 - Princes Trust “Get into...” programmes

Communities *(Steve)*

- Historic & Endemic issues (poverty, attainment, health, drugs etc)
- Struggling with post-pandemic recovery
- Cost of Living Crisis
- Funding Challenges – public & third sector
- Partnerships more important than ever
- New sources of funding
- Clearer learning & support pathways

The national economy & public finances (*Simon*)

- Significant challenges with public finances - £1.5bn gap
- Inflation & pay deals have contributed significantly
 - “one of the most challenging fiscal backdrops in the history of Scottish devolution”, Shona Robison

Top 25 most frequent words



- Equality: Tackling poverty and protecting people from harm.
- Opportunity: Building a fair, green and growing economy.
- Community: Delivering efficient and effective public services.
- “*Team Scotland*” / NSET

The college sector – Scotland & rUK (Simon)

- Scotland:
 - Financially, strategically & operationally challenged
 - Audit Scotland Report(s)
 - Industrial relations
 - Reform (Withers, Hayward, P&P)
 - Challenges vs Opportunities
 - Colleges First / TtU
- rUK
 - Northern Ireland – Curriculum Hubs
 - Wales – Apprenticeship & Reskilling Approach
 - Manchester – Skills Devolution

Wider context... group feedback-1

Discussion questions

The group explored in dialogue each of the four questions below capturing on Flipchart, presenting back their findings and observations:

1. What other wider considerations could impact on the future delivery landscape for the college?
2. Where do you see the biggest opportunity/risk for the college in the future and why?
3. What collaborative opportunities and strategic alliances could be explored to position the college well for the future? Or any areas we should deprioritise/ discontinue?
4. How can the college strategically position itself as an anchor institution, addressing the specific needs and aspirations of local communities and economy?

1. Anything missing?

What other wider considerations could impact on the future delivery landscape for the college?

- ▶ Direct entry to universities growing
- ▶ A re-organisation of funding distribution - e.g. autonomous regions like Wales model?

- ▶ National colleges / workplace colleges e.t. SSEN, Health Service

2. Risks / opportunities

- ▶ Funding; sustainability; clarity of purpose and accompanying narrative
- ▶ Collaboration; untapped demand / economically inactive; hub approach

3. Potential collaborative opportunities?

- ▶ Better, stronger articulation lead nationally - pathways in learning
- ▶ East & North /East SSEN National grid future opportunities
- ▶ De-prioritise through our self evaluation and knowledge of ourselves - adapt, flex, chase

4. Strategic positioning anchor institution

- ▶ Increase our profile; our success; what our students say
- ▶ Be in the room when it happens - Tay Cities Work
- ▶ PR to all stakeholders - business, parents, young people, stakeholder mapping
- ▶ College opportunities for 6th years?

Wider context... group feedback-2

Discussion questions

1. What's missing?
2. Biggest opportunity/risk and why?
3. Collaborative opportunities and strategic alliances
Or any areas we should deprioritise/ discontinue?
4. Strategically position college as an anchor institution?

1. Anything missing?

What other wider considerations could impact on the future delivery landscape for the college?

- ▶ Thinking beyond the regional boundaries - USPs
- ▶ Universities (1200 places)
- ▶ Schools & broader educational context
- ▶ Change of Government (national / local)
- ▶ Media perception
- ▶ Reform outcomes
- ▶ World context (wars etc)

2. Risks / opportunities

- ▶ USPs: OPs Esports; SDA; Green skills
- ▶ Lack of promotion / sector perception
- ▶ Ability to deliver
- ▶ Joint work on employability

- ▶ OPs: Societal benefits (impact on HNS / Public services)
- ▶ OPs: Leverage regional strengths
- ▶ Resources / Capacity

3. Potential collaborative opportunities?

- ▶ Deeper stakeholder engagement (MSPs etc)
- ▶ Promoting the college better through current partnerships
- ▶ Links to enhance Green Skills (Montrose etc)
- ▶ De-prioritise non-core activities?
- ▶ Strategic link with Eden Project

4. Strategic positioning anchor institution

- ▶ Lead don't follow! -> sitting around the right tables
- ▶ Full awareness & slingmeunt to strategies and plans
- ▶ Stakeholder mapping & management
- ▶ Know our strengths and shout!

This group had in the centre of their film-chart on all 4 Q's:

- ▶ **PROMOTION and AWARENESS**

Our context and future scenarios: Part 2.1

Having explored the wider context, the group now focused in on 'our' context in the college with a short 2-3 min presentation from the Executive team on what we already know about current trends, perceptions, observations and performance:

1. Students (Julie)

- ▶ Full-time course applicants are declining in line with demographics of region.
- ▶ Increase in Modern Apprenticeships reflects growth areas in region.
- ▶ Consistently high levels of student satisfaction.
- ▶ 95% of students were in a positive destination 6-9 months after leaving college. (2021/22)
- ▶ Majority of articulating students progress to Abertay University after HNC year.
- ▶ Ongoing impact of pandemic on behaviour, motivation and resilience/mental wellbeing.
- ▶ Impact of cost-of-living crisis on attendance and participation.
- ▶ Lack of holistic /joined up approach to career planning & support and transition points.

2. Curriculum (Julie)

- ▶ Consolidated curriculum offer for 2023/24 – retained breadth of choice.
- ▶ Aligned to foundation economy and key skills needs in region.
- ▶ Shaped by industry – development of technical and transferable (meta) skills.
- ▶ Accessible to all – Qualifications from entry to degree level, foundation and modern apprenticeships, professional and regulated qualifications.
- ▶ Pathways to employment and/or further study.
- ▶ Future skills needs v. interest/demand.
- ▶ Potential impact of SG reviews

3. Staff/Workforce (Steve)

- ▶ Efficiency & Flexibility are paramount
- ▶ Significant funding challenges
- ▶ Security & recruitment – employer of choice
- ▶ National IR challenges vs local IR strengths
- ▶ New skills & ways of working–pedagogy, automation & AI
- ▶ Engagement & Involvement
- ▶ Wellbeing

Our context and future scenarios: Part 2.2

4. Infrastructure (Steve)

- ▶ Underlying campus infrastructure
- ▶ Kingsway! (and others)
- ▶ Long term vision and direction to guide decision making
- ▶ Still no route to funding
- ▶ (at least) Keeping pace with industry - strategic partnerships
- ▶ Sustainability & Net Zero operations

Discussion questions

The group explored in dialogue the questions below capturing on Flipchart, presenting back their findings and observations:

1. In 2030, what does success look like for our:
 - a. Students
 - b. Staff/Workforce
 - c. Stakeholders
2. In 2030, what 3 words would you use to describe our curriculum offer and delivery? and what would a successful curriculum offer look like for:
 - a. Full time students
 - b. Part time students
 - c. c. Local businesses & partners

3. In 2030, what is infrastructure needed to deliver success and what are the essential elements/priorities needed to achieve this success?

The responses from the groups are captured on the flipcharts in appendix 1, and also themed and summarised in the next few pages.

Our context and future scenarios: Part 2.3

21

Group 1 feedback

1. What does success look like?

- ▶ Skills for learning and Life (students)
- ▶ Infrastructure and facilities that meet our aspirations (increase accessibility and convenience for wider population of future students) Students & Staff
- ▶ Seen as a trusted partner (stakeholders)
- ▶ A collage that is visible and prominent (wider community)
- ▶ Valued / recognised / proud staff

2. Three words that describe our offer and delivery? What success looks like for Full Time/Part Time/Business & Partners

- ▶ Exciting/Engaging; Unique; relevant; flexible
- ▶ Success: Full Time Students:
 - ▶ getting it right
- ▶ Success: Part Time Students
 - ▶ getting it right
- ▶ Success: business and partners
 - ▶ getting it right

3. What infrastructure is needed, and essential elements/priorities to achieve success?

- ▶ City Centre Location
- ▶ Wind & watertight
- ▶ Funding Model and strategic direction from Scottish Government
- ▶ Partnership / Multi-agency
- ▶ Co-created with Staff, Students & Stakeholders
- ▶ For the community
- ▶ Wrap around support available
- ▶ Technology enabled
- ▶ Positive learning & working environment (Campus)

Our context and future scenarios: Part 2.4

Group 2 feedback

1. What does success look like?

- ▶ Students: nothing needs to change, keeping pathways open for jobs and courses
- ▶ Staff CPD, expensive long term CPD. Contract issues
- ▶ Stakeholders: how do the community know the gap we fill in the community?
- ▶ Stakeholders: Theres always options to grow on partnerships and how to get on peoples radar.

2. Three words that describe our offer and delivery? What success looks like for Full Time/Part Time/Business & Partners

- ▶ Relevant, responsive, successful, getting it right
- ▶
- ▶ Success: business and partners
 - ▶ Plugs their skill gaps & helps business grow

3. What infrastructure is needed, and essential elements/ priorities to achieve success?

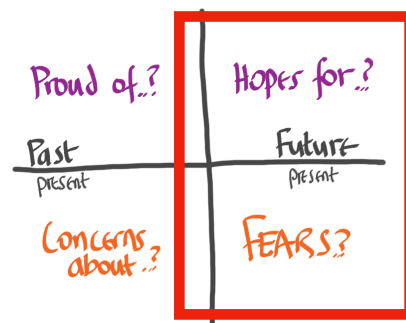
- ▶ Kingsway issues, Arbroath look at what can be done.
- ▶ City centre location (links with those already there)

Towards a 2025-30 Strategy — 3.1

Towards the new strategy

Following on from the intensive work done on reviewing the existing strategy, considering the wider context and the in-house context, the final session we came back to the initial model

Focussing this time on the FUTURE element: if the new strategy we develop leads us towards success, what do you HOPE for? And what, if anything, do you FEAR?



Again, the groups worked individually jotting down responses on post-it notes, then clustering the notes on a flipchart. The summary feedback is captured below and the flipcharts can be seen in Appendix 1

What do you hope for?

Performance

- ▶ College is delivering sector leading outcomes (success & satisfaction)
- ▶ Continued success in student satisfaction and positive hesitation metrics

Wider strategical landscape

- ▶ Outcome of Scottish Government reforms pressing opportunities for colleges
- ▶ College given greater flexibility over resources
- ▶ Government gets its act together

Infrastructure

- ▶ Secure finding & complete works for key infrastructure projects
- ▶ Industry standard facilities
- ▶ Infrastructure (physical) strategy: work towards a city centre facility of some description x 2
- ▶ Better working spaces e.g. more modern
- ▶ Reform places: colleges in their rightful position (college first)
- ▶ Positive learning & working environment (Campus)

Culture

- ▶ Settled / contented workforce
- ▶ Staff that are proud to work at D&A college
- ▶ Strive to be an 'employer of choice'
- ▶ Greater community (in all senses) support

Towards a 2025-30 Strategy — 3.2

What do you hope for (continued)?

Increased impact: local and national

- ▶ College seen as a better option for higher education: can still be a feeder for university
- ▶ College leading on skills training
- ▶ Increasing student population
- ▶ Positioning college as first choice for entry and progression into careers
- ▶ Increased access to courses partly through partnerships
- ▶ Partner / delivery partner of choice

Focus & improvement

- ▶ Uniqueness / distinguish be know for excellent in a smaller offering - do fewer things better
- ▶ Using AI / automation to enhance the student experience
- ▶ Grow areas to keep up with demand in the curriculum

Finances

- ▶ Financially sustainable
- ▶ Stable funding to enable forward planning
- ▶ Funding secure -> sustainable
- ▶ Funding allows college to thrive and develop

- ▶ Investigate options for different funding for non-core facilities

Strategy and strategy development process

- ▶ 2030 strategy aids prioritisation and planning
- ▶ Learning and learning at the centre of the 2030 strategy
- ▶ Strategy engaged and involves staff & students
- ▶ Strategy is adaptable to changing environment
- ▶ Builds on 2025 Strategy

Students & Staff

- ▶ Safe, healthy, happy and thriving students, staff & partners
- ▶ Continue supporting students in every aspect
- ▶ Continuing to enable students
- ▶ Better job security

What are your fears? (Next page)

Towards a 2025-30 Strategy — 3.3

What are your fears?

Leadership & Culture

- ▶ Lack of ambition
- ▶ Staff not being asked about new work locations
- ▶ Top down
- ▶ Not being radical enough - doing the same thing but expecting different results

Local partnerships

- ▶ Failure to secure college as an option with learning / employers
- ▶ That the MSIP skills academy becomes a 'white elephant'

Wider Strategic Landscape / Political challenges & impact of economic policy

- ▶ Decline in college sector (Funding & National Policy)
- ▶ Funding policy
- ▶ The sustainability of the college / university sector as a whole
- ▶ Reform breeds more competing than collaboration
- ▶ Lack of (or reduced) funding / significant funding reduction x 4
- ▶ Nationalisation

Strategy content and development process

- ▶ Management speak
- ▶ Doesn't capture the 'essence' of D&A

Staff / industrial relations

- ▶ Worsening industrial relations
- ▶ More of the same! (Duplication, no direction, completing, industrial action)

THEMES

3 Things

Keeping it simple

- * Leading
- * Influencing
- * Enabling

Strategy development process

Type to enter text

- * Engagement
 - Staff
 - Students
 - Key stakeholders

Current Strategy → Future Strategy

Very Successful



- More of the same?
- Develop/change?
- Must be flexible - help prioritisation



CLEAR (mission, vision, values)
 "Brilliant" Strategy (to deliver)
 Ten (max) Objectives
 Measures - meaningful

Diversity

- (not esp)
 - Regional needs
 - changing/dynamic
 - range of services

Core Business / Primary Task

- Why do we exist?
- What must we accomplish?
- How do we excel in all dimensions of activity?

Finance

- Significant risk
- Assess commercial viability of operations
- Rigorous review criteria for decision making
- Options generation for new solutions
- Impact on finances - ask for support

Who's Agenda?

- Who's driving the agenda?
 - Government?
 - College sector?
 - Stakeholders?
 - US as a college?

College Ecosystem

- * Partnership & Cooperation
- * Stakeholder management
- great metaphor! some aspects underground

Learners & Learning

at the center of EVERYTHING we do

Infrastructure

- where? Dundee, Angus
- what are our options?
- what is right location?



* Capture Stories

So many great stories

- Success
- Case studies
- Students' stories
- Partnership
- Change
- Impact

Shape/control the narrative



CLARITY

Leadership & Culture

- * area of strength
- * develop
 - thriving
 - dynamic
 - proactive
 - passionate
 - confident
 - supportive
 - challenging
 - learning
 - clarity
 - focus

COURAGE

- be bold & brave
- not afraid of thinking radically

Curriculum - key principles

- build on success
- Aspirational/dynamic
- ongoing development

Plenary Dialogue

Themes & metaphors

Strategy development process

The aim of this work is to create an 'brilliant' strategy that resonates across the college's entire community, supporting the fulfilment of our Vision and Mission, in a manner consistent with our Values. This process is also about fostering clear understanding and support for these guiding principles.

In refining the strategy, we will set a maximum of ten(?) Objectives, each with relevant metrics that reflect success upon achievement. The approach should:

- ▶ Leverage our historical successes and accomplishments without being limited to previous focal points, themes, objectives, or metrics.
- ▶ Sharpen focus and assist in prioritising within a constantly evolving educational sector.
- ▶ Remain adaptable to external changes that may necessitate alterations in our approach to maintaining our core mission.

The development of the strategy must involve a broad range of participants to help shape it and to cultivate a collective commitment to its future success. This collaborative method aims to move away from a directive 'Top Down' process, which can lead to skepticism and impede engagement, and to ensure that the language used is clear and free from 'management speak' and unnecessary jargon.

Interactive sessions with staff, students, and key stakeholders will be planned—these are intended to encourage meaningful conversations rather than merely serving as tokenistic briefings or updates.

Details on immediate action items for this initiative can be found in the "next steps" section of the Memory Book.

Core Business / Primary Task

The concept of 'Core Business' came up a number of times. This is about focus and priorities, relating to what D&A College is all about. What is 'core'? Why are we here? What accomplishments do we seek? What dimensions of activity and relationships enable us to excel in each area in whatever we do?

Plenary Dialogue

Core Business / Primary Task (continued)

Related to this metaphor is the concept of 'Primary Task'. All organisations and institutions have a 'primary task', and secondary tasks to support the achievement of the primary task. This is a heuristic concept designed to support exploration and problem-solving.

Both concepts help with focus and alignment, which was a key theme which emerged during the day.

Finances

Strategic: Play a key role to Influence Scottish Government (using network) to prioritise College sector

Internal: Financial viability of operations

- ▶ rigorous review
- ▶ criteria for decision making
- ▶ options generation for new solutions
 - * widen the dialogue
 - * impact
 - * influence
 - * ask for support

There was also some dialogue on how to address non-core activity such as provision of swimming pools, and theatre, for example. However, in circumstances such as these, there is a trade off to be considered, taking into consideration the wider community. This not simply about saving costs which may have a disproportionate impact on part of the wider community. At the same time, it may be worth investigating wider sources of support or funding for actives such as these.

College Ecosystem

Great metaphor - shows the complexity and dynamic nature of the College activity relating to all the people and organisations involved at different levels: it's a living system. Important parts of the system may even be underground. This is much more dynamic than stakeholder approach, although stakeholder mapping and dynamic ongoing analysis is a vital way of 'managing' key parts of the ecosystem.

Plenary Dialogue

College Ecosystem (Continued)

As well as using stakeholder management techniques, the ecosystem metaphor surfaced the fact there may be aspects of the current ecosystem that are dormant, or not fully tapped into. For example, encouraging Board members to tap into their networks to advocate for the College and also influence on the critical role the College plays in national education and contribution to the economy.

Partnerships & co-operation

This is a real strength, and the College Management have invested a significant amount of time in developing some of these key partnerships. This themed area may be worth considering in the Objectives and Measures for ongoing development and prioritisation of management time vs contribution to the college mission and vision. And, as well as building on this strength, there may be other new collaborations or partnerships that could be developed that may contribute to the learning experience of students.

Stakeholder management

This is a strength of the College, however it was recognised this is a dynamic process that needs to be tended as part of the college ecosystem.

Managing Stakeholders is a resource intensive exercise, so it is important to prioritise Stakeholders on an ongoing basis on level of importance and impact on College. Being willing to drop some stakeholders into a lower category and scan the environment for new emerging Stakeholders that may be important to build relationships with.

Infrastructure

A lot of dialogue on the challenges of current infrastructure and transport links. There was impetus to develop, as a part of the strategy a review of college infrastructure in Dundee and Angus. Exploring 'what are our options?'. And taking a radical look at other questions like 'what is right location for campus / campuses?' - Recognising the lifespan of Kingsway and Arbroath campuses.

Plenary Dialogue

(Infrastructure continued)

Other challenges such as accessibility and transport links, making campuses accessible to students across the city and county, which is currently a real challenge.

Another factor was the problem these much older campuses present in enabling the College to address vital issues of climate change without huge investment.

One long term goal mentioned was to create a city centre campus in Dundee. This would ensure that this project will be managed by the Executive and overseen by the Board.

Leadership & Culture

This was an area of real strength and is recognised as Dundee & Angus College is respected nationally as a high performing College. The group was not complacent however and saw the need to continue to develop leadership and pay attention to the culture to enable the Collage to fulfil its mission and vision.

A number of areas were touched on for development with key words such as:

- ▶ dynamic,
- ▶ passionate
- ▶ supportive
- ▶ proactive,
- ▶ confident
- ▶ challenging

- ▶ focus
- ▶ learning
- ▶ clarity
- ▶ thriving

...and courage which is expanded further below

Courage

Dundee & Angus College is seen as a sector leading institution. There was a sense that the College needed to be more confident to build on reputation and step up even more in the Sector and with Government to advocate for the importance, impact and benefit the sector delivers to national and local economy as well as enhancing well being of citizens.

Phrases mentioned included:

- ▶ be bold and brave
- ▶ not afraid of thinking radically

Our Story/stories

'We have some amazing stories. We're just not good at getting them out there'. One participant said. This led to some dialogue on taking a more strategic approach to capturing and developing the colleges 'story'. This was summarised as 'taking control of the narrative', developing a Media Strategy as part of this. Using the local press

Plenary Dialogue

Our Story/stories (continued)

who are always looking for stories, and have become more interested in positive good news stories for local papers.

The process of developing stories, will help significantly in other areas, and is not just a good PR strategy, but help reinforce the benefits that Dundee & Angus College brings to the local economy and local communities.

This feeds into the College speaking locally and nationally to stakeholders and funders, with clarity and impact.

No measures and objectives were mentioned, but this may need some clear focus to develop a strategy and plan for different 'levels' of story, as well as gathering 'case studies' of some of the successes of the College (e.g. in implementing change), or highlighting some of the great stories of our students successes and achievements. Good stories will also help with focus and reinforce the primary task of the College.

Diversity

There was also a wider dialogue on diversity, taking a wider approach than the need to have policies in place to enable diversity and not discriminate against people with protected

characteristics. This discussion focused on being able to take a flexible approach to provision of a range of services to meet changing regional needs.

Three things (keeping it simple)

One exercise during the afternoon asked each person to summarise in three words key priorities or areas of focus. One participant summarised these in the wrap up dialogue as follows:

- ▶ Leading
- ▶ Influencing
- ▶ Enabling

Learners and Learning

Throughout the day, participants touched on how 'Learners and learning is at the very centre of everything we do'. No specific objectives emerged in the dialogue however it could be this is such an important theme it should be built into the Strategy, or vision or mission.

This also links to developing staff and a focus on a learning culture building a more flexible staff to meet changing needs in the future as mentioned elsewhere.

Plenary Dialogue

Curriculum

This is another area of strength in the College and the dialogue around the curriculum, that any changes going forward should be built on the current strengths, based on strategic priorities and be responsive for ongoing development in a dynamic environment.

Other Themes

Other themes not captured on the flipchart, but I wanted to highlight here in case these can be integrated under other themes if they are high level or important enough to be visible in the strategy.

Staffing & Trade Union relationship

There is great pride in the college about the high staff satisfaction in annual surveys. And the excellent relationships with the Trade Unions despite a more bleak nationwide landscape.

The College has navigated difficult staffing challenges well in rationalisations over the recent past, and staff relationships are good.

An aspiration was mentioned that the College should seek to become an 'employer of choice' in the region, and a desire to make staff well being a key area of focus.

At the same time, there was some dialogue around a shift from any 'public sector mindset' that may exist and a desire to move to a more flexible, dynamic culture that embraces change.

Some mention of 'change fatigue' and a desire for stability from the staff. This is understandable given the many recent changes, however in reality, ongoing change is very likely given the wider context and dynamic nature of changing needs and aspirations from stakeholders. This led to some dialogue around the need for all involved in the work of the College to be part of a learning environment. This focus on learning would equip staff to develop their careers or for future different roles in the College.

Plenary Dialogue

Positive Destinations

The success of the College in enabling students to effective destinations was a point of great pride. I mention this here because even though it was a key part of the last strategy, no fresh ideas emerged about how this could be further developed. Perhaps it could be a measure under another strategic theme to make sure progress is actively monitored and this success is maintained or built on. Of course this may already be a KPI to report to the Funding council(?), if this is the case, and needs to be reflected in a strategic theme, it can fit under another them with appropriate measures/metrics.

Technology & AI

Always in support of learning and teaching, and the quality of the learning experience. For some students studying at home is not possible, or very difficult. There was an aspiration that the environment reflects the success of the Students and College, and is fit for purpose for Staff and Stakeholders.

Board desire to add value

At a few points during the day, some of the Board mentioned they wanted to be sure they were adding value to the College.

This may be worth exploring, although it may not be high enough level to be part of the new strategy.

There was also some discussion about the volume of papers that the Executive produce and a desire for greater brevity in reporting / papers for decision making. It was mentioned that a number of these papers are required by statute (annual accounts) or reporting to funders. Nevertheless, there is a clear desire for reducing the paperwork without making this overly onerous on the Board. Perhaps this could be considered going forward, but not as part of the Strategy development. For example, could reporting to funders be produced with a 'traffic light' front page. Then the Board could examine any amber or red topics, but otherwise are satisfied the Executive are hitting key targets.

Reflection on the Development Day

Laurie O'Donnell was appointed Chair of Dundee & Angus College in 2021, and has worked closely with the Board and Executive to steer the college very successfully. He decided that the development of the new five year strategy should be a process lead by the Board and informed by the Executive. And that it should be a process engaging others in the development.

He initially decided to facilitate the day himself as he is a very experienced facilitator, however he was advised that this would inhibit his ability to contribute on the day so he engaged Joe Lafferty of Lifetree, an organisational consultant and executive coach, whom he had worked with some years ago in a previous role. Joe is also familiar with the College as a past board member some years ago.

Joe met with Simon and Laurie to co-design the approach to the Strategy Day, which was held at MISD on 22nd January with the college executive and a number of board members. The weather was particularly bad and there has been a lot of sickness so the number of board members who were able to attend was quite low.

Joe decided to create a 'memory book' of the day, so Board members not present could get a real flavour for the dialogue, and also, more importantly, make some contribution to the conversation at the March Board meeting.

The narrative flow of the 'memory book' shows the flow of the day. The day was very successful, and the wrap up indicated that all present had their hopes for the day met.

There was a high level of engagement throughout the sessions, with excellent focused input from the Executive to lay the foundation for in-depth exploration. The dialogue was of a high quality with open and frank discussion which was also respectful and sensitive to others. The pace was fast, and the group got through a power of work, yet the sessions did not feel rushed.

All in all, this was a very good start to an important process for the Board and Executive: creating the next five year strategy for Dundee & Angus college.

Reflection (continued)

38

Joe Lafferty, Founder Lifetree, | Leadership Consultant |
Executive Coach

Thursday February 08, 2024

Mobile: +44 (0)7957 151 877

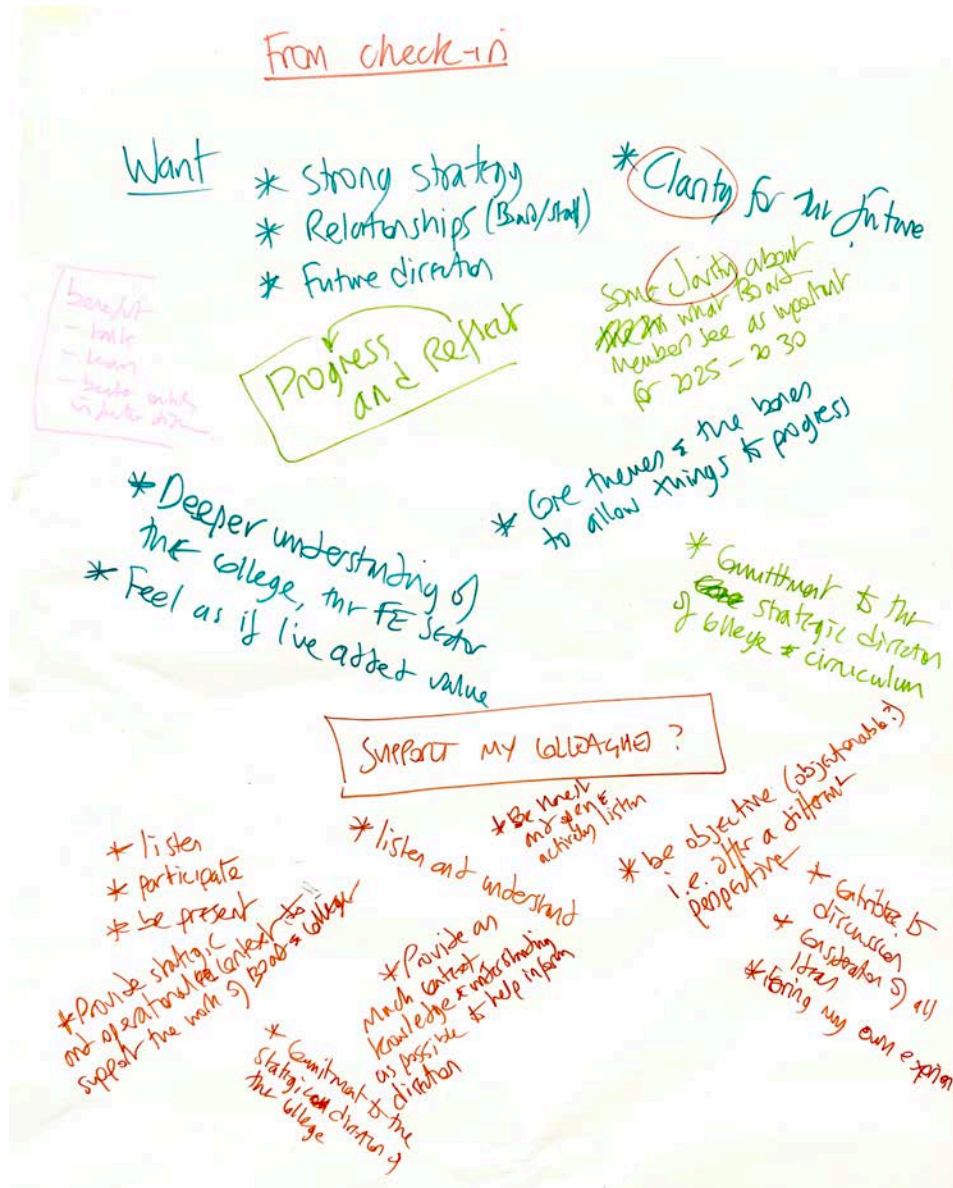
Email: joe@lifetree.co.uk

LinkedIn: [uk.linkedin.com/in/joelafferty](https://www.linkedin.com/in/joelafferty)

web: <https://www.lifetree.co.uk>

Lifetree Office (Scotland UK): +44 (0)1382 803 171
Unit 3, 12 Scotswood Terrace, Dundee, Scotland, UK

Appendix 1: Flipcharts



The 'raw data'

This appendix contains photos of the flipcharts from the day, and some I have cleaned up and reproduced for greater clarity - particularly where the flow or connections are better seen visually on the Flipchart.

For example, this Flipchart opposite is my summary of the hand written notes of the Individual participants 'check-in' at the start of the day. I have cleaned this up and you can see the clean version on page 5

Other data has been transcribed from the flipcharts into text in the body of the summary.

Appendix 1: Flipcharts—Wider Context—1

with context gap 1

1. Anything missing?

- o Direct entry to Universities growing
- o A re-organisation of funding distribution - e.g. autonomous regions like Wales model?
- o National colleges/Workplace colleges e.g. SSSEN? Health Service

2. Risks/opportunity

↳ funding; sustainability; clarity of purpose & accompanying narrative

↳ collaboration; untapped demand (especially inactive); hub approach;

3. Better, stronger articulation led nationally - pathways in learning

↳ East & North East SSSEN National Grid future opportunities

↳ Deprioritise through our self evaluation and knowledge of ourselves - adapt, flex, chase.

4. Increase our profile; our success; what our students say.

Be in the room where it happens. - Toy Cities work ✓

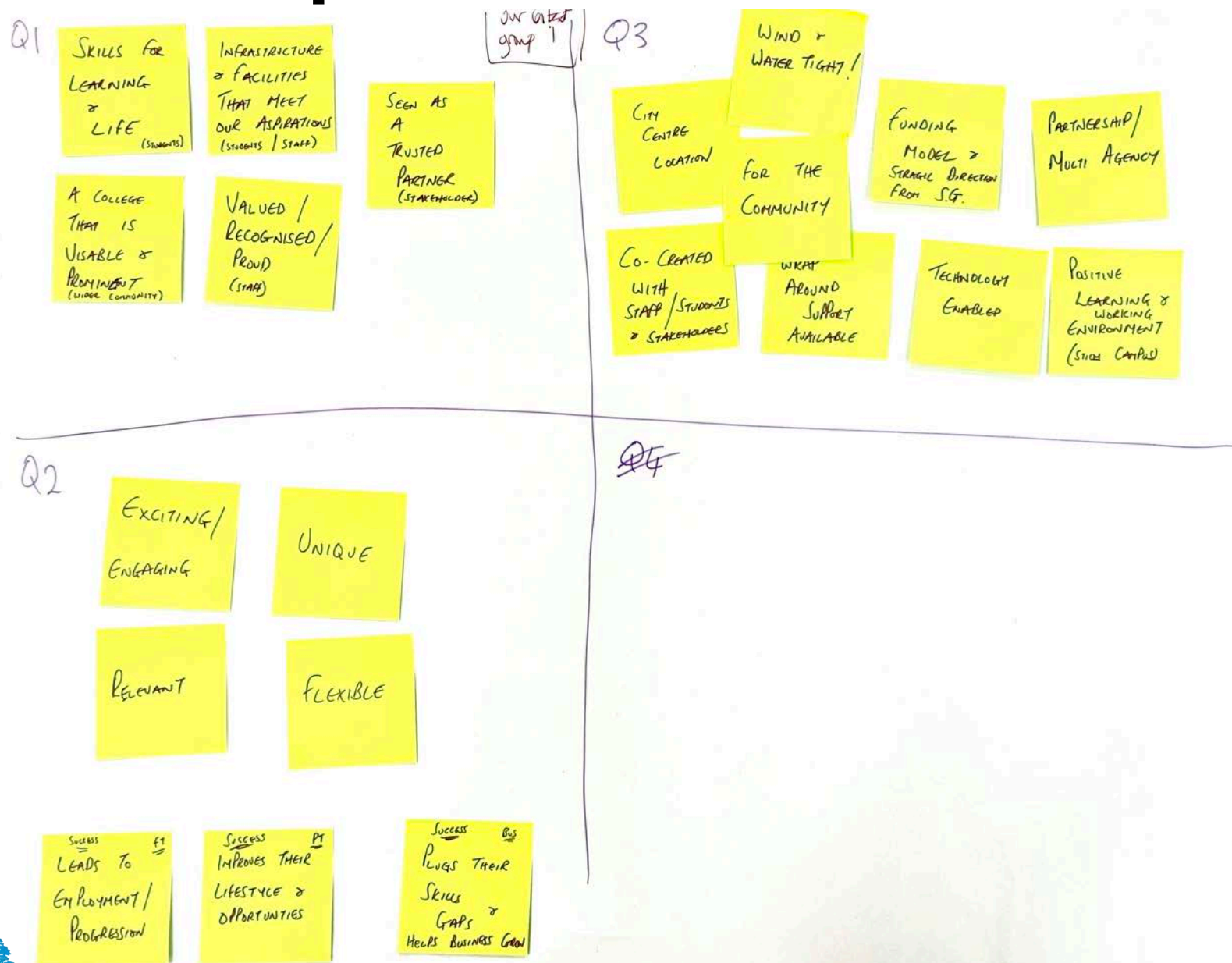
PR to all stakeholders - business; parents; young people. Stakeholder mapping

6th year college opportunities?

Appendix 1: Flipcharts—Wider Context—2



Appendix 1: Flipcharts – Our Context – 1



Appendix 1: Flipcharts—Our Context—2

Typed notes emailed to JL after session

Our context exercise 3

1a) nothing needs to change, keeping pathways open for jobs and courses

1b) Staff CPD, expensive long term CPD. Contract issues

1c) how do the community know the gap we fill in the community

1d) There's always options to grow on partnerships and how to get on people's radar.

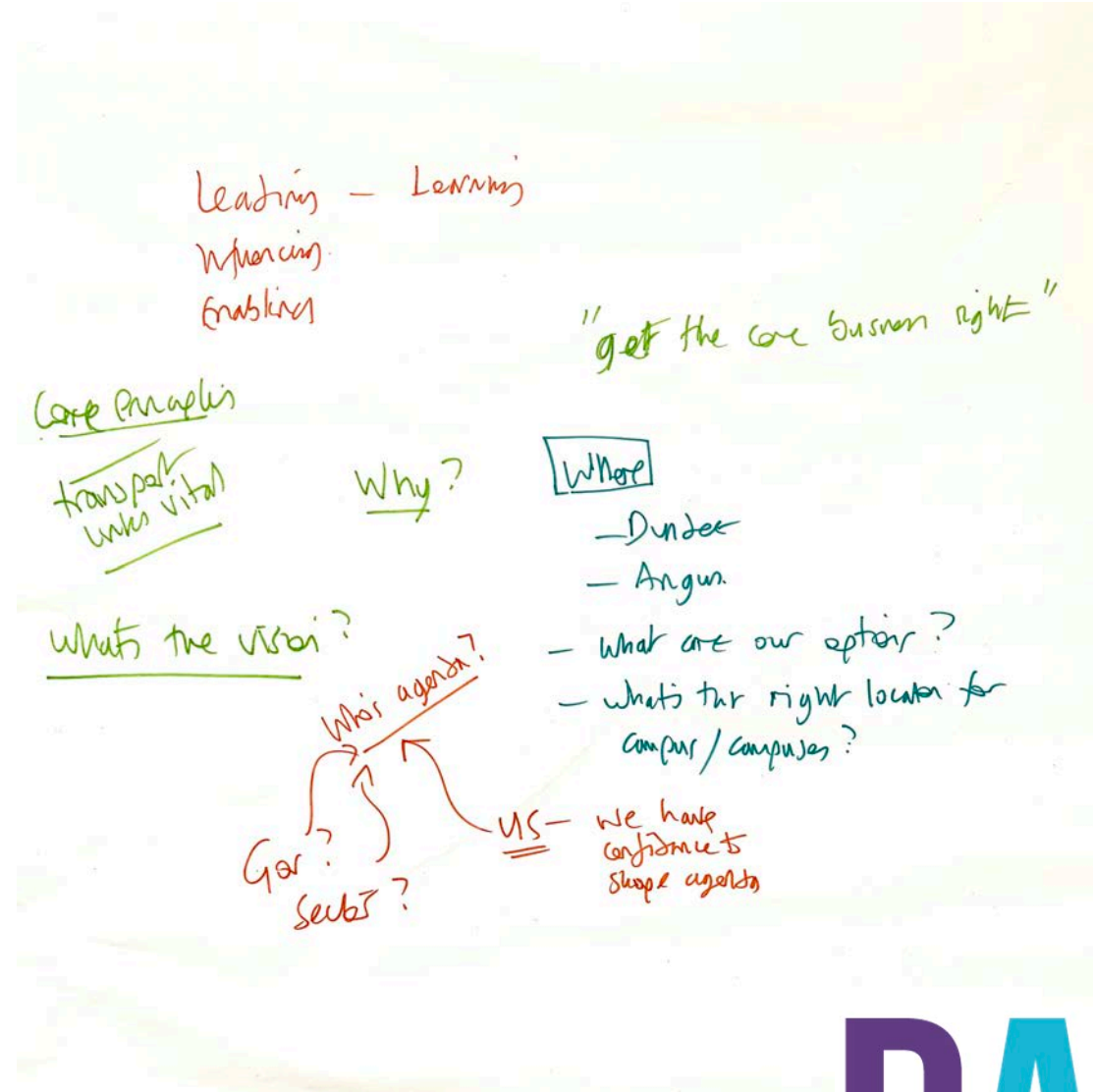
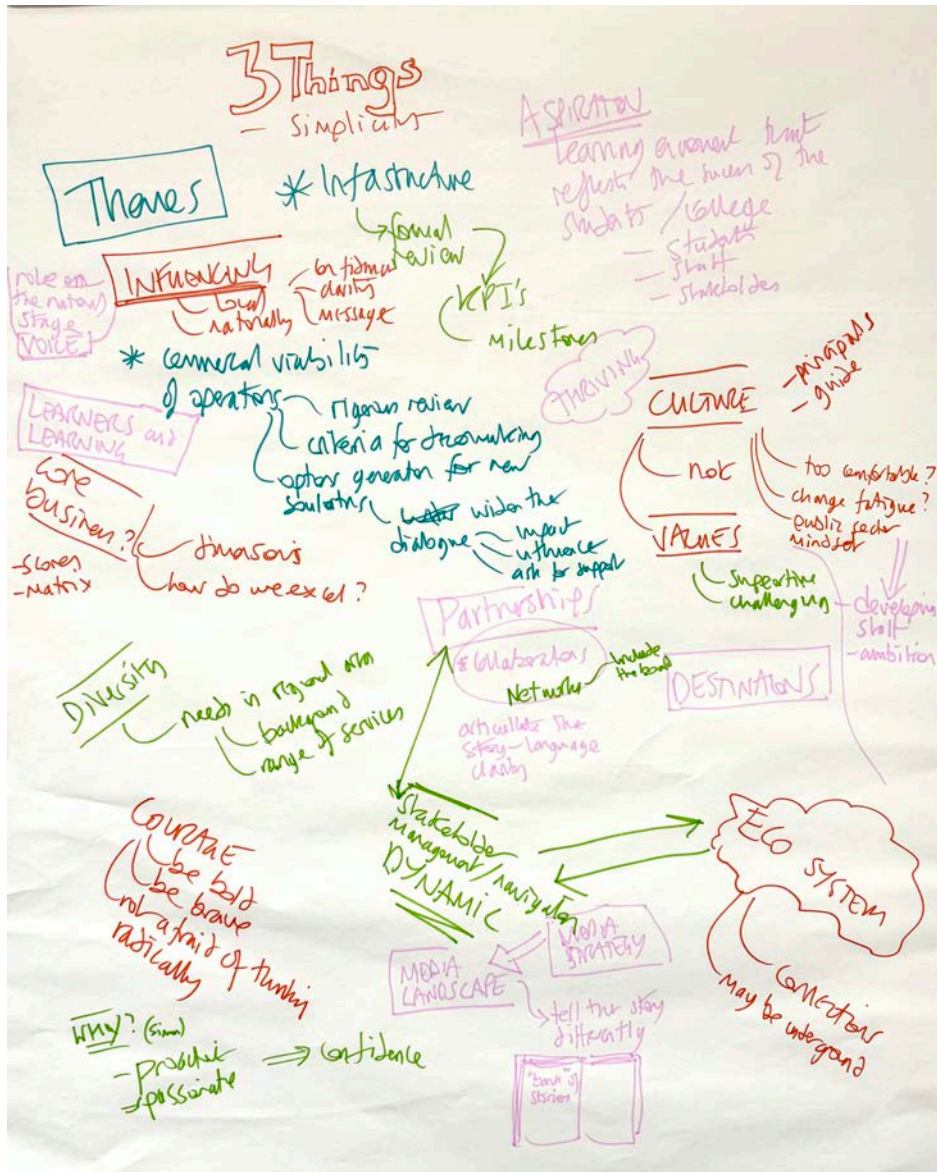
2a) Relevant, responsive, successful, getting it right

2b) getting it right

2c) getting it right

3) Kingsway issues, Arbroath look at what can be done. City centre location (links with those already there)

Appendix 1: Flipcharts — Plenary dialogue



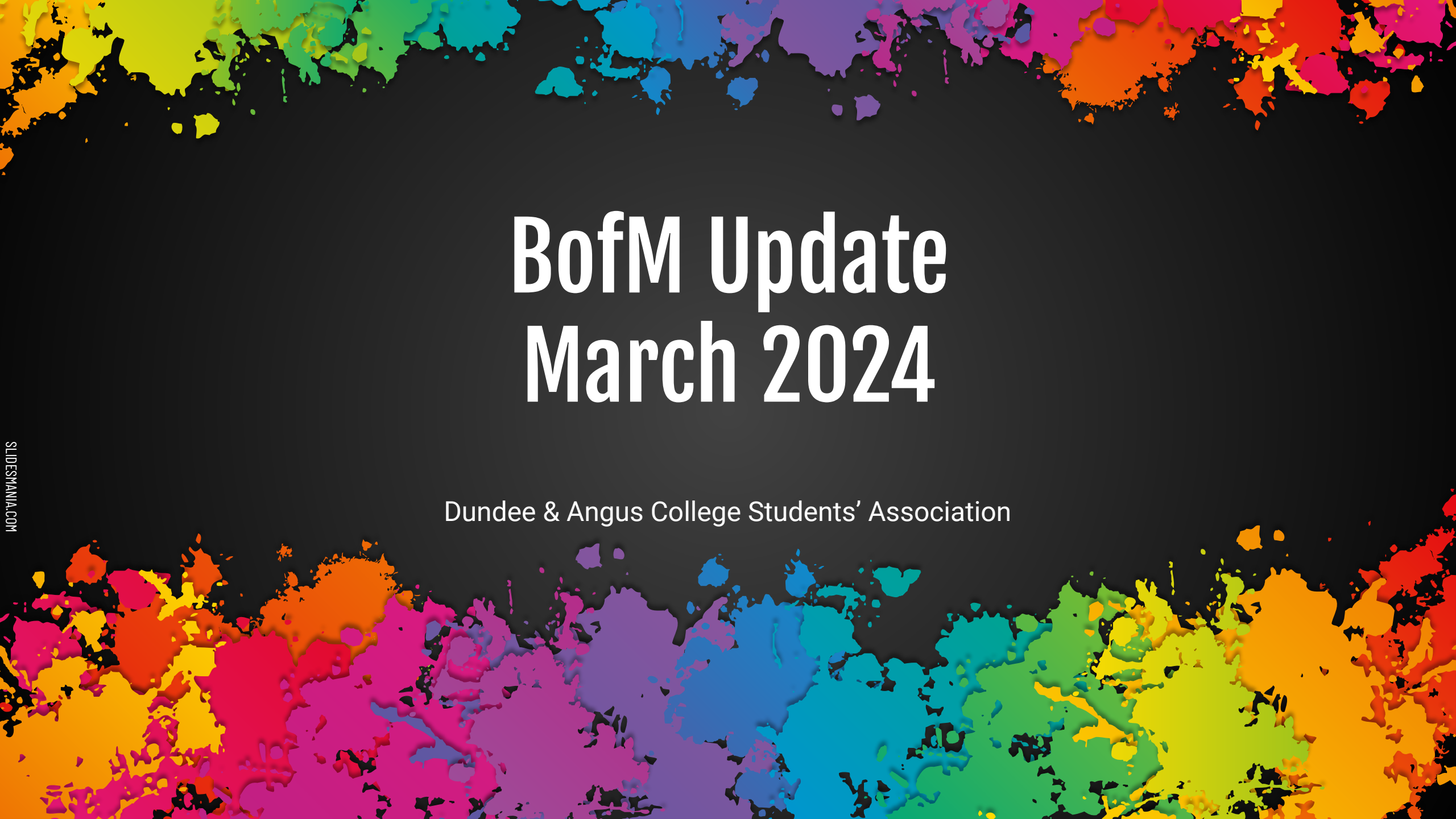
BOARD OF MANAGEMENT

Tuesday 12 March 2024



STUDENTS ASSOCIATION REPORT

PAPER F

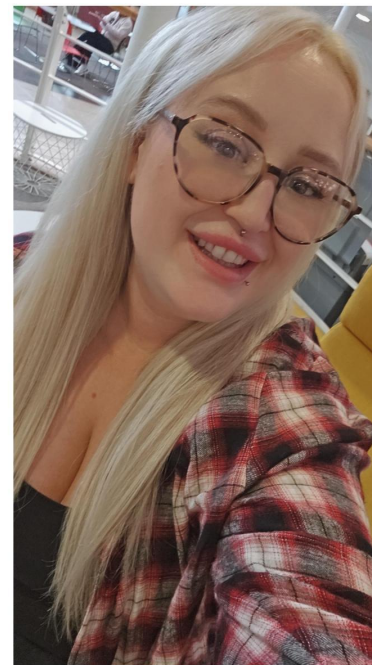


BofM Update March 2024

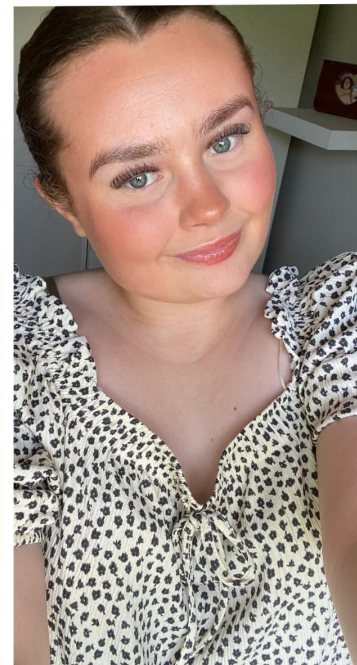
Dundee & Angus College Students' Association

Team

We are excited to say we have three new DASA Assistants that started on 26th Feb to cover Cher's maternity leave. They are all current students and will work up to 10 hours with the team. They have all joined a College wide group as a student rep, as well as hosting additional Breakfast clubs and hosting student Clubs. Great additions to the team!



Steph Clark
Social Science
Gardyne



Kara Ramsay
Social Science
Gardyne



Adele Lawrence
Science
Kingsway

Monthly Class Rep Meetings have continued and we are currently in Block 5 of 7. This month we have Lauren Simpson , Active Campus Coordinator as a guest speaker to chat with students about activities they can get involved with to support their own and their classmates wellbeing.

Feedback in Black 4 was focused around 'Your Campus' bring the student voice to the improvement plans for the campuses There was also an information session about D&A Attributes, Alumni and Volunteering.



- Our Department Reps have formed Student Congress and have been part of some operational decisions for the Students' Association.

New Constitution: [CONSTITUTION 2024 FIRST DRAFT.docx](#)

Team Structure: 1x President, 3x campus specific Vice President, all to have 'role focus' eg. Wellbeing/Events.

Student Partnership Agreement: Session planned for May 2024

SMHA: First Draft sent for comment to Think Positive



**DASA CONSTITUTION
2024**

Thrive

Mid December we were awarded £1500 of funding from Angus council to stock the on campus Food Larder which are part of the Thrive initiative. The money was used to provided food parcels for students before the winter break and into the new year. We have estimated this will have supported approximately D&A College 250 families.

Winter Wellbeing: In the run up to the winter break we asked student what they might need support with over the 3 weeks. We updated the Thrive Portal site with lots of information on wellbeing, mental health, social and cost of living support available in the community.



Feedback Friday

Our weekly snapshot of the Student Experience has returned with some new themes for Semester 2. We have also had similar feedback system for Senior Phase students. We are working closely with the C&P Directors, group tutors and Reps to increase engagement. This has included doing class talks with every animal care class in Arbroath. Some of the recent 'stars' are:

Welcome back - "Everything has been good since being back lecturers have been so helpful"

Catering Facilities - "Free breakfast & soup every day"

How are you? - "Everyone in the college always ask how you are and it's very nice and makes you feel like you matter"

Libraries - "Always helpful and friendly staff and nicely set up with lots of equipment, books, stationary, etc"



Student Voice

To ensure we are capturing a diverse and inclusive range of student voices we holding and having student representation in a number of College wide groups and working with individual Classes and Departments too, some of groups include....

30+ Student voice sessions with ESOL, ASE & Essential skills & Animal Care

Infrastructure Improvement Project

Esports Society

Session with Trades HCQs & CQLs to enhance engagement with students and apprentices.

Health, Safety & Wellbeing Committee

Student Sustainability Group

Trauma Informed Practice Group

Neurodiversity Group

LGBTQ+ Student Group & Inclusion Champion

Hedgehog Friendly Campus

College of Sanctuary

LGBTQ+

The LGBTQ+ Group met in early Feb for the first time in 2024. Facilitated by Amy and Marc James (Student Services) the group discussed the direction of the group and different areas they would like to focus on this year. This included events, awareness, education and policies. We have worked with Raymond Wood (LACE) to encourage LGBTQ+ students to college wide events during LGBTQ+ History month. The group was offered and up took a movement class by a PFA Student for their assessment. We also have taster sessions coming up with Lauren Simpson to encourage physical activity.



TALKING WITH
Pride

IN CELEBRATION OF LGBTQ+ HISTORY MONTH


We will be screening a short film that raises awareness of mental health and wellbeing in the LGBTQ+ community.

The film features Dundee locals who share their experiences with mental health, and what they believe can and should be improved.

Kenny Christie, a Trustee with Dundee Pride, will host the presentation and panel discussion.

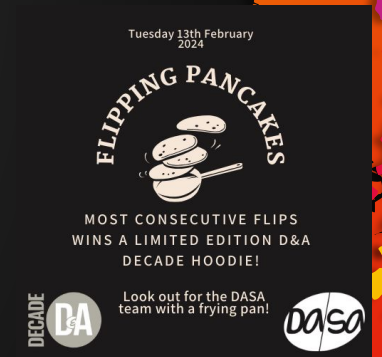
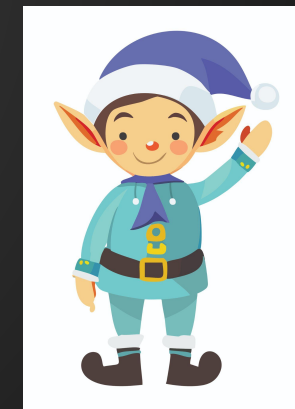
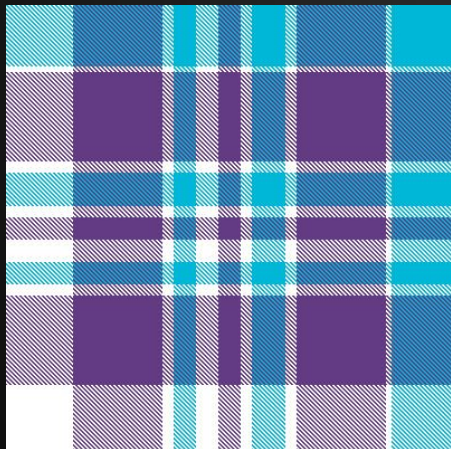
To book your place, please email Raymond on: r.wood@dundeeandangus.ac.uk

Wednesday 28th Feb: 2:00pm - 4:00pm: Gardyne Campus

D&A Decade Celebrations

We have enjoyed being part of the D&A Decade Celebrations. This had included Elf on the Shelf, Pancake flipping competition, D&A Decade Hoodie (profits going to Thrive), Tree Planting, Thrive Drive, D&A Tartan Design(sneak peak of the winning design below) and the upcoming Egg hunt.



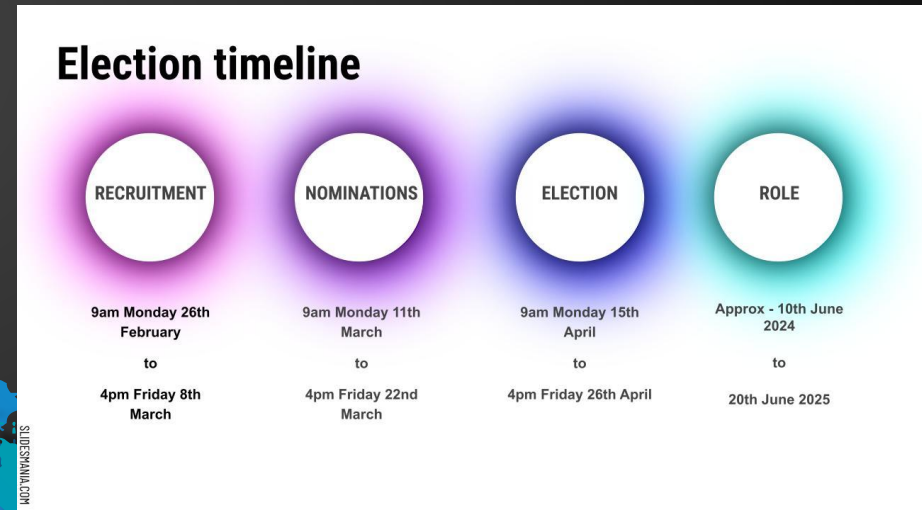
Elections

The 2024 Election season has begun! The team have been out speaking to student about the elections as well as sharing information to staff and students via the dedicated Election Hub on sharepoint and election wall at each of our offices.

We are working hard to create a buzz on campus, collaborating with the Marketing, LDR, Quality and other staff to make the behind the scenes processes more efficient and accessible to all.



A promotional graphic for student elections. On the left is a circular logo with a purple top half containing four white stars and the word 'VOTE' in white on a black banner. The bottom half is blue with a white silhouette of a building. To the right, the text 'Student elections' is written in large white font. Below it, 'Coming soon!' is written in pink. A QR code is on the right. At the bottom, the text 'Scan to register your interest now' is written in white.



An infographic titled 'Election timeline' showing four stages: RECRUITMENT, NOMINATIONS, ELECTION, and ROLE. Each stage is represented by a white circle on a colored background. Below each circle are the dates and times for that stage.

RECRUITMENT	NOMINATIONS	ELECTION	ROLE
9am Monday 26th February to 4pm Friday 8th March	9am Monday 11th March to 4pm Friday 22nd March	9am Monday 15th April to 4pm Friday 26th April	Approx - 10th June 2024 to 20th June 2025

Staff Awards

Nominations for the Student Led Staff awards are underway until 10th of May. We are promoting the awards via our reps and social media to get as many votes in the 4 categories as possible.

Lecturer of the Year (x3)

Support Staff of the Year (x3)

Hidden Gem

Heart of the College

Student Led Staff Awards

2024

NOMINATIONS ARE NOW OPEN FOR THIS YEAR'S STUDENT-LED STAFF AWARDS! TIME TO CAPTURE THE GOOD NEWS STORIES AND OUTSTANDING CONTRIBUTIONS BY OUR ACADEMIC AND SUPPORT STAFF WHO ENHANCE YOUR LEARNING EXPERIENCES THROUGHOUT THE YEAR. SCAN THE QR CODE TO VOTE!!

Student Elections

Tertiary Quality
Advisory Group

Class Rep
Recognition

College Community
Collaborative

Secret Life of
Students QAA



Thank you.

Any questions?

BOARD OF MANAGEMENT

Tuesday 12 March 2024



PRINCIPAL'S REPORT

PAPER G

BOARD OF MANAGEMENT



Tuesday 12th March 2024

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. Coast Training Solutions – Coast have now moved into the Skills Academy at MSIP as our first tenants on site. They deliver a wide range of GWO courses including Wind Technician, Safety and Advanced First Aid. They also offer working at heights, rope access and fire safety. We worked together to secure funding to install a mock Wind Turbine in the building as well as kit out three different classrooms for delivery. This partnership has been set in line with our tenancy at MSIP and is an incremental rental to allow the business to raise their brand and generate footfall.
- 3.2. Future Leaders: The Old Course Hotel - The Business Partnerships Team has further enhanced our partnership with The Old Course Hotel in St Andrews by developing a bespoke leadership development course for their future managers. The hotel identified that they had a problem with staff retention, like many hospitality and tourism businesses they often lose staff to pursue other careers. The full case study is available here: [D&A Business working with Old Course Hotel, Golf Resort & Spa | Case Study \(youtube.com\)](#)
- 3.3. Journeycall (The ESP Group) Employability Academy – We teamed up with Angus Council and The ESP Group to design and deliver another employability academy for Journeycall. The business recently secured another multimillion-pound contract that requires them to mass recruit and the College are supporting them to do this. We secured £15,000 to run a 4 week intensive academy that will take unemployed people through customer service training coupled with growth mindset and employability support.
- 3.4. Beyond Boundaries – We have partnered with Angus Council to deliver a new initiative called Beyond Boundaries. This is 9-to-12-month course designed to take low-income parents on a growth journey to see them progress in their careers. Intergenerational poverty is continuing to impact our economy through the Child Poverty Fund we have secured £45,000 to design, deliver and ultimately tackle this significant challenge.

4. Future Focused

- 4.1. Future Infrastructure Vision – Aligning the SFC’s College Infrastructure Delivery Plan, the outcome of the Skills Delivery Landscape (Withers) Review and the development of a new, post 2025 College Board Strategy, the College is developing a clear strategic vision of our future infrastructure. We are working with [BDP](#) to help us develop and deliver a holistic vision for the overall regional College estate, in a way that can be delivered in logical and realistic phases over an estimated ten-year period. More information will be provided to the Board as this progresses.
- 4.2. Clean Energy Industry Event – During Quality week the Energy Skills Partnership (ESP) were invited to share practice and engage in professional dialogue with teaching staff from Engineering, Computing, Construction and Building Services. It was a chance to connect, reflect and appreciate the positive work already undertaken in the green skills and traditional trades area. The opportunity for all staff from cross-curricular areas has fostered positive relations and a desire from many to connect more regularly and collaborate on curriculum activities.
- 4.3. Transformation Activities and Officer Appointment – Following on from the appointments of Andy Ross as Director of Infrastructure and Leann Crichton as Director of Student Experience, a review of priorities and needs was undertaken in respect of the ‘backfill’ of their previous roles. This has resulted in no like-for-like replacement of these roles and the creation of the role of new Transformation Officer and the appointment of Chloe Hendrie (formerly Help Point Team Leader) into this post on 5 February 2024. The transformation role will operate across the College to review systems and processes identify and create opportunities to streamline the way in which we operate and to enhance the student (or staff) experience.
- 4.4. 2024 Sustainable Development Goals *Teach In* – Students are asking for more and more information about all things sustainability, in its broadest sense, throughout their time in education. The Academic Development team have been offering support to teams across the college to ensure that sustainability is embedded within all aspects of learning and life to help future proof our planet.
- 4.5. Big College Open Week – The second national Big College Open Week will take place in March and D&A will be opening our doors to let people to see our campuses and experience college life. Tours will be taking place across all three campuses, and across all departments. A great way for prospective students to experience the college environment before they apply.

5. Thriving Community

- 5.1. Student Satisfaction – The Autumn Learner Survey maintained an overall satisfaction rate of 88% (4.4 out of 5), the same satisfaction rate as Spring 2023 and Autumn and Spring 2022. Once again, the question about Our Staff received the highest score with a 92% satisfaction rate which demonstrates how much the students value the support they receive from college staff. The survey provides valuable student feedback for teams to reflect upon at course team level, as well as affecting in-year improvements and supporting self-evaluation activities.
- 5.2. Supporting sanctuary seeking students at D&A College – Each year we welcome increasing numbers of students who are in this country seeking sanctuary. This year there are nearly 250 refugees and asylum seekers at the college, spread across 16 teaching departments, with the majority studying ESOL in the English Language and Teacher Training (ELTT) department. The Head of Curriculum and Quality (HCQ) for ELTT held a CPD session for staff during Quality week to help staff to understand

what we currently do and could do across the college to help make the college a welcoming place for students seeking sanctuary. The session was well received by teaching and support staff and further sessions are planned.

- 5.3. Game Jam 2024 – Once again, our Computing department has led on their annual Game Jam event. This is a time-bound creative competition where students must collaborate to create a game in response to a previously unseen brief. This year's brief was "It's not a glitch, it's a feature". In addition to developing industry skills in games development and design, students have to problem solve, collaborate under pressure, stay within the scope of the brief and promote their game to the judges.
- 5.4. Cyber Security Challenge – Our students showcased their expertise at the Cyber 9/12 Strategy Challenge, hosted at the Abertay Cyber Quarter on 16th and 17th November. Two teams of four, each representing one of the HND Cyber Security courses at the College competed in this annual global challenge run by Atlantic Council and the Scottish Government.
- 5.5. Education Scotland Feedback – Inspectors have praised the College for our focus on innovation, inclusivity, successful partnership working and a continual commitment to student excellence. The latest Education Scotland review, published on 6th February, highlighted the strong links the college has with partners and employers across all subjects which helps students gain relevant work placements and support to get jobs. Further details can be [seen here](#).

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 12 March 2024



NATIONAL BARGAINING UPDATE

PAPER H

BOARD OF MANAGEMENT

Tuesday 12 March 2024

National Bargaining Update



Paper H for information

1. Introduction & Context

This paper summarises the current position, recent developments and national disputes arising from the national bargaining processes in place for colleges.

Following conclusion of the 2021/2022 academic and support staff negotiations, arrangements were progressed in respect of the 2022/2023 and then 2023/2024 settlements (effective from 1 September 2022 and 1 September 2023 respectively), with further discussions adding in the 2024/2025 salary offer to create a 3 year deal.

Despite on-going national discussions, no settlements have yet been reached and details around the current situation for each staff group are summarised below.

2. Academic Staff Negotiations

Negotiations for the 2022/23, 2023/24 and 2024/25 academic staff salary settlements remain difficult, with a final offer of £2000 for 2022/23, £1500 for 2023/24 and £1500 for 2024/25 on all salary points being rejected and a second ballot on industrial action returning a majority vote (following a failed ballot in late 2023).

Notification of planned action consisting of a 'work to rule' and action to withhold student results has been announced from 12 February 2024. The impact or engagement with this action is not yet known.

National strike action by academic staff has been confirmed, with a national strike day on Thursday 29 February and Monday 11 and Wednesday 13 March 2024. The February strike day attracted c19% engagement by D&A staff.

Alongside discussion on pay, a dispute has also arisen and discussions are ongoing around wording in respect of a request for a national sector wide guarantee on no compulsory redundancies.

3. Support Staff Negotiations

In respect of Support staff, a complex pay and conditions demand was submitted on behalf of Unison, GMB and Unite (and detailed at previous meetings).

A similar final offer of £2000 for 2022/23, £1500 for 2023/24 and £1500 for 2024/25 on all salary points has been made to support staff, with this being rejected by Unison who have subsequently held a ballot on industrial action returning a majority vote.

National strike action by support staff has also been confirmed, with a national strike day on Thursday 29 February 2024, with Unison opting to pay strike pay for this day. The action attracted c18% engagement from D&A staff.

The three year pay offer was put to the GMB and Unite memberships nationally and had been overwhelmingly accepted by both of these unions (GMB are the predominant union for support staff at D&A, particularly within the Dundee campuses). As a single bargaining group, this acceptance cannot be progressed until all three support unions accept the offer.

Alongside discussion on pay, dispute has also arisen around wording in respect of a request for a national guarantee on no compulsory redundancies.

Discussions are also progressing slowly on the wide range of terms and conditions items as part of the 2022/23 pay demand made by Unison.

4. Industrial Action Arrangements

Arrangements for strike days will be progressed based on past experience. The College will remain open on strike days and decisions will be made on a day by day basis on whether or not all / some / no / classes will be cancelled. Salary deductions are made for all staff taking part in strike action.

Arrangements in respect of action short of strike (ASOS) are being discussed nationally and it is anticipated that colleges will be asked to take a common approach across the sector and to withhold / deduct payment of up to 100% where staff are engaged in ASOS and withhold student results.

5. 2021 Instructors Dispute

Following resolution to the 2021 national dispute with academic staff surrounding the use of instructor roles, a national dispute has been raised by support unions to the Employers' Association as a result of the terms of the [national agreement reached with EIS/FELA](#).

Support unions remain unhappy that the review process agreed as a resolution to the EIS/FELA dispute does not involve them in discussions around potential changes to the designation of instructors/trainers (who are support staff).

National discussions have not progressed for some time due to discussions around the pay disputes.

6. National Job Evaluation

Arrangements in respect of the national support staff Job Evaluation exercise continue to progress very slowly, with the last update on this produced in March 2023. Details of work being undertaken is available on the NJNC website: <https://njncscotlandscolleges.ac.uk/job-eval-latest-news/>

Significant concern has been highlighted to support unions nationally regarding the accuracy and validity of much of the job evaluation outcomes created and concern exists that this data (as of 1 September 2018) is reaching a point where it may be too out of date to be reasonably used to inform JE outcomes.

National discussions around this are progressing but it is recognised that there is significant likelihood for national arrangements to be further delayed or derailed as arrangements progress and as complex and contentious elements for discussion/agreement arise.

Part of the ballot in respect of industrial action for support staff relates to the failure of employers to provide for 'pay harmonisation' in respect of support roles.

Alongside these issues, concerns also exist around the availability and security of SFC funding that has been ringfenced since 2018 to support the costs of moving to a new pay and grading system. These are substantial funds nationally (c£68million) and given the current funding crisis across the public sector the risk around retention of these funds is heightened and there is an increased impetus to reach agreement and access these funds.

7. National Policy Development

National discussions have been ongoing over several years to support development of a suite of national policies, with a particular focus around the following areas:

- Absence Management
- Family Friendly Policies (including Maternity, Paternity etc.)
- Discipline and Grievance
- Flexible Working
- Professional Development.
- National Menopause Policy
- Annual Leave Policy
- Managing Workforce/Organisational Change Policy

These discussions have proven challenging, with only the national annual leave and menopause policies having been agreed. Discussions around the remaining areas, plus other issues – such as a 4 day working week – continue.

8. Link to Strategic Risk Register

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of the following risk within the Strategic Risk Register.

- 2.3 National outcomes on salaries and conditions of service outstrip ability to pay
- 3.6 National bargaining outcomes impact adversely on College operations, activity, and flexibility
- 3.7 Industrial Relations Problems (including industrial action)

Author and Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations

BOARD OF MANAGEMENT

Tuesday 12 March 2024



FINANCE & INFRASTRUCTURE ITEMS

12.2- FUTURE INFRASTRUTURE VISION

PAPER I

BOARD OF MANAGEMENT

Tuesday 12 March 2024



Future Infrastructure Vision

Paper 1 for information

1. Introduction

This paper outlines the current infrastructure challenges facing Dundee & Angus College, and the proposed approach taken by the Senior Leadership Team to deliver a future infrastructure vision that meets the aspirations of our students and is aligned to local, regional and national priorities.

2. Recommendation

Members are asked to note the contents of this paper.

3. Current Infrastructure Challenges

Whilst the College infrastructure is very well maintained and has received significant maintenance investment over recent years, the urgent need for more longer term, strategic investment is now critical across all three campuses to ensure that our estate meets the ambitions and aspirations for our learners, communities and industry partners.

Looking across the three campuses:

- **Gardyne Road:** Although the broader Gardyne Road estate was renovated and redeveloped in 2011, elements of the estate such as the North Annexe and the Sports block, both built in 1970, now need refreshed and modernised.
- **Arbroath:** In Arbroath, despite the age of the buildings, the estate has been maintained extremely well, however the overall condition of the Clova Building in particular, as well as elements of all seven buildings within the Arbroath estate, now also need modernised and future proofed.
- **Kingsway:** Lastly, even before the recent identification of RAAC in the Construction and Engineering blocks, the Kingsway Campus was already in urgent need of significant investment. The Committee will be aware of the Outline Business Case (OBC) produced in 2017 which detailed a vision for the Kingsway Campus and the steps needed to achieve this, however unfortunately due to COVID and the lack of a funding model for large scale College infrastructure projects, the OBC did not progress and needs to be revisited as part of a broader exercise.

Finally, with the shifts in both student and staff expectations, as well as the evolution of technology post-COVID, the current campus layouts and capabilities need to be reviewed and refreshed to ensure that they meet the needs of a modern and inspirational learning environment.

4. College Sector Infrastructure Strategy

Both the Scottish Government and the Scottish Funding Council (SFC) recognise the need for longer term, strategic investment across the whole college sector estate and subsequently launched the [College Infrastructure Strategy & Action Plan](#) in November 2022.

The Infrastructure Strategy & Action Plan describes the SFC's approach to determining future investment in Scotland's College estate and other college infrastructure, with D&A College represented on the Infrastructure Delivery Group.

Despite the launch in 2022, progress has been slow however, in December 2023, the SFC launched the [College Infrastructure Strategy Delivery Plan](#) which now outlines the series of steps that Colleges must go through over this calendar year (2024) to make the case for more longer term investment, should significant capital funds become available.

This will include undertaking a whole sector estates condition survey early in the process, through to working with the sector on a new funding model for strategic, college infrastructure investment.

5. D&A 10 Year Infrastructure Vision

Aligning the SFC's College Infrastructure Delivery Plan, the outcome of the Skills Delivery Landscape (Withers) Review and the development of a new, post 2025 College Board Strategy, it is important that the College develops a clear strategic vision of not just what we deliver, but how and where we deliver it.

The development of the D&A 10 Year Infrastructure Vision will be underpinned by, and tested against, four high-level principles that require our infrastructure to be:

- 1. Prominent and Inspiring:** The College aims to have a visible presence in both Dundee and Angus. It seeks to create inspirational facilities and equipment that meet industry standards. Consistency in branding and overall experience is a priority.
- 2. Inclusive and Supportive:** The College intends to enhance campus accessibility through strong public transport links. Inviting buildings will foster a caring D&A College community, encouraging people to visit and stay. On-site wrap-around services will provide support for learning and life.
- 3. Flexible & Collaborative:** The College recognises the importance of physical space tailored to the specific needs of learners, staff, and the curriculum. Collaboration with partners and stakeholders will be a core driver and will create a dynamic environment. Students, staff and stakeholders will actively participate in co-designing the college's future.

- 4. **Sustainable & Future-Proofed:** The College will embrace technology, ensuring it remains sustainable and contributes to a net-zero transition. Ownership and alignment with regional and national priorities are key considerations.

To support us with the development of the D&A 10 Year Infrastructure Vision, and to ensure we are in the best position possible to meet the SFC’s timelines, in January 2024 the College commissioned [Building Design Partnership \(BDP\)](#), who we worked with on the 2017 Kingsway OBC, to support us with building a high level vision and case for longer term strategic investment.

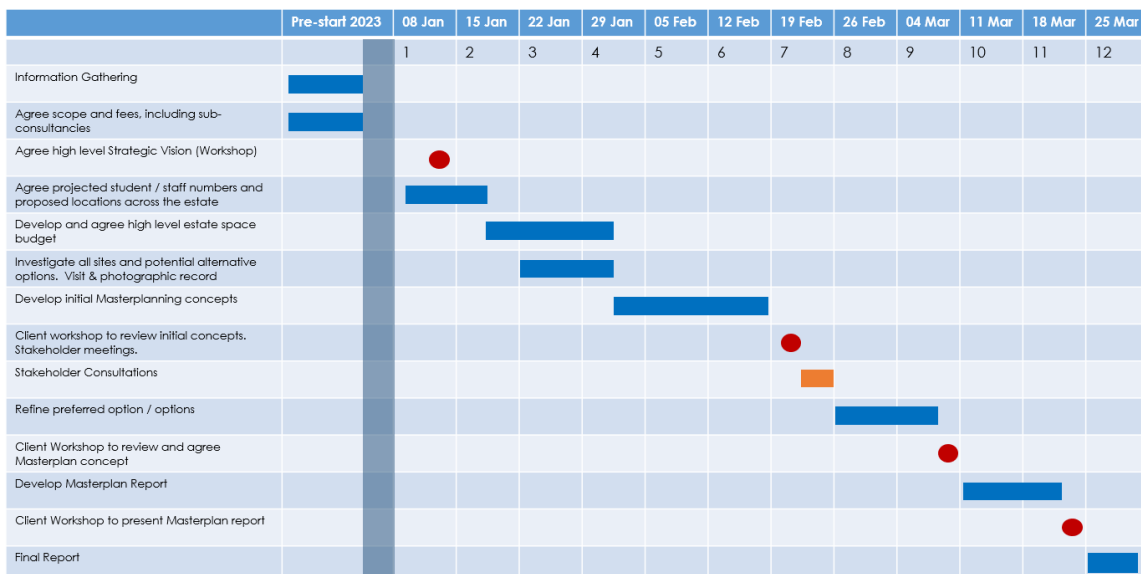
BDP will work with the College to develop and deliver a holistic vision for the overall regional College estate, in a way that can be delivered in logical and realistic phases over an estimated ten-year period. This initial scoping work will be completed by March 2024 and will include the following:

- Baselining information on the current estate and condition
- Energy performance survey across the current estate
- Development of an estates masterplan/vision for 2034

The output produced by BDP will act as the first initial step and will form the basis and beginnings of more detailed discussions and consultation with key stakeholders, including the Board of Management, staff and students, on the future direction of the College infrastructure.

6. Timeline

The key milestones for the BDP exercise are as follows:



7. Conclusion

In conclusion, developing a Future Infrastructure Vision and addressing the pressing challenges within the current infrastructure is a significant strategic priority. The timing of this work is extremely important given the exercise underway within SFC, so it is important that the College is in the best position possible should significant capital funds become available. The call for strategic investment should be clearly aligned to a future direction and should be needs specific across all three campuses. On completion of this exercise, a series of concepts, options and ideas will be taken forward for further discussion and consultation with key stakeholders.

8. Link to Strategic Risk Register

Consideration of the topics included in this paper will support the mitigation of a range of risks identified within the Strategic Risk Register, namely;

2.6 – Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services

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

4.5 – Lack of investment in ageing / beyond serviceable life infrastructure (inc RAAC, Asbestos and M&E failure concerns) impacts on financial sustainability and/or delivery of learning and/or services

Author & Executive Sponsor:
Simon Hewitt, Principal

BOARD OF MANAGEMENT

Tuesday 12 March 2024



FINANCE & INFRASTRUCTURE ITEMS

**12.3- MANAGEMENT ACCOUNTS (FOR
INFORMATION ONLY)**

PAPER J (i) & (ii)

Finance & Property Committee

Tuesday 27 February 2024



Management Accounts & Forecast Outturn

Paper J for information

1. Introduction

This report brings to the Committees attention the management accounts for Month 6 (August – January) which incorporates the budget approved in June 2023 together with both the subsequent and latest forecast for the year. The Outturn for the year to July 2023 is also reported for comparative purposes.

2. Recommendation

Members are asked to note the Month 6 position.

3. Context

The budget for 2023/24, and the savings exercise which had preceded it, was prepared in anticipation of a flat cash settlement coupled with a reduction in Credit Target. This was confirmed by The Scottish Funding Council (SFC) in May.

Assumptions regarding certain ancillary allocations were made when establishing the budget. Most of these had been confirmed when the previous quarterly forecast was reported in December but the most significant, the Flexible Workforce Development (FWDF) had not. Indications were that funding would be reduced and our expectations were downgraded accordingly. SFC have subsequently confirmed that there would in fact be no allocations for 2023/24, nor 2024/25, and consequently this is removed from this forecast, with net impact as shown below. It is possible that the activity may be resurrected for next year in credit generating form with no additional funding.

On a more positive note, we are confident that this year's reduced Credit Target will be achieved. The additional flexibilities allowed by SFC have also enabled us to demonstrate that had these been available for 2022/23 our Credit Target would have been achieved. As a consequence, SFC have confirmed there would be no clawback of grant funding for last year. The provision of £320K made at July 2023 is no longer required and the release will provide a non-recurrent boost to operating surplus this year.

Pay awards for both academic and support staff remain unresolved with industrial action by the academic union, EIS/FELA, about to commence at time of writing. The College continues to provide for an award in line with the current, and final, offer extending three years from September 2022 through to August 2025.

The previous forecast made no assumption of potential funding for the increase in SPPA pension contributions in April, from 23% to 26%, for the teachers' pension scheme. We now understand that this is very likely to be funded, as has been confirmed for England and Wales, from the Barnett consequentials. Funding equivalent to the estimated additional cost this year, unchanged at £150K, has been introduced in this forecast.

We still await confirmation from Tayside Pension Fund of any change to employer's pension contributions for support staff from April and, whilst a decrease has been signalled, no forecast adjustment has been made at this time. The positive impact upon current year is likely to be minimal but future annual savings could be significant.

The Voluntary Severance (VS) provision remains unchanged at £300K meantime. This will be re-evaluated as part of the 2024/25 budget preparations already underway but final estimates may not be possible until indicative funding allocations are published by SFC towards the end of March and the full extent of required savings determined.

The previous forecast benefitted from the additional clarity provided by several factors including the conclusion of the savings exercise, the final shaping of the curriculum and enrolments, and additional project activity. This forecast continues to benefit from greater clarity as we move into the second half of the year. We have secured final approval for our third Tay Cities Deal project 'Tay Cities Life Sciences, Biotechnology and Medical Technology' and all three are now fully reflected in this latest forecast. Additional project grants have also been secured, including more funding from UK Shared Prosperity Funds (UKSPF) and these are estimated to provide contribution to established costs.

The presence of Reinforced Autoclaved Aerated Concrete (RAAC) within the Construction and Engineering buildings at Kingsway campus, and the substantial remedial costs estimated, has acted as a catalyst for re-examining our vision for the college estate. Consultants have been commissioned to create a masterplan and, simultaneously, a conditions survey and energy assessment. Government energy efficiency funding had already been secured for the latter and, whilst attempts are being made to secure additional funding, the net cost is included in this forecast.

In terms of risks, a threat has emerged which may impact how the College chooses to apply Capital Maintenance funding it receives from SFC on a fiscal year basis. Considerable flexibility has been allowed in recent years and, for FY2023/24, SFC's allocation of £2.587m was no longer split between High Priority Backlog Maintenance and Lifecycle Maintenance, further reinforcing this trend. However, SFC are under pressure from Scottish Government to spend the entire sector allocation of £31m as capital expenditure (CDEL), rather than a mixture of both capital and revenue (RDEL). This had been communicated to college only via the monthly cashflow process, with SFC assuring colleges that they were engaging with government to secure necessary flexibility. In the current year, apart from our loan repayment of £457K, all funding is being expended as revenue. This is a sector wide issue, affecting all colleges to varying degrees, and is the subject of intense lobbying, led by Colleges Scotland.

In practical terms it is unlikely that flexibility could be removed for the FY2023/24 allocation without withdrawing funding retrospectively. The impact upon our finances would be substantive. However, the issue has now introduced a profound challenge to future budget setting. Capital Maintenance funding for FY2024/25 has been assumed to continue at the same level and this also impacts the current academic year in respect of the final four months. Our assumption that this can continue to be used to support revenue expenditure remains unaltered in this forecast but now attracts heightened risk and will be subject to ongoing review and discussion with SFC.

An assessment of the risks from key areas is included within the Management Accounts 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

This forecast predicts a **Cash-backed surplus of £523K**, an increase of £392K upon the last forecast of £131K, which in turn had improved from a budgeted deficit of £15K despite introducing a VS provision of £300K. The college requires to generate a surplus of at least £457K to service our annual loan repayment.

Actual operating performance to January is a surplus of £1.1m, almost £0.3m better than budget. This is partly due to the timing and recognition of income and expenditure but any permanent deviation is factored into the new forecast.

A summary of the main movements, with income and expenditure netted off where possible since the previous forecast 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 surplus per previous Forecast	131
SFC: Clawback - release of provision	320
SFC: funding for pension increase	150
SFC: FWDF - removal of allocation	(152)
Fees - Full-time HE	(53)
Fees - other	35
Projects - Tay Cities Deal	73
Project & grant funding - other	141
Catering	(46)
Nursery	(77)
Pay costs (non-project)	213
Property costs, including professional services	(184)
Other net income, consumable and other costs	(28)
Cash-backed surplus this Forecast for 2023/24	523

5. Income

Income increases, once again, now by almost £0.9m in this forecast, to £46.1m, although a substantial portion of income attracts additional cost, of circa £0.5m.

SFC Credit income increases by £320K from the 2022/23 clawback reversal described above.

Other SFC grants suffers from the removal of the residual £221K estimate of FWDF allocation for 2023/24 but is offset by the anticipated grant allocation for pension increases of £150K to match estimated costs.

Tuition Fees have decreased by £30K due essentially to last quarters forecast increase in HE full-time proving to be slightly high, though it remains £90K above budget.

Non-core income has again risen substantially in this forecast, by £710K thanks to significant increases in project funding, and is now £1.35m higher than budget.

Project funding benefits from a range of successful new bids and will contribute to embedded costs to varying extent depending upon the nature of the activity supported. In other respects it allows investment in equipment and curriculum development that may otherwise be unaffordable, albeit with no direct impact upon operational performance. To a limited extent, additional expenditure is also being incurred within the Tay Cities Deal projects on behalf of project partners who would otherwise not have a ready route to market for equipment.

Nursery income reduces by £84K and a deficit of £115K is now forecast.

The performance metric 'Proportion of income that is SFC grant funded' continues to reduce and is now 77%, compared to a budget of 79% and a 2022-23 actual of 82%. A target of 79% had been established last year.

6. Pay Costs

Total pay costs are forecast to reduce by £331K. This follows an increase in the last forecast and now positions costs less than £300K over budget before factoring in the VS provision introduced last quarter.

This quarterly reduction to forecast is primarily due to lower teaching pay, both established and variable. The reasons are varied and include strike deductions, removal of certain contingent, reduction in Development Officers pay and removal of variable pay costs associated with the delivery of FWDF activity following the removal of this year's allocation.

Increases in student support pay is more than offset by other support category savings.

The additional cost of higher SPPA contributions for academic staff is included for the final four months of the year but no change has yet been reflected for an anticipated reduction in LGPS contribution for support staff, believed to be less than 2%.

The current VS scheme, launched last November, closes at the end of February and savings secured will be evaluated and taken into consideration when determining the adequacy of the current provision in tandem with the budget setting described above.

The performance metric 'Proportion of expenditure that is staff costs' is monitored. The latest forecast has reduced to 74%, down from 77% last year.

7. Non Pay Costs

Non-pay costs have increased by £0.8m, of which more than £0.5m is directly related to additional project funding and the bulk of this is within consumables and equipment.

Property costs have increased due to the higher running costs, charged retrospectively, for the Saltire Sports Centre. Other increases in transport costs are offset by a reduction in utility costs. The reduction in both electricity and gas prices from April will benefit future year's budgets.

Professional fees are increased by £160K including vat for the additional costs of both the Estates Vision Masterplan and Conditions Survey. As mentioned above, alternative funding is being explored. Potentially we may also be able to divert a portion of Capital Maintenance funding, but it seems prudent to ignore this possibility meantime given the CDEL risk issue highlighted earlier.

8. Subsidiary Company

Gardyne Theatre Limited continues to forecast a break-even position based on current costing models, with this approach maintained in this forecast. A surplus of £2K is reported for the first half-year. These reported values take no account of the net costs absorbed by the college in supporting its operations.

9. Student Support Funding

Whilst SFC funding allocations exceed demand, reduced SAAS allocations for HE Discretionary funding is inadequate. The College assumed a similar level of funding and consequently over committed, potentially by approximately £40K. To avoid disadvantaging HE students and to safeguard enrolments, a decision was made to fund an overspend on this support funding of up to £50K. It is hoped that this can be vired from other budgets and so no forecast adjustment has been made at this time.

10. Capital Expenditure and Disposals

Following normal practice, no capital expenditure is budgeted, with all property works and equipment 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. Ordinarily this this would have no net impact upon operating position but this flexibility is under threat as described above. The extent to which this threat can be mitigated by capitalising more expenditure is limited.

The cash flow forecast retains anticipated proceeds from the disposal of outreach centres at both Montrose and Kirriemuir. However, Montrose continues to attract little interest and marketing of Kirriemuir, to be sold jointly with Angus Council, has suffered delays. There appears significant risk that these funds will not be realised this year, thereby reducing projected cash balances at July 2024.

11. Cash Flow Forecast

Cash held at 31 January is £6.2m and is boosted by the recent receipt of full-time HE fees from SAAS and the continuing high level of restricted cash funds of circa £4.3m. Unrestricted cash therefore represents only approximately 15 days cash, relative to forecast expenditure.

Cash balances predicted for July 2024 is now higher, thanks to the improved operating position, at circa £3.5m. Working capital movements from July 2023 to July 2024 is expected to be substantially negative and includes an anticipated reduction in restricted cash reserves to circa £1.2m.

12. Conclusion

This forecast presents an improved position despite the strategic decision to introduce significant estates costs in support of the vision for a more economically sustainable and fit for purpose college estate. Whilst it is recognised that this forecast benefits from the release of last year's clawback provision, alternative potential funding sources are being successfully leveraged and solid progress has been made towards securing a more financially sustainable underlying position.

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

Sponsor: Nicky Anderson, Director of Finance

Executive Sponsor: Steven Taylor, Vice Principal Support Services and Operations

Dundee and Angus College
Management Accounts for the year to 31 July 2024
Income & Expenditure Report
Month 6, January 2024

	2022/23	Month 6, January 2024			Full Year 2023/24			
	Actual	Q1 Forecast	Actual	Variance from Forecast	Budget	Q1 Forecast	Q2 Forecast	Variance from Previous Forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
SFC Credit income	30,987	15,685	16,005	320	31,371	31,371	31,691	320
SFC ESF Credits	189	-	-	-	-	-	-	-
Other SFC grants	5,164	1,809	2,048	239	3,470	3,991	3,920	(71)
SFC Total	36,340	17,494	18,053	559	34,841	35,362	35,611	249
Tuition Fees	3,242	2,626	2,461	(165)	3,202	3,411	3,381	(30)
Non-Core income	2,703	1,272	1,425	153	3,066	3,710	4,420	710
Catering & other income	2,150	1,025	1,045	20	2,093	2,095	2,041	(54)
Donation from ALF (revenue)	-	-	-	-	700	700	700	-
Total Income	44,435	22,417	22,984	567	43,902	45,278	46,153	875
Teaching Pay - established	16,749	7,758	7,707	51	15,600	16,011	15,827	184
Teaching Pay - variable	2,410	954	928	26	2,506	1,835	1,771	64
Invoiced Staff Costs	284	87	70	17	229	222	165	57
Teaching Support Pay	2,414	1,246	1,268	(22)	2,538	2,615	2,696	(81)
Support pay	11,416	6,264	6,257	7	11,972	12,774	12,667	107
Apprenticeship Levy	102	52	49	3	108	108	108	-
VS Scheme	1,501	-	-	-	-	300	300	-
Unfunded pension payments	394	210	203	7	420	420	420	-
Total Pay Costs	35,270	16,571	16,482	89	33,373	34,285	33,954	331
Staff related costs	289	159	144	15	299	313	313	-
Consumables & Equipment	1,410	737	728	9	1,586	1,566	2,023	(457)
Exam fees	726	355	325	30	740	748	751	(3)
Student related costs	171	85	105	(20)	160	159	188	(29)
Property cost	3,602	1,728	2,145	(417)	3,935	4,348	4,371	(23)
ICT & Telephony	1,683	980	932	48	1,793	1,624	1,641	(17)
Insurance	154	82	81	1	171	163	163	-
Marketing	132	60	67	(7)	134	135	158	(23)
Professional fees	84	76	24	52	191	191	324	(133)
General Overheads	301	150	148	2	297	303	320	(17)
Interest & Charges	107	62	66	(4)	123	123	140	(17)
VAT	1,038	563	645	(82)	1,115	1,189	1,284	(95)
Total non-pay costs	9,697	5,037	5,410	(373)	10,544	10,862	11,676	(814)
Cash-backed surplus/(deficit)	(532)	809	1,092	283	(15)	131	523	392
Add: subsidiary profit/(loss)	(21)	-	2	2	-	-	-	-
Consolidated Cash-backed surplus/(deficit)	(553)	809	1,094	285	(15)	131	523	392

Dundee and Angus College
Management Accounts for the year to 31 July 2024
Summary Analysis - Income
Month 6, January 2024

	Prior Year	Month 6, January 2024			Full Year 2023/24			
	Actual	Q1 Forecast	Actual	Variance from Forecast	Budget	Forecast Q1	Forecast Q2	Variance from Previous Forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Teaching Grant	30,987	15,685	16,005	320	31,691	31,371	31,691	320
SFC ESF Credits	189	-	-	-	-	-	-	-
SFC YPG 2022-23	190	-	-	-	-	-	-	-
SFC-Pension subsidy	0	-	-	-	-	-	150	150
SFC Capital Maintenance grants	3,055	1,350	1,550	200	2,588	3,038	3,038	-
SFC Digital Poverty as capital	182	183	183	-	-	183	183	-
SFC-Flexible Workforce Dev. Fund	1,109	164	81	(83)	493	301	80	(221)
SFC-Reducing Child Poverty	125	-	-	-	-	-	-	-
SFC-Funding for Counsellors	116	-	-	-	-	80	80	-
SFC-ESP Funding	350	100	233	133	350	350	350	-
SFC - Access to sanitary products	23	11	-	(11)	23	23	23	-
SFC: EMA Admin grant	14	1	1	-	16	16	16	-
Other SFC grants	5,164	1,809	2,048	239	3,470	3,991	3,920	(71)
HE Full-time	1,525	1,554	1,508	(46)	1,421	1,554	1,511	(43)
HE Associates & collaborations	652	364	237	(127)	639	741	742	1
Part-time Fees	268	205	225	20	268	272	279	7
Commercial and Leisure	635	345	336	(9)	700	686	694	8
Internal Re-charges	0	-	8	8	-	-	8	8
International Fees	162	158	146	(12)	174	158	147	(11)
Other fees	-	-	1	1	-	-	-	-
Tuition Fees	3,242	2,626	2,461	(165)	3,202	3,411	3,381	(30)
Commercial: Work-Based	255	135	150	15	180	180	181	1
Managing Agents	646	170	51	(119)	474	481	481	-
Skills Dev Scotland: MAs	696	253	204	(49)	450	520	520	-
SDS Foundation Apprentices L6	164	35	35	0	-	54	54	-
Other Public Sector contracts	23	14	8	(6)	40	30	30	-
Schools Senior Phase	162	0	14	14	162	162	171	9
Non-funded tuition	15	2	2	-	6	6	6	-
European Projects	49	-	-	-	-	-	-	-
Energy Skills Partnership (non-SFC)	282	121	55	(66)	258	251	238	(13)
SDS for MSIP	(2)	-	-	-	-	-	-	-
MSIP Management Fee	15	22	22	-	44	44	44	-
Northwood Trust	81	55	65	10	110	110	110	-
Seagreen funding	155	107	113	6	8	112	112	-
Tay City Deals	108	87	83	(4)	104	268	787	519
Multiply project (UKSPF)	-	259	259	-	-	417	417	-
MSIP Improvement Woks (UKSPF)	-	-	25	25	-	50	50	-
Data for Everyone (UKSPF)	-	-	-	-	-	-	100	100
Angus Council LEP Beyond Boundaries	-	-	-	-	-	-	45	45
SportScotland - Active Sports	-	-	40	40	-	40	40	-
Government Energy Efficiency grants	-	-	258	258	643	643	643	-
Misc. grants, funding and sponsorships	26	5	26	21	302	57	104	47
Other grants - ESP	7	-	-	-	270	270	270	-
Other misc. income	21	7	15	8	15	15	17	2
Non-Core income	2,703	1,272	1,425	153	3,066	3,710	4,420	710
Consultancy	40	-	-	-	-	-	-	-
Catering	903	513	545	32	1,033	935	944	9
Training Restaurants	37	17	14	(3)	40	40	27	(13)
Nursery	192	105	71	(34)	220	220	136	(84)
Retail shops	1	-	-	-	-	-	-	-
Salon revenues	24	12	16	4	40	28	38	10
Gardyne Sport facilities	264	118	136	18	234	268	268	-
General Lets hire of space	94	47	50	3	96	105	110	5
Staff secondments	21	-	1	1	13	13	14	1
Support cost grants	132	36	22	(14)	120	120	120	-
GTL revenue from LTO and SLA	20	5	5	-	20	20	20	-
Library charges	18	5	(1)	(6)	12	12	12	-
Photocopy charges	3	2	2	-	4	4	4	-
Sale of materials, produce, scrap etc.	68	12	17	5	20	20	21	1
Biomass RHI &EDFE FIT charges	37	23	13	(10)	52	52	52	-
Wage Subsidy/CJRS	133	66	78	12	115	149	147	(2)
Insurance Claims	4	-	-	-	-	-	-	-
Thrive@D&A Donations	38	-	-	-	-	-	-	-
Bank Interest	53	40	47	7	25	60	75	15
Other misc.	68	24	29	5	49	49	53	4
Catering & other income	2,150	1,025	1,045	20	2,093	2,095	2,041	(55)

Dundee and Angus College
Management Accounts for the year to 31 July 2024
Summary Analysis - Expenditure
Month 6, January 2024

	Prior Year	Month 6, January 2024			Full Year 2023/24			
	Actual	Q1 Forecast	Actual	Variance from Forecast	Budget	Forecast Q1	Forecast Q2	Variance from Previous Forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Mileage	111	52	51	1	111	125	125	-
Travel & Accommodation	29	12	9	3	30	30	30	-
Overseas Travel	2	-	(7)	7	-	-	-	-
Staff welfare and other expenses	21	10	12	(2)	24	24	24	-
Recruitment	3	2	-	2	4	4	4	-
Organisational Development	124	83	79	4	130	130	130	-
Staff related costs	290	159	144	15	299	313	313	-
Course Consumables etc.	378	217	209	8	354	359	389	(30)
Project Materials, Equipment etc.	111	91	87	4	72	143	557	(414)
Catering supplies	574	253	291	(38)	575	476	481	(5)
Library	29	19	8	11	32	32	32	-
Stationery & Printing	15	10	5	5	22	21	21	-
Equipment purchase & maintenance	265	125	115	10	265	269	277	(8)
Other misc.	38	22	13	9	266	266	266	-
Consumables and Equipment	1,410	737	728	9	1,586	1,566	2,023	(457)
SQA Fees	453	185	189	(4)	447	447	447	-
Other fees	168	114	103	11	180	180	180	-
Accred/Regn/Assess/Verification	105	56	33	23	113	121	124	(3)
Exam Fees	726	355	325	30	740	748	751	(3)
Residentials, travel etc.	26	12	7	5	28	29	37	(8)
Student placement costs	6	2	1	1	6	6	6	-
Student Counselling	23	14	14	0	21	21	21	-
Student Support costs	31	14	23	(9)	30	30	40	(10)
Student Bursary materials	-	-	20	(20)	-	-	-	-
Miscellaneous costs (inc.PVG)	85	43	40	3	75	73	84	(11)
Student related costs	171	85	105	(20)	160	159	188	(29)
Maintenance, high priority works, etc.	1,567	632	1,040	(408)	1,765	2,176	2,176	-
Building rentals and rates	324	185	193	(8)	378	378	407	(29)
Utilities	1,383	806	797	9	1,575	1,575	1,555	20
Cleaning, waste management etc.	204	76	81	(5)	160	161	161	-
Transport costs	87	14	28	(14)	33	33	47	(14)
Health & Safety costs	20	8	2	6	10	10	12	(2)
Other	16	7	4	3	14	15	13	2
Property Cost	3,601	1,728	2,145	(417)	3,935	4,348	4,371	(23)
ICT hardware, software, etc.	976	617	566	51	1,087	906	895	11
ICT Maintenance & Licences	625	306	316	(10)	612	612	640	(28)
Web Development	8	6	1	5	15	15	15	-
Telephony & data line rentals	74	51	49	2	79	91	91	-
ICT & Telephony	1,683	980	932	48	1,793	1,624	1,641	(17)
Consultancy (inc.projects)	26	9	4	5	22	22	22	-
Audit Services	60	33	2	31	66	66	66	-
Bad Debts and collection fees	-43	15	7	8	30	30	30	-
Legal & other professional fees	41	19	11	8	73	73	206	(133)
Professional fees	84	76	24	52	191	191	324	(133)
Photocopying, copyright & postage	98	60	64	(4)	114	114	104	10
Sponsorship, subscriptions, Licences	121	65	53	12	127	130	130	-
Hospitality and events	57	18	17	1	40	42	66	(24)
Miscellaneous and other	26	7	14	(7)	17	17	20	(3)
General Overheads	302	150	148	2	298	303	320	(17)

Dundee and Angus College

Management Accounts - latest forecast for the year to 31 July 2024

Risk Assessment of key volatile areas

Income/Expenditure Category	Latest Forecast(Q2) £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	31,691	-	-	Controllable in terms of activity delivered but not fully in control of demand.	Low	Low	Low	Guidance for 2023/24 provides additional flexibilities and, combined with this year's lower Credit target, substantially reduces exposure to potential clawback. Current student data confirms with reasonable certainty that our target will be achieved.
SFC Capital Maintenance grants	3,038	-	500	Provision of funding is uncontrollable but College must manage grant conditions	Low	High	Mid	Allocated on an FY basis and apportioned AY with an assumption from FY24/25 funding that will remain unknown until indicative allocations are published for 2024/25. Also includes an in-year supplementary allocation. In practical terms it is difficult to quantify the adverse impact if CDEL only expenditure is allowed. For this purpose it is assumed that this extraordinary condition could only now apply for FY24/25.
Other SFC grants	882	50	150	Provision of funding is uncontrollable but College can stimulate demand or manage utilisation	Low	Low	Low	Following withdrawal of FWDF the remaining elements are largely fixed, The exception is funding for additional pension contributions yet to be formally confirmed and could fall short of cost.
Tuition Fees	3,381	100	100	Yes, in terms of marketing, recruitment delivery and retention but limited influence over demand.	Low	Low	Low	At this stage in the year income predictions are more assured. Attendance cut-off date for payment of full-time HE fees by SAAS was December.

Non-Core income	4,420	200	200	Partly; varies across such a disparate category ranging from apprentice income to Trust funding.	Low	Low	Low	This category contains a disparate range of activities. The most volatile elements in terms of gross movement are funding streams that will attract increased, often equivalent, marginal cost and so these are largely discounted in this assessment, although new projects will always attract some risk. Apprentice income and vocational courses are prudently estimated and thus offer scope for improvement.
Catering & other income	2,041	100	50	Yes	Low	Low	Low	Forecasts tend to be comparatively stable and we are unlikely to see material movements.
Total Pay (exc. VSS & unfunded pensions)	33,234	300	300	Largely yes but subject to pay and conditions negotiated centrally.	Low	Mid	Mid	We have more certainty at this half-way mark and risk of material underestimation is substantially reduced. Whilst contingency is now generally absent from the forecast, equally there is no allowance for vacancy savings and so favourable movement could be just as likely. Although the pay award is not settled, and there remains theoretical risk of higher cost, we believe that this is low and anticipate any further movement impacting only next year. The possibility of lower pension contributions for support pay from April offers further potential for savings.
VSS	300	-	500	Yes	Mid	High	High	A notional provision has been included in this forecast and the possible adverse movement merely continues to reflect the position predicted within the last FFR and a potential cost of £800K was identified. Any costs incurred before the end of the year are likely to yield in-year savings.

Property cost	4,371	200	200	Yes, whilst subject to inherent risks of the usual unpredictable factors exacerbated by inflation, every effort is made to manage within budget	Low	Low	Low	Property works inherently attract some risk of overspend but this would be managed in-year with careful monitoring and works budgets adjusted accordingly as far as possible so mitigate risk of material over spend. Utility costs account for a large portion of this budget but we have price certainty until March and reliable indications of reductions for both electricity and gas from April.
Non-pay costs excluding property	7,305	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, whilst inflationary pressures have impacted, the prospect of material unmanaged and <u>unfunded</u> over spend is unlikely. Effective budget monitoring and sound procurement practices will provide further mitigations.

Dundee and Angus College
Management Accounts for the year to 31 July 2024
Cash Flow Forecast

	2022/23	2023/24			
	Actual	Actual to January 2024	Budget - year	Forecast Q1 - year	Forecast Q2 - year
	£000's	£000's	£000's	£000's	£000's
Cash backed surplus/(deficit)	(553)	1,094	(15)	131	523
Loan repayment	(457)	(457)	(457)	(457)	(457)
Capital Expenditure	675	-	-	-	-
Capital funding	(675)	-	-	-	-
Asset Disposals		-	260	260	260
Working capital movements	294	36	(200)	(2,400)	(2,400)
Net Movement in cash balances	(716)	673	(412)	(2,466)	(2,074)
Opening cash balances	6,248	5,532	2,979	5,532	5,532
Closing cash balances	5,532	6,205	2,567	3,066	3,458

Note

We hold restricted cash funds of £4.3m at Month 6 (£3.2m at 31 July 2023), with an accrued provision for pay award representing a significant portion.

BOARD OF MANAGEMENT

Tuesday 12 March 2024



GOVERNANCE ITEMS

13.1- STRATEGIC RISK REGISTER

PAPER K (i), (ii) & (iii)

BOARD OF MANAGEMENT

Audit and Risk Committee

Tuesday 5 December 2023



Strategic Risk Register Update

Paper K for approval

1. Strategic Risk Register

A copy of the December 2023 draft Strategic Risk Register is enclosed. This is noted for discussion and incorporates the changes arising from discussion at the September 2023 Board meeting.

2. Credit Target Risks

Following on from previous updates in respect of the reduction in full-time student recruitment in 2021/22 and in 2022/23, discussions remains on-going between Colleges Scotland, the Scottish Government, and the Scottish Funding Council around a range of sector wide flexibilities and rule changes to better support the sector.

Feedback from SFC appears to be more supportive of the sector and that colleges should not be overly concerned around the risk of significant financial clawback for 2022/23. SFC has highlighted that it has no desire to act in a punitive way, or to destabilise sector finances. National discussions have also centred around the potential for 2023/24 'flexibilities' to be applied to AY 2022/23, with SFC writing to colleges to confirm that they are supportive to an approach of this type.

Wider discussions surrounding future funding and activity target arrangements for 2023/24 have concluded, with almost all colleges receiving a 10% reduction in their activity (credit) target. For D&A, this reduction has been used to underpin the curriculum changes outlined within the financial savings and sustainability plan, with 2023/24 recruitment progressed on a basis that will meet the new credit target. Discussions are now progressing in respect of 2024/25, with discussion around greater sector engagement and advance warning of future changes being welcomed.

3. Financial Sustainability Risk

College Risk Management practice requires that any strategic risks that remain as Major or Fundamental post mitigation will be reported to the Committee at each meeting.

Following the decision of the Board of Management in March 2022 to recommend increasing the post mitigation risk in respect of future financial sustainability, the post mitigation likelihood was increased from 3 to 4 and the overall risk rating increased to 16. This moved this risk into the Major Risk (**Red**) category, and it is unlikely that this risk will be reduced in the near future.

The need to address the impact of cuts in sector funding, and the need to support areas of future opportunity and development, have been the subject of on-going discussion and review with the Board and has underpinned the More Successful and Sustainable College plans and updates shared with all Board members since initial publication in April 2023.

The appropriate curriculum, HR and financial plans and approaches underpinning the paper and progress around the proposals it contained have been discussed at the recent Learning, Teaching and Quality; Human Resource & Development; and Finance & Property Committee meetings. A final update on progress through these savings plan was discussed at the September 2023 Board meeting.

The activities developed to address the funding cuts and financial sustainability risk will cut across a range of areas, and arrangements are in place to support arrangements and minimise adverse risk in areas such as HR practice and industrial relations (Risks 3.3 and 3.7) and PR / publicity (Risk 3.5). These will remain under review, with the overall risk rolled into the high level Financial Sustainability risk measure.

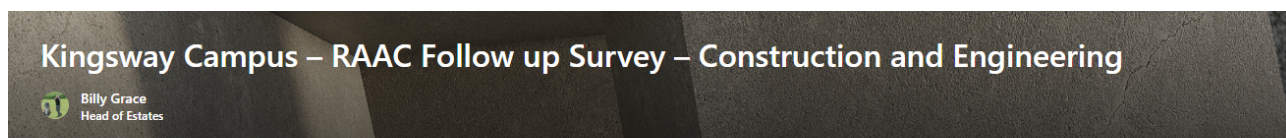
4. Cost of Living Crisis

Significant activities were reported in respect of the Thrive with D&A project to support students and staff with the challenges faced by the cost of living crisis. Following review of the impact of this work it was agreed that this would continue into 2023/24, including provision of the free food offer for students and staff.

5. Reinforced Autoclaved Aerated Concrete (RAAC) Risk

Following discussion at the Board of Management meeting on 28 September 2023, the risks surrounding RAAC were included as an example within risk 4.1.

In respect of RAAC itself, the following update has been provided to staff and details will be discussed with the Finance and Property Committee as part of our infrastructure strategy and future planning.



Following on from the [earlier message around the Reinforced Autoclaved Aerated Concrete \(RAAC\)](#) within the Kingsway Engineering and Construction block roofs, the Structural Engineers have now completed their Stage 4 Detailed Assessment in accordance with the RAAC Estates Guidance.

It is positive to note that the findings from this detailed inspection is that these structures remain safe and the engineers have concluded that generally the roof structure arrangement in both buildings containing RAAC be classified as low to medium risk. This means that no further action is required other than these areas being monitored annually (through activities such as visual inspection, laser survey, and deflection testing) to assess the condition on an ongoing basis (Stage 5 Management and Remediation activities).

There were however some small, localised areas in both buildings identified as being in the medium to high-risk category. This means that some in-house repair work will need to be carried out to these areas. This repair work is relatively minimal and will be carried out over the next few weeks. The current condition of these small areas does not require any additional safeguards to be put in place, and we are planning to do remedial work over and above what is recommended to minimise any future issues. The repairs will not cause any disruption to classroom activities in either building. Once the repair work has been carried out these areas will also continue to be monitored on an annual basis.

In line with the RAAC Estates Guidance, we would want to replace the RAAC that is present on campus and this will be considered as part of our longer-term infrastructure and campus development plans.

Any queries or concerns regarding any aspect of the College Estate can be raised through estates@dundeeeandangus.ac.uk

6. Strategic Risk Register

No other changes have been proposed to the Strategic Risk register at this time.

7. Approvals

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

- Approval of the Strategic Risk Register

Author and Executive Sponsor: Steve Taylor, Vice Principal

BOARD OF MANAGEMENT

Audit and Risk Committee

Tuesday 5 March 2024



Strategic Risk Register Update

Paper K for approval

1. Strategic Risk Register

A copy of the March 2024 draft Strategic Risk Register is enclosed. This is noted for approval and incorporates the changes arising from discussion at the December 2023 Audit & Risk Committee meeting and recommendations arising from the recent internal audit on Risk Management.

2. Credit Target/Funding Risks

Following on from previous updates in respect of the reduction in full-time student recruitment in 2021/22 and in 2022/23, discussions have progressed well between Colleges Scotland, the Scottish Government, and the Scottish Funding Council around a range of sector wide flexibilities and rule changes to better support the sector.

These discussions have resulted in the removal of any risk associated with clawback of income in respect of the 2022/23 activity target. This has been confirmed in writing by SFC.

National discussions are progressing in respect of 2024/25 and beyond, with discussion around greater sector engagement and advance warning of future changes being welcomed.

In respect of D&A, activity levels in 2023/24 will mean that there is no risk in respect of the clawback of funding as activity targets will be achieved.

3. Financial Sustainability Risk

College Risk Management practice requires that any strategic risks that remain as Major or Fundamental post mitigation will be reported to the Committee at each meeting.

Following the decision of the Board of Management in March 2022 to recommend increasing the post mitigation risk in respect of future financial sustainability, the post mitigation likelihood was increased from 3 to 4 and the overall risk rating increased to 16. This moved this risk into the Major Risk (**Red**) category, and it is unlikely that this risk will be reduced in the near future.

The need to address the impact of cuts in sector funding, and the need to support areas of future opportunity and development, have been the subject of on-going discussion and review with the Board and has underpinned the More Successful and Sustainable College plans and updates shared with all Board members since initial publication in April 2023.

The appropriate curriculum, HR and financial plans and approaches underpinning the paper and progress around the proposals it contained have been discussed at each meeting of the Learning, Teaching and Quality; Human Resource & Development; and Finance & Property Committee over the past year. A final update on progress through these savings plan was discussed at the September 2023 Board meeting.

The most recent management accounts and budget monitoring reports considered by the Finance and Property committee confirm that the College is on track to achieve a better than break even position for 2023/24 and initial discussions on the budget for 2024/25 are pointing to this being developed on a sustainable basis.

The activities developed to address the funding cuts and financial sustainability risk cut across a range of areas, and arrangements are in place to support arrangements and minimise adverse risk in areas such as HR practice and industrial relations (Risks 3.3 and 3.7) and PR / publicity (Risk 3.5). These will remain under review, with the overall risk rolled into the higher level Financial Sustainability risk measure.

4. Cost of Living Crisis

Significant activities were reported in respect of the Thrive with D&A project to support students and staff with the challenges faced by the cost of living crisis. Following review of the impact of this work it was agreed that this would continue throughout 2023/24, including provision of the free food offer for students and staff.

5. Reinforced Autoclaved Aerated Concrete (RAAC) Risk

Following discussion at the Board of Management and Audit & Risk Committee the risks surrounding RAAC were included as an example within risk 4.1.

In respect of RAAC itself, there is no change in respect of the needs or arrangements associated with the monitoring of condition. Updates have, however, been provided to the Finance and Property Committee on initial steps towards the next infrastructure vision for the whole College estate, including potential phasing of future developments to remove RAAC from our estate.

On a practical level, a business continuity plan has been created to address the continuation of curriculum and service should there be a need to vacate either of the current areas that have RAAC present.

6. Review of Strategic Risk Register

The draft March 2024 Strategic Risk Register is enclosed.

This has been subject to review following discussion at the December 2023 Audit & Risk Committee, and as a result of the recent Risk Management audit as follows.

Risk		Changes Made
2.1	Change in SFC Funding Methodology and Allocation – Reduction in Funding	Wording amended to reflect potential new funding body and/or funding arrangements arising from sector reform (Withers report)
2.2	Failure to achieve institutional sustainability	<p>Additional mitigations identified to reflect national discussions and changes (flexibilities) emerging through the Tripartite group.</p> <p>Additional monitoring identified to reflect change to mitigations and to clarify link between strategy and funding.</p> <p>Additional monitoring point identified to reflect recommendation arising from Risk Management audit in respect of activity (credit) targets.</p>

Risk		Changes Made
3.12	Failure to attract, engage, retain or develop appropriately qualified staff.	Additional risk with mitigation and monitoring actions created following discussion with Henderson Loggie as part of the recent audit on Risk Management
4.5	Lack of investment in ageing / beyond serviceable life infrastructure (inc RAAC, Asbestos and M&E failure concerns) impacts on financial sustainability and/or delivery of learning and/or services	Additional risk with mitigation and monitoring actions created following discussion with Audit & Risk Committee

7. Approvals

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

- Note the updates provided and approval of the Strategic Risk Register

Author and Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations



STRATEGIC RISK REGISTER

2023 - 2024

As at March 2024

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	Strategic and Structural									

1.1 LT&Q	Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)	4	4	16	<ul style="list-style-type: none"> Robust strategic planning Effective environmental scanning Strong partnerships Clear links between strategy and practice Concerted demands for increased activity levels 	4	2	8 ↔	<ul style="list-style-type: none"> Robust monitoring via ROA Clear performance metrics Amendment of strategic direction/plans Rolling curriculum review 	Principal & Chair
1.2 Board	College may be disadvantaged by changes to either UK or Scottish Government policies	4	3	12	<ul style="list-style-type: none"> Effective environmental scanning Negotiation/influence at national level 	4	3	12 ↔	<ul style="list-style-type: none"> Review of changes and amendment of strategic direction/plans Financial strategy sensitivities 	Principal & Chair

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

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	Strategic and Structural									

1.3 Board	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: <ul style="list-style-type: none"> Ability of the College to meet key regional strategies/objectives Financial loss or unmanageable financial risk Reputational loss 	4	3	12	<ul style="list-style-type: none"> Effective project/activity management in place Clear governance structures Project/initiative finances clearly incorporated within College financial strategy and plans End of project and exit/contingency planning 	3	2	6	<ul style="list-style-type: none"> Regular project updates at Executive/Board level Monitoring of project activities, plans and outcomes Clear project Management arrangements in place Budget reporting and management 	Principal, VPCP
1.4 Board	College disadvantaged as a result of changes arising from major national educational body reviews: SFC, SQA, EdS	4	4	16	<ul style="list-style-type: none"> Negotiation/influence at national level Review of activities/projects and response to new opportunities 	4	1	4	<ul style="list-style-type: none"> Robust monitoring via ROA Amendment of strategic direction/plans Rolling curriculum review 	Principal

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

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

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

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

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

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

2.1 F&P	Change in Funding Body and/or Funding Methodology and Allocation – Reduction or restriction in Funding Amended Wording to reflect potential new funding body/arrangements	3	4	12	<ul style="list-style-type: none"> Negotiation/influence at national level Contingency plans for amended funding levels or requirements 	3	3	9 ↔	<ul style="list-style-type: none"> Advance modelling of new funding requirements, methodologies, and allocations Monitoring impact of changes Amendment of strategic or operational direction / plans Financial strategy sensitivities 	VPSO
2.2 F&P	Failure to achieve institutional sustainability Additional mitigation and monitoring actions noted	5	4	20	<ul style="list-style-type: none"> Protection of funding through dialogue with SFC and SG Input to create sector ‘flexibilities’ Robust annual budget-setting and multi-year financial strategic planning Effective budgetary control Where required, swift action to implement savings 	4	4	16 ↔	<ul style="list-style-type: none"> Monthly monitoring of budgets Regular review of financial strategy and non-core income sensitivity Effective use of sector ‘flexibilities’ to support sustainability Amendment of strategic priorities and timing to align with funding levels Review and amendment of activity and budget planning to address over/under performance against activity (credit) target Detailed monitoring of savings programmes 	VPSO
2.3 F&P	National outcomes on salaries and conditions of service outstrip ability to pay	4	4	16	<ul style="list-style-type: none"> Influence within Employers Association Management of staffing expenditures 	4	3	12 ↔	<ul style="list-style-type: none"> Expenditure modelling On-going discussions with staff Financial strategy sensitivities Workforce planning 	VPSO

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

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

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

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

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

Post Holders	ELT	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	1	Routine	Remote
	Board	Board of Management	DirSE	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3	People and Performance									

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

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

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3	People and Performance (cont.)									

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

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

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3	People and Performance (cont.)									

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

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

Post Holders	ELT	Prin	Principal	Score	Impact	Likelihood	
	SLT	Executive Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3	People and Performance (cont.)									

3.10 HR&D	College arrangements do not minimise risk associated with Modern Slavery	4	3	12	<ul style="list-style-type: none"> Clear and compliant procurement arrangements and procedures Staff identity checking arrangements and use of PVG. 	4	1	4 ↔	<ul style="list-style-type: none"> Annual procurement monitoring/reporting Regular employee engagement monitoring Open communication with staff 	VPCP, VPSO
3.11 Board	Failure to plan or respond adequately to future pandemic illness.	5	4	20	<ul style="list-style-type: none"> Monitoring and rapid response to WHO and UK/Scottish Government information and alerts Maintenance of COVID-19 good practice approaches to inform future use Effective business continuity planning in place 	4	2	8 ↔	<ul style="list-style-type: none"> Pandemic readiness / response included in business continuity plan reviews and testing COVID/Pandemic Response Group in place Active monitoring and rapid adoption of pandemic guidance / control measures 	Principal
3.12	Failure to attract, engage, retain or develop appropriately qualified staff. New Additional Risk	4	3	12	<ul style="list-style-type: none"> Clear People Strategy and Workforce Planning in place Positive Union relations and staff communication Effective management development & CPD programmes Positive recruitment approaches and monitoring 	4	1	4	<ul style="list-style-type: none"> Absence & turnover monitoring Exit interviews Regular staff surveys 7 survey responding Monitoring and responding to staff concerns, union issues and employee relations concerns 	VPSO

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

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
4	Infrastructure									
4.1 A&R	Major Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures, RAAC or similar infrastructure failure	5	4	20	<ul style="list-style-type: none"> Sound systems of administration Clear fire and disaster recovery arrangements Staff CPD 	5	1	5 ↔	<ul style="list-style-type: none"> Business Continuity Plan including scenario testing 	Principal, VPSO, DirInf
4.2 F&P	Failure to achieve ambitions of Digital strategy; strategy and development is ineffective	4	3	12	<ul style="list-style-type: none"> Planning, careful phasing of changes to processes and systems Effective management of ICT arrangements Clear investment plan 	4	2	8 ↔	<ul style="list-style-type: none"> Regular review/reporting on milestones, systems effectiveness etc Regular CPD 	VPSO, DirInf
4.3 A&R	Significant breach of ICT/Cyber security resulting in loss of service sufficient to impact College student / staff outcomes	4	3	12	<ul style="list-style-type: none"> Effective management of ICT arrangements Active ICT/data security monitoring and cyber security policy 	4	2	8 ↔	<ul style="list-style-type: none"> Staff CPD on cyber security issues Regular security monitoring/testing Cyber resilience plan 	VPSO, DirInf
4.4 A&R	ICT infrastructure fails to support effective data security / data protection	5	3	15	<ul style="list-style-type: none"> Effective infrastructure and systems design and implementation Effective management of ICT arrangements and GDPR compliance 	4	2	8 ↔	<ul style="list-style-type: none"> Active data protection monitoring and auditing Effective information and data security policies in operation Regular data security monitoring/testing 	VPSO, DirInf

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

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

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

4.5	Lack of investment in ageing / beyond serviceable life infrastructure (inc RAAC, Asbestos and M&E failure concerns) impacts on financial sustainability and/or delivery of learning and/or services	4	4	16	<ul style="list-style-type: none"> Creation of long-term infrastructure principles and vision Multi-year estates strategy and capital planning Lobbying of SG and SFC on capital and backlog maintenance funding Identification of alternative funding routes Planning for D&A Foundation bids 	3	4	12 ↑	<ul style="list-style-type: none"> Lobbying of SG and SFC on campus vision and needs Prioritization of capital plans and expenditures Regular review of capital plans/timescales relative to funds 	Principal VPSO
F&P	New Additional Risk									

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

BOARD OF MANAGEMENT

Tuesday 12 March 2024



GOVERNANCE ITEMS

13.2- MEMBERSHIP UPDATE

PAPER L

BOARD OF MANAGEMENT

Tuesday 12 March 2024

Membership Update



Paper L 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 now include **a minimum of 17 members and a maximum of 20 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 17 members.

A list of current board members is included as Appendix A and it should be noted that the College is now operating at its lower membership limit.

3 Union Nominated Board Members

The Scottish Government has confirmed arrangements for the addition of two union nominated members of college boards with effect from 31 January 2024. These members (one nominated by recognised academic union(s) and one nominated by recognised support union(s)) will be confirmed through nationally approved nomination (and election if required) processes.

Following on from the introduction of these arrangements EIS/FELA has progressed with a single nomination for Stephen Oakley and the Board is asked to formally endorse this nomination.

Discussions are continuing with Unison and GMB as both have signalled that they would wish to put forward a nominee for the support union nominated role. A final date of 8 March 2024 has been set for nominations and if there is more than one candidate an election will be arranged under the nationally agreed process to determine the final nomination.

4 Change in Committee Memberships

To reflect the overall change in the composition and membership of the Board, whilst also maintaining the principle of having at least 50% of ‘ordinary’ Board Members on each Committee it is proposed that the following changes be made to Committee memberships for elected staff and trade union nominated members of the Board.

- The composition of each Board Committee be increased to incorporate up to three elected staff and trade union nominated members of the Board on each Committee.

- Committee memberships be updated to reflect the following:

Committee	Staff and Union Nominated Members		
Finance & Property	M Beattie	S Oakley	D Smith
Human Resource & Development	Vacancy	M Beattie	S Oakley
Learning, Teaching & Quality	D Smith	Vacancy	S Oakley
Audit & Risk	M Beattie	D Smith	Vacancy

The changes in Committee composition are detailed for approval within the Board Governance Manual update.

5 Board Vacancy

Following the resignation of Kevin Ditcham, arrangements are progressing for the recruitment and selection of a replacement to fill this vacancy. Interviews are scheduled in advance of the Board meeting and an update will be provided for members on 12 March 2024.

6 Student Board Member Vacancy

Following the commencement of her maternity leave, Fatima Khan has ceased to be a student and as such has relinquished her position as DASA Vice President and Student Board member. Arrangements to nominate a new Students' Association member are underway and will be confirmed as information becomes available.

7 Approvals

In summary, approval is sought for the following:

- Endorsement of the nomination of Stephen Oakley as the recognised academic staff trade union nominated Board member.
- Approval of the changes to Committee membership as detailed (subject to overall approval of the changes to the Governance Manual and Standing Orders).

8 Link to Strategic Risk Register

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

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

Author and Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations

Board of Management Membership and Skills Mix as at December 2023

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	Vice Chair 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. Sally Middleton*	June 2021	31/05/2025	HE Learning & Teaching, Management, Access & Articulation
8. Brian Lawrie*	May 2022	31/04/2026	Finance, Public Service Management
9. Roy McLellan*	May 2022	31/04/2026	Business, Management, Enterprise
10. Jackie Buchanan*	February 2023	31/01/2027	Public Service Management, Legal, Governance & Procurement
11. Carri Cusick*	April 2023	30/04/2027	Economic Development/ Enterprise, Digital, Management
12. Daniel Rosie*	May 2023	31/05/2027	Marketing, Promotions, PR, Enterprise, Management
13. Vacancy	-	-	-
14. Simon Hewitt	August 2020	--	Principal
15. Matthew Beattie	November 2023	31/10/2027	Non-Teaching Staff Member
16. Derek Smith	April 2023	31/03/2027	Teaching Staff Member
17. Stephen Oakley	March 2024	31/03/2028	Teaching staff union nominated member
18. Vacancy			Non-teaching staff union nominated member
19. Colin Ogilvie	August 2023	31/08/2024	Student Member
20. Vacancy	-	31/08/2024	Student Member

* eligible for reappointment

BOARD OF MANAGEMENT

Tuesday 12 March 2024



GOVERNANCE ITEMS

13.3- BOARD GOVERNANCE MANUAL UPDATE PAPER M

BOARD OF MANAGEMENT

Tuesday 12 March 2024



Review of Governance Manual & Standing Orders

Paper for approval

1. Introduction

This paper summarises a review of Board Governance Manual and Standing Orders in respect of technical changes required to reflect the introduction of trade union nominated Board Members.

2 Proposed Updates

As outlined within the membership update, the Scottish Government has enacted arrangements for the addition of two union nominated members of college boards with effect from 31 January 2024. As these arrangements will amend the number and designation of board members, they will have an impact on the Articles of Governance and Governance Manual / Standing Orders operated by the Board.

To ensure that all arrangements remain compliant, the following updates are proposed.

- Update all current references to 'elected staff member of the board' to 'elected staff and trade union nominated members of the board'.
- Update reference to the composition of the board to include union nominated members, and update all references to the minimum and maximum membership from 15 to 18 by replacing with 17 and 20 respectively.
- Update the indicative membership of each Board Committee to reflect the introduction of trade union nominated board members whilst also maintaining the principle of having a minimum of 50% membership by 'ordinary' Board Members.

This will result in the composition of Board Committees being increased to incorporate up to three elected staff and trade union nominated members of the Board on each Committee.

This will also include the amendment to the composition of the Audit & Risk Committee to include staff and trade union nominated members. This is seen as a positive development to improve transparency and include staff in the consideration of audit reporting and recommendations.

An updated copy of the Articles of Governance and Governance Manual are enclosed as appendix 1, **with the proposed changes highlighted in red text.**

Once approved this update will be published on the College website.

3 Approvals

The Board are asked to consider the points outlined within this paper and approve (or amend) the proposed update to the governance manual and standing orders.

4 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 Support services and Operations



BOARD OF MANAGEMENT

ARTICLES OF GOVERNANCE AND GOVERNANCE MANUAL

Approved by	Board of Management
Version	3.1
Date	05/03/2024
Effective from	12/03/2024

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

Contents

1. INTRODUCTION	3
2 STATUTORY AND REGULATORY RESPONSIBILITIES	3
3 CONSTITUTION AND STANDING ORDERS	4
4 SCHEME OF DELEGATION	14
5 BOARD OF MANAGEMENT CODE OF CONDUCT	19
6 BOARD AND COMMITTEE TERMS OF REFERENCE.....	25
APPENDIX A	34
SANCTIONS AVAILABLE TO THE STANDARDS COMMISSION FOR BREACH OF THE CODE	34
APPENDIX B	35
REGISTER OF MEMBERS INTERESTS.....	35
APPENDIX C	36
REGISTER OF INTERESTS - GUIDELINES	36
APPENDIX D	45
APPOINTMENT ARRANGEMENTS FOR NEW “OTHER” BOARD MEMBERS.....	45
APPENDIX E	46
CHAIR OF THE BOARD OF MANAGEMENT – SUMMARY OF TERM AND CONDITIONS.....	46
APPENDIX F	49
VICE CHAIR OF THE BOARD OF MANAGEMENT – SUMMARY OF TERMS AND CONDITIONS.....	49
APPENDIX G	51
BOARD MEMBER – SUMMARY OF TERMS AND CONDITIONS	51
APPENDIX H	53
GLOSSARY	53

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

1. INTRODUCTION

- 1.1 The main functions (including powers and duties) of Dundee and Angus College are those set out in the Further and Higher Education (Scotland) Act 1992 (as amended) (the “1992 Act”) and the Further and Higher Education (Scotland) Act 2005 (as amended) (the “2005 Act”) and within the Post-16 Education (Scotland) Act 2013 (“the 2013 Act”).
- 1.2 In meeting these functions, the Board of Management of Dundee and Angus College (the “Board”) has the following primary responsibilities:
 - To ensure that Dundee and Angus College (the “College”) provides the best possible education and learning environment for its students.
 - To approve the strategic vision and values of the College, including institutional and longer-term academic and business plans, and key performance indicators, and ensure that the College meets the interests of all stakeholders, including students, staff, local and national communities, employers, and funding bodies.
 - To safeguard the good name and values of the College.
 - To promote further and higher education in the region and, in particular, to support and promote Dundee and Angus College.
 - To safeguard the assets of the College.
- 1.3 This Manual is not intended to undermine or supersede the formal Instruments and Articles of Governance, under which the College has its charitable status. In the event of any conflict between the contents of this Manual and the Statutory Instruments and Articles, the Instruments and Articles take precedence. Any changes to those Instrument and Articles will, as appropriate, be reflected in the content of this Manual

2 STATUTORY AND REGULATORY RESPONSIBILITIES

- 2.1 The Board is constituted in accordance with the Acts and any relevant Regulations, Statutory Provisions or Orders made by the Scottish Government.
- 2.2 The Board shall be the College's legal authority and, as such, shall ensure that systems are in place for meeting the College's legal obligations, including those arising from contracts and other legal commitments made in the College's name.
- 2.3 The Board shall act as trustee for any legacy, endowment, bequest, or gift given to it in support of the work and welfare of the College.
- 2.4 The Board shall ensure that the statutory constitution appropriate to the College is followed and that appropriate advice is available to enable this to happen.
- 2.5 The Board shall be the employer of all employees of the College.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

- 2.6 The Board shall ensure that the College operates ethically, responsibly and with respect for the environment and for society at large and will ensure that the College provides public benefit in Scotland and elsewhere through:
- the advancement of education and training; and
 - the advancement of citizenship or community development.
- 2.7 The Board shall ensure that it maintains a balance of appropriate knowledge, skills, and experience amongst its membership in order to meet its primary responsibilities.
- 2.8 The Board shall be the principal financial and business authority of the College; shall ensure that proper books of account are kept; shall approve the annual budget and financial statements; and shall have overall responsibility for the assets, property and estate of the College and the use thereof.
- 2.9 The Board shall ensure the establishment and monitoring of systems of control and accountability, including: financial and operational controls; systems in respect of risk assessment and management; clear procedures for handling internal grievances; clear procedures for managing conflicts of interest; and clear procedures for public interest disclosure, all so as to maintain the solvency of the College and safeguard its assets.
- 2.10 The Board shall ensure that processes are in place to monitor and evaluate the performance and effectiveness of the College against approved plans and key performance indicators, which should be benchmarked against other comparable institutions, wherever possible.
- 2.11 The Board shall ensure that arrangements are in place to promote the proper management of the health, safety and security of students, staff and others affected by the College and its operations.
- 2.12 It is the duty of the Board to comply with any direction, requirement, notice, or duty imposed by the Charities Act.
- 2.13 The Board shall make provision, in consultation with the Students' Association, for the general welfare of students.

3 CONSTITUTION AND STANDING ORDERS

Executive Summary

- 3.1 This Manual set out the Board's policy and practice on those issues which it has powers to determine. It also address the arrangements for the reporting of members' interests and the constitution and duties of the Board.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

- 3.2 The consolidated version of the 1992 Act outlines in detail the Constitution and responsibilities of the Board of Management under the following legislation. In the event of any conflict arising between this Manual and articles the legislation, the terms of the legislation shall prevail;
- The Further and Higher Education (Scotland) Act 1992.
 - The Further and Higher Education (Scotland) Act 2005;
 - The Post-16 Education (Scotland) Act 2013;
 - The Ethical Standards in Public Life etc (Scotland) Act 2000;
 - The Scheme of Delegation; and
 - The Board of Management Code of Conduct.
- 3.3 The Board of Management of Dundee and Angus College is established as a regional college under the provisions of the 2013 Act and is a charity registered in Scotland in terms of the Charities and Trustee Investment (Scotland) Act 2005 with registered number SC021188.
- 3.4 In the event of any dispute as to the interpretation of any part of the Constitution and Standing Orders the ruling of the Chair shall be sought. Where necessary reference will be made to statutory provisions.

Summary of Purpose and Powers

- 3.5 The Board of Management shall have the duty to manage and conduct the business of the College in accordance with the terms of the Statement of Primary Responsibilities; and ensure that the College provides suitable and efficient further and higher education to students and other users of the College.
- 3.6 The Board has the responsibility for the appointment of the College Principal, and for the conduct of any disciplinary or other action taken against the Principal as the result of an allegation of misconduct or the investigation of a grievance. It shall put in place suitable arrangements for monitoring their performance.
- 3.7 The Board shall delegate to the Principal, as Chief Executive, authority for the academic, quality assurance, enhancement of learning and teaching, corporate, financial, estate and human resource management of the College, and shall establish and monitor such management functions as shall be undertaken by and under the authority of the Principal.
- 3.8 The Board has powers to:
- charge fees;
 - provide assistance of a financial or other nature (including waiving or granting remission of fees unless specifically prohibited by legislation from doing so);
 - receive any property, rights, liabilities, and obligations transferred under the 2013 and 1992 Acts and to acquire property for the College's benefit;
 - provide facilities of any description appearing necessary for the managing of the College's activities;
 - subject to Section 18 of the 1992 Act and with Scottish Funding Council consent, to dispose of property;

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

- supply goods and services; and enter into contracts, including staff contracts and the supply of goods and services necessary for the management of the College's activities;
 - to form or promote or join with any other person in forming or promoting companies (within the meaning of the Companies Act 2006);
 - subject to the terms set by the Scottish Government to borrow such sums as it sees fit;
 - invest such sums as are not immediately required by the Board for the purpose of carrying out the College's activities; and
 - raise funds and accept gifts of money, land or property and apply it to the purpose of carrying out College activities.
- 3.9 The Board may, having particular regard to any requirements laid down by the Scottish Funding Council with respect to financial management, delegate the performance of its functions to its Chair or any Committee appointed by it or any member of its staff with the exception of the following:
- the determination of the educational character and mission of the College;
 - monitoring and review of College systems and procedures;
 - approval of annual estimates of income and expenditure;
 - ensuring solvency of the College and safeguarding its assets; and
 - approval of the College's Strategic Plan/Regional Outcome Agreement.
- 3.10 The Board may pay to Board Members such allowances and expenses as they may determine subject to any criteria issued from time to time by the Scottish Funding Council.
- 3.11 The Board shall not without the necessary **statutory authority and** consent of the Scottish Funding Council:
- borrow money from any source other than within the limits established by the Scottish Funding Council;
 - give a guarantee or indemnity or create any trust or security over or in respect of the College's property; nor
 - effect a material change in the character of the College.
- 3.12 The Board may be given direction of a general or a specific character by the Scottish Government or the Scottish Funding Council or its equivalent, with regard to the discharge of its functions, and it is the duty of the Board to comply with any directions given.
- 3.13 The Board has a duty to keep proper accounts, which shall be prepared and audited as required by the Scottish Funding Council.
- 3.14 Subject to the responsibilities of the Board, the Principal is responsible for the executive management of the College, including its financial management, internal organisation, and discipline.

Appointment of Chair, Vice Chair, and Senior Independent Member

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

- 3.15 The Chair of the College is appointed as a public appointment under the terms of the relevant arrangements in place through the Scottish Government.
- 3.16 The Board shall appoint, as Vice-Chair, one of its members, not being a person who is:
- a student at the College;
 - the Principal or Acting Principal of the College or any elected staff **or trade union nominated** member of the Board.
- 3.17 The period of appointment of the Vice Chair shall be four years from their date of appointment or as otherwise determined by the Board from time to time.
- 3.18 If both the Chair and Vice Chair are absent from any meeting of the Board, the Board Members present shall choose one of their numbers to act as Chair for the meeting.
- 3.19 The Vice Chair may at any time by notice in writing to the Governance Professional, resign their office as Vice Chair, and/or from the Board itself.
- 3.20 The Board shall appoint, "Senior Independent Member" as detailed within the Code of Good Governance for Scotland's Colleges, one of its members, not being a person who is:
- a student at the College;
 - the Principal or Acting Principal of the College or any elected staff **or nominated trade union** member of the Board.
- 3.21 The period of appointment of the Senior Independent Member shall be four years from their date of appointment or as otherwise determined by the Board from time to time.
- 3.22 At the first meeting following the expiry of their term of office, or following their resignation, the Board shall appoint a new Vice Chair or Senior Independent Member, from amongst their number for a period of four years or as otherwise determined by the Board from time to time. The Vice Chair or Senior Independent Member retiring at the end of their respective term of office is eligible for re-election subject to the terms of the Tenure of Office.
- 3.23 When the Vice Chair or Senior Independent Member ceases to be a member of the Board, she or he shall cease to be the Vice Chair or Senior Independent Member.

Board Membership

- 3.24 The Board shall consist of not less than **17 or more than 20** persons. The Board shall comprise:
- the Regional Chair appointed to that role by the Scottish Government;
 - the person for the time being who is the Principal or Acting Principal of the College;
 - a person being elected by the teaching staff from among their own number;
 - a person being elected by the support staff, from among their own number;
 - two persons being appointed by being nominated by the Students' Association of the College from among students of the College;

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

- a person being nominated by the recognised trade union(s) for teaching staff from among their own membership;
- a person being nominated by the recognised support staff trade union(s), from among their own membership;
- up to 12 other persons who have experience in industrial, commercial or employment matters, or the practice of a profession, or who have interests relevant to the activity of the College. (These members will be known as “other members”.)

- 3.25 Arrangements for any elections to the Board shall be delegated to the Governance Professional.
- 3.26 Board Members (except the Principal) may resign at any time, by giving notice in writing to the Secretary.
- 3.27 Board Members who are staff, **trade union nominated**, or student members of the Board (including the Principal) cease to be Board Members if they cease to be staff or students of the College.
- 3.28 Upon the vacancy, or expected vacancy, amongst the Board Members (not staff, **trade union nominated**, or student representatives) it is for the Board to discuss the skills mix and the balance of representation which reflects the community it serves and to appoint a person to fill the vacancy. All Board vacancies for membership of the Board of Management shall be externally advertised and recruited in line with the appropriate ministerial guidance.
- 3.29 A person nominated to fill a vacancy may attend Board meetings prior to the resignation of the Board Member who he or she is replacing, and may speak at meetings, but not take part in any vote on a Board item.
- 3.30 Without prejudice to the rights of any Committee to co-opt members from time to time, the Board may from time to time co-opt persons to any Committee and may at any time revoke such co-option. Any person co-opted to any Committee may attend any meeting of that Committee and take part in that Committee’s discussions. Co-optees may not chair any Committee, nor may they vote in any decisions determined by a vote of any Committee, but they shall in all other respects have equivalent status to Committee Members.

Terms and Tenure of Office

- 3.31 A member of the Board (other than the Principal or Student Association nominee) shall hold office for a period of up to 4 years in the first instance.
- 3.32 Board Members must be over the age of 16 at the time of their appointment.
- 3.33 Board Members may have their period of office extended on one occasion, subject to Board, Chair, and Scottish Government approval. Thereafter a Board member must reapply for Board membership at the end of their period of tenure. Where an extension of appointment is considered this will happen only once and for a period of up to 4 years.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

3.34 Board Members may, by majority approved resolution at a special meeting of the Board, be removed from the Board where:

- they have been absent without reasonable excuse from the Board for a period of more than 6 months;
- they have, in the opinion of the Board, failed to exercise their duties and responsibilities as a Board member in a reasonable or competent manner; or
- they have, in the opinion of the Board, displayed behaviour to fellow Board members, officers of the College, or others, that are deemed to be below the standards required of a member of the Board as outlined within the Code of Conduct.

Any Board member being considered for removal will have the right to present information to the special meeting of the Board in defence of their absence, behaviour or other actions.

Where removal of the Chair of the Board is considered, the matters under consideration will be referred to the Scottish Government to determine the appropriate outcome.

None of the above arrangements affect the ability of any matters relating to standards of governance to be referred to or considered by the Ethical Standards Commissioner.

3.35 Board Member may not act as such unless and until he or she is eligible for appointment as a Board Member in terms of Schedule 2 to the 1992 Act.

3.36 Individuals who are disqualified from being a charity trustee under Section 69 of the Charities Act; or have failed to pass an Enhanced Disclosure Scotland check under the Protection of Vulnerable Groups (Scotland) Act 2007 and related legislation are ineligible to be a Board Member.

3.37 Board Members shall at all times comply with:

- any duties imposed on Board Members in their capacity as charity trustees pursuant to section 66 of the Charities and Trustee Investment (Scotland) Act 2005;
- any other legislation and/or statutory or regulatory guidance applicable to the College from time to time; and
- the terms of the Board of Management Code of Conduct.

Meetings

3.38 Meetings of the Board shall be quorate if 6 or more members are present of whom at least one half are appointed as "*other members*"

3.39 The Chair shall be responsible for the general conduct of meetings and shall:

- preserve order and ensure every member has a fair hearing;
- decide upon all matters of order, competency, and relevancy; and
- determine all questions of procedure in reference to which no express provision is made in legislation or under these Standing Orders.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

- 3.40 The ruling of the Chair on all matters within their jurisdiction as Chair is final.
- 3.41 In the case of an equality of votes at any meeting of the Board, or Committee, the Chair or, in their absence, the Vice Chair shall have a second or casting vote.
- 3.42 The Board shall meet at least four times per year and will hold such other meetings as the Chair deems necessary.
- 3.43 Notification to Board Members of the time and place of the meeting and a copy of the agenda will be sent to Board Members at least 5 days in advance of the meeting, or if the meeting is convened at a shorter time, then at the time it is convened.
- 3.44 The order of business will be determined at the start of the meeting and will generally follow the format contained in the agenda accompanying the notice calling the meeting. Matters to be raised under Any Other Business should be notified to the Chair or the Governance Professional prior to the meeting. Any such matters may, subject to the approval of the Chair or the Vice Chair, be considered by the Board.
- 3.45 A Special Meeting of the Board may be called at any time by the Chair or by a request in writing of any six or more Board Members. If there are matters requiring urgent attention, the period of written notice convening a meeting may be less than 5 days.
- 3.46 If any Board Member disregards the authority of the Chair or displays obstructive or offensive conduct, that Board Member may be suspended for the remainder of the meeting.
- 3.47 At each Board meeting the minutes of the previous meeting shall be submitted for approval. After the minutes have been approved as a correct record of the meeting to which they relate, subject to or without amendment, the Chair shall confirm approval.
- 3.48 If a quorum is not present, the meeting will proceed with any decisions taken, **ratified by e-mail or other electronic means** or at the next quorate Board Meeting.
- 3.49 Subject at all times to the terms of the statutory Constitution and these Standing Orders, the Board shall regulate its proceedings as it thinks fit. The Chair may from time to time, adopt, amend and/or replace any procedures of the Board in respect of the regulation of proceedings.
- 3.50 Voting shall be by a show of hands or by voice, unless one half of the members present, and entitled to vote at the meeting, signify their objection. The Board will then decide whether the vote should be taken by ballot or by calling the roll or noting the dissensions in the minutes. Any member of the Board who disagrees with a decision upon which the Board or Committee has voted may have her or his dissent recorded in the minute.
- 3.51 Staff, **trade union nominated**, and student Board members are full Board members and bring essential and unique, skills, knowledge, and experience to the board. Staff, **trade union nominated**, and student board members must not be excluded from Board business unless there is a clear conflict of interest, in common with all Board members.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

3.52 Meetings of the Board are not normally open to the public. At any meeting of the Board at which the College's Annual Report is presented, the Chair, with the consent of a majority of the Board Members, may admit members of the public for that item. Any question whether any person who is not a member of the Board, or the Governance Professional should be allowed to attend a meeting of the Board or a Committee of the Board shall be determined by the Board or the Committee in accordance with paragraph 3.49.

Proceedings and Publication of Board Papers

3.53 Meetings shall be minuted by the Governance Professional or nominated deputy.

3.54 The Board may regulate its own proceedings and those of any Committee appointed by it. The validity of any proceedings of the Board or of any Committee appointed by them shall not be affected by any defect in the appointment of any member of the Board - or any member of such Committee or by a vacancy amongst the members of the Board.

3.55 The Board shall publish on the College website copies of the documents noted below. Meeting agendas will normally be published in advance of meetings and final draft minutes and meeting papers within a week of the meeting taking place.

- the agenda for any meeting of the Board or any Board Committee;
- the draft minutes of any such meeting as approved by the Chair of the meeting;
- the minutes of such meeting as agreed by the Board or as the case may be, the Committee; and
- any report or document considered by such meeting.

3.56 There may be excluded from any item required to be made available under paragraph 3.55 above, any material relating to:

- a named person employed at or proposed to be employed at the College;
- a named student at, or candidate for admission to, the College;
- information relating to any particular applicant for, or recipient or former recipient of, any service provided by the College;
- information relating to any particular applicant for, or recipient or former recipient of, any financial assistance provided by the College;
- information relating to the financial or business affairs of any particular person (other than the College);
- the amount of any expenditure proposed to be incurred by the College under any particular contract for the acquisition of property or the supply of goods or services;
- any terms proposed or to be proposed by or to the College in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services;
- the identity of the College as the person offering any particular tender for a contract for the supply of goods or services;
- information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the College and employees of the College;

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

- any instructions to counsel and any opinion of counsel (whether or now in connection with any proceedings) and any advice received, information obtained or action to be taken in connection with:
 - a) any legal proceedings by or against the College, or
 - b) the determination of any matter affecting the College (whether, in either case, proceedings have been commenced or are in contemplation);
- any action taken or to be taken in connection with the prevention, investigation, or prosecution of crime; and
- the identity of a protected informant.

Committees

- 3.57 The Board shall appoint such Committees, as it considers necessary.
- 3.58 The Chair of the Board and the Principal may attend any meetings of any Committee (other than the Audit Committee, which they may only attend by invitation) but may not vote unless they are members of the Committee.
- 3.59 Committees may include persons who are not Board Members, but such persons will not be entitled to vote at meetings of the Committee.
- 3.60 The Standing Orders of the Board shall also be the Standing Orders of its Committees.
- 3.61 The Board, unless resolved otherwise, will establish, as a minimum, the following Committees:
- Audit and Risk Committee
 - Finance and Property Committee
 - Human Resources and Development Committee
 - Learning, Teaching and Quality Committee
 - Chairs' Committee (acting also as Nominations Committee and Remuneration Committee)
- 3.62 A Chair will be appointed by seeking a volunteer from amongst the other members of the Board. Where more than one volunteer is identified the Chair position will be determined by a vote of all Board members. All Chair positions will be confirmed by the approval of the full Board.
- 3.63 Committees, in consultation with the Board, shall determine the frequency and dates of their meetings. Committees shall determine or advise the Board on any matters which the Board remits to them.
- 3.64 Minutes of meetings of Committees of the Board shall be presented to the next available meeting of the Board. This sub-paragraph shall not apply to any document or part thereof which relates to matters covered by 3.54 above. Where appropriate, however, a separate confidential report on any such items may be submitted to the Board.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

3.65 Terms of reference for the Committees are appended as appendices to this manual, and detail:

- Membership
- Other Persons Who May Attend
- Quorum
- Remit
- Frequency of Meetings

Board Members' Interests

3.66 Board Members may not take or hold any interest in any property held or used for the purpose of the College.

3.67 A Board Member who has any financial or material interest in:

- the supply of work or goods to or for the purpose of the College;
- any contract or proposed contract concerning the College; or
- any other matter relating to the College

must, at any meeting when the item is considered, declare an interest and withdraw from the meeting, unless the Board allows the member to remain when she or he may talk on the item, but they may not vote on any question in relation to it.

3.68 In accordance with the terms of the Ethical Standards in Public Life Etc. (Scotland) Act 2000, the Governance Professional will maintain a Register of Interests. Such Register of Interests shall be available for inspection at all reasonable times on the College website and at the principal office of the College or as otherwise required by the Standards Commission for Scotland.

3.69 It is the responsibility of members of the Board to declare all relevant information and to promptly notify any changes.

3.70 Guidance to Board Members is provided in the Code of Conduct and Register of Interests sections of this manual.

Confidentiality of Information

3.71 Any information received or obtained by any person in connection with their functions as a Board Member, or a member of any Committee, shall be treated as confidential to the Board or that Committee.

3.72 Papers and reports shall not be divulged or disclosed to anyone prior to the meeting of the Board. Papers, discussion, and decisions agreed by the Board to be confidential shall be separately minuted and shall not be made available to anyone other than members of the Board and the Governance Professional.

3.73 In particular, but without limitation, Board Members must treat the following information as confidential and must not divulge or disclose any such information to any third party:

- personal information held about individuals;

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

- information relating to a person who is, has been, or is likely to be a student of the College;
- matters related to or concerned with legal disputes or actions concerning the College;
- any information the disclosure of which is prohibited by anything in any enactment (including, but not limited to, the 1992 Act and any enactment contained in a subordinate instrument) or rule of law;
- matters relating to the business of the College, its transactions, and financial affairs;
- matters relating to the business of the College's funders, partners, contractors and other third parties with which the College has or may have business or commercial relationships; and
- matters which are identified by the Board as being confidential or which, given their nature, may be regarded as being confidential to the College.

Suspension, Alteration and Review of Standing Orders

- 3.74 Any one or more provisions of the Standing Orders may be suspended, except where such suspension might lead to an action contrary to law, provided that at least two thirds of the members present vote to do so.
- 3.75 No alteration of the Manual, Articles and Standing Orders shall be made without notice of any proposed alteration having been given in the notice calling a meeting at which the alteration is to be considered and a majority of the Board Members present and voting at such meeting voting in favour of the alteration being made and adopted.
- 3.76 The Board shall, at least once every five years, review the terms of the Manual, Articles and Standing Orders in order to determine whether any amendments and/ or additions should be made thereto.

4 SCHEME OF DELEGATION

Introduction

- 4.1 This scheme of delegation specifies the functions which are delegated by the Board of Management (the "Board").
- 4.2 The Board has a duty to manage and conduct the business of the College, and to ensure that the College provides coherent provision of a high quality of fundable further education and fundable higher education in the locality of the regional college.
- 4.3 All delegations must be exercised in accordance with regard to any lawful direction and/or guidance subsequently issued by the Scottish Ministers or the Scottish Funding Council ("SFC") or any successor body which takes over the whole or any part of the functions of the SFC from time to time.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

4.4 The delegations are dealt with in four sections:

- Delegation to the Chair of the Board of Management
- Delegation to Committees of the Board of Management
- Delegations to the Principal and Chief Executive (the “Principal”)
- Delegations to the Governance Professional

Compliance

4.5 The Board may from time to time amend, replace and/or supplement the terms of this Scheme of Delegation. Nothing in this Scheme of Delegation shall require the Board to delegate the performance of any of its functions and the Board may at any time and from time to time carry out any function that has been delegated in accordance with this Scheme of Delegation or withdraw, amend and/or replace any delegation made by the Board pursuant hereto.

Review

4.6 The Scheme of Delegation will be reviewed at least every three years, or earlier should it be considered necessary by the Board of Management, or to bring the Scheme of Delegation into line with Memoranda or guidance which may be issued from time to time by the Scottish Ministers and/or SFC.

Authority Reserved to the Board of Management

4.7 The following are reserved to the Board of Management and are excluded from this scheme of delegation:

- determining the objectives of the Board of Management;
- borrowing money (where permitted) and, in connection with such borrowing, granting securities or giving guarantees or indemnities. Any such borrowing, granting securities or indemnities must comply with guidance and requirements as determined by Scottish ministers or the SFC;
- the final approval of the annual budget;
- the final approval of the College Strategic Plan/Regional Outcome Agreement;
- approval of the year end Annual Accounts and Financial Statements;
- approval of Annual Quality Reports (where necessary);
- approval of material changes to staff pay levels outwith the scope of national bargaining and to the extent that any such changes fall outside the terms of the approved annual budget of the College or any delegation to the Joint Negotiating Committee or otherwise in terms of this Scheme of Delegation;
- the final consideration of the Annual Report to the Board of Management from the Chair of the Audit Committee;

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

- the acquisition and disposal of heritable property, whether by way of sale, transfer, assignation, lease, licence or otherwise or the granting of any standard securities, charges, or any other rights in respect of any heritable property which relate to the College's title thereto;
- the appointment and re-appointment of Board Members (including the appointment of co-opted members) and the appointment of members and co-opted members to standing committees;
- the removal from office of Board Members;
- The recruitment/selection and consideration of disciplinary/grievance action in respect of the Principal.

Specific arrangements in respect of these activities will fall within the delegated remit of the Chairs' Committee, with any final appointment or dismissal decision taken only after reference to the full Board;

- the approval of any Voluntary Severance/Early Retirement scheme and enhanced pension arrangements;
- delegation of functions of the Board of Management;
- the making, amendment and revocation of the Board Manual and Articles including the standing orders of the Board of Management (including, but not limited to, the Code of Conduct, Committee terms of reference and this Scheme of Delegation);
- entering into of any material contracts or any contract or transaction which is not in the ordinary and proper course of the business of the College and on arm's length terms;
- commencing any legal or arbitration proceedings where significant costs may be involved;
- establishing committees and determining the terms of reference thereof; and
- forming or promoting or joining with any other person in forming or promoting companies.
- decision making in respect of capital works or purchases that are in excess of agreed delegated limits within the approved financial strategy and financial procedures of the College.

Delegation to the Chair of the Board of Management

The Chair of the Board of Management is authorised to nominate, after a period of four weeks continuous absence of the Principal or such shorter period of time as the Chair may determine, a person to assume the role of Acting Principal in the Principal's absence. The Chair shall, at the earliest opportunity, advise the Board of Management and the SFC of the appointment of the Acting Principal and the terms of such appointment shall be subject to approval or amendment by the Board of Management.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

In the event of continuous absence of eight weeks (including the four week absence referred to above) of the Principal (except in the case of serious illness when the period of continuous absence will be 4 weeks), the entire Board shall (in a special meeting called for this purpose) be required to invest the delegations ascribed to the Principal in this document to other member(s) of the Senior Management as the Board considers appropriate until such time as the Principal is capable of discharging fully their functions as Principal/Chief Executive/Accounting Officer and academic leader of the College.

- to deal with urgent items of business after consultation with the chair of the relevant Committee;
- to authorise expense claims on behalf of the Principal where such claims arise out of expenditure incurred in the performance of the Principal's normal duties, ensuring in doing so that such authorisations comply with the current Financial Regulations or any other policies adopted by the Board from time to time; and
- to sign the College's Annual Accounts, Financial Statements, and other required documentation prior to its submission to the SFC and after it has been approved by the Board.

Delegation to Committees of the Board of Management

Each Committee of the Board is delegated all functions relative to:

- the respective terms of reference of those Committees as detailed in the Standing Orders of the Board; and
- any Minutes of the Board making a special delegation to a Committee.

Each Committee may exercise and perform on behalf of and in the name of the Board all of the authority, powers, and duties of the Board in relation to the functions so delegated.

The Chair of each Committee is authorised to act on behalf of the Board between cycles so far as such acts relate to matters within the remit of the Committee of which he or she is Chair.

Delegation to the Principal

The Principal, as Chief Executive of the College, is responsible for the operational management of the College (including responsibility for the curriculum, quality and teaching and learning) subject to strategic and policy direction by the Board of Management and the terms of any specific reservations to the Board.

The Principal is authorised and empowered, subject to the express reservations to the Board set out in this Scheme of Delegation, to manage the College and to:

- direct its operations and facilitate the management of the College within the framework determined by the Strategic Plan/Regional Outcome Agreement, the

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

approved budget and any other policies determined from time to time by the Board;

- determine the appropriate organisational structure;
- to take such measures as may be required in emergencies subject to advising the Chair of the Board, where possible, and subsequently reporting to the appropriate Committee or to the Board as soon as possible thereafter any items for which approval of the Committee or Board would normally be necessary; and
- consistent with this Scheme of Delegation, to delegate such powers, responsibilities, and authority to such members of staff as the Principal may from time to time determine.

Without limitation to the generality of the delegated powers of the Principal, the Principal is authorised and empowered as follows:

- to consult and negotiate with representatives of recognised trades unions and professional associations on behalf of the Board;
- to provide financial or other assistance to the Students' Association of the College within the terms of any scheme of establishment or policy of the Board;
- to apply to the appropriate authority for any necessary statutory consents;
- where it is competent and in the interests of the College to do so, to lodge with the appropriate authority, objections to the grant of any permission, licence, warrant etc; and
- to accept gifts of money, other property, and services on behalf of the College and (in accordance with the College's policy on the receipt of gifts) and: determine their application; or set up a trust to hold or administer them for the purpose for which they have been established.

Delegation to the Governance Professional

The delegations to the Governance Professional are always subject to the statutory Constitution and the Standing Orders of the Board and of all policies of the Board from time to time in force.

The Governance Professional is authorised:

- to keep proper records and Minutes of the Board's and Committees' proceedings and to prepare agendas, draft minutes and agreed minutes of all meetings of the Board or any Committee;
- to make available for inspection through the College website and at the principal office of the College copies of the Agenda, draft Minutes and agreed Minutes of any meeting of the Board or any Committee and also of any report or other document

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

(other to those marked confidential) considered by such a meeting;

- to maintain the Register of Interests of the members of the Board and members of the senior management team;
- to arrange for any elections to the Board from teaching and non-teaching staff at the College;
- **assure that appropriate arrangements are applied in respect of the election and nomination of trade union nominated Board members in accordance with national guidance;**
- to receive resignations from the Board and to inform the Board of vacancies and impending vacancies; and to act on behalf of the Board, when authorised, as their representative and to enter into correspondence in any matter as directed by the Board; and
- to advise the Chair and Members on governance arrangements, as required.

BOARD OF MANAGEMENT CODE OF CONDUCT

Introduction to the Code of Conduct

- 5.1 The Scottish public has a high expectation of those who serve on the boards of public bodies and the way in which they should conduct themselves in undertaking their duties for the public body. You, as a member of the Board of Management of Dundee and Angus College, must meet those expectations by ensuring that your conduct is above reproach.
- 5.2 The Ethical Standards in Public Life etc (Scotland) Act 2000 provides for new Codes of Conduct for local authority councillors and members of relevant public bodies; imposes on councils and relevant public bodies a duty to help their members to comply with the relevant code; and establishes a Standards Commission for Scotland to oversee the new framework and deal with alleged breaches of the codes.
- 5.3 The Act requires the Scottish Ministers to lay before Parliament a Code of Conduct for Councillors and a Model Code for Members of Devolved Public Bodies. **The Model Code for members was first introduced in 2002 and is revised periodically. The College is obliged to adopt the Code in full without change to its terms.**
- 5.4 As a member of the Board of Management, it is your responsibility to make sure that you are familiar with, and that your actions comply with, the provisions of this Code of Conduct.

Appointments to the Boards of Public Bodies

- 5.5 Public bodies in Scotland are required to deliver effective services to meet the needs of an increasingly diverse population. In addition, the Scottish Government's equality outcome on public appointments is to ensure that all appointments are more diverse than at present. In order to meet both of these aims, a board should ideally be drawn from varied backgrounds with a wide spectrum of characteristics, knowledge, and

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

experience. It is crucial to the success of public bodies that they attract the best people for the job and therefore it is essential that a board's appointments process should encourage as many suitable people as possible to apply for positions and be free from unnecessary barriers. You should therefore be aware of the varied roles and functions of the public body on which you serve and of wider diversity and equality issues.

- 5.6 You should also familiarise yourself with how the Board of Management's policy operates in relation to succession planning, which should ensure the Board of Management has a strategy to make sure they have the Members in place with the skills, knowledge, and experience necessary to fulfil their role economically, efficiently, and effectively.

Guidance on the Code of Conduct

- 5.7 You must observe the rules of conduct contained in this Code. It is your personal responsibility to comply with these and review regularly, and at least annually, your personal circumstances with this in mind, particularly when your circumstances change. You must not at any time advocate or encourage any action contrary to the Code of Conduct.
- 5.8 The Code has been developed in line with the key principles listed in **Sections 5.14 to 5.23** and provides additional information on how the principles should be interpreted and applied in practice. The Standards Commission may also issue guidance. No Code can provide for all circumstances and if you are uncertain about how the rules apply, you should seek advice from the public body. You may also choose to consult your own legal advisers and, on detailed financial and commercial matters, seek advice from other relevant professionals.
- 5.9 You should familiarise yourself with the Scottish Government publication "On Board – A Guide for Board Members of Public Bodies in Scotland." This publication will provide you with information to help you in your role as a member of a public body in Scotland and can be viewed on the Scottish Government website.

Enforcement

- 5.10 Part 2 of the Ethical Standards in Public Life etc. (Scotland) Act 2000 sets out the provisions for dealing with alleged breaches of this Code of Conduct and the sanctions that shall be applied if the Standards Commission for Scotland finds that there has been a breach of this Code. Those sanctions are outlined in **Appendix A**.

Bribery

- 5.11 Members of the Board of Management are committed to the prevention of bribery and all forms of corruption. The Board of Management operates a zero tolerance approach to bribery committed by any person working at Dundee and Angus College, and any person who provides services for or on behalf of Dundee and Angus College. Any allegation of bribery by a Member of the Board of Management or employee will be investigated in accordance with Dundee and Angus College disciplinary procedures and may be reported to the authorities as appropriate.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

- 5.12 The Board of Management has a hard won reputation for acting with integrity, transparency, and honesty. We are committed to the prevention of bribery because we recognise the importance of maintaining our reputation and the confidence of our students, the public and other partner organisations.
- 5.13 The Board of Management will not work with other organisations who we consider do not share our commitment to preventing bribery and corruption.

KEY PRINCIPLES OF THE CODE OF CONDUCT

The general principles upon which this Code of Conduct are based are:

Duty

- 5.14 You have a duty to uphold the law and act in accordance with the law and the public trust placed in you. You have a duty to act in the interests of the Board of Management of which you are a member and in accordance with the core functions and duties of that body.

Selflessness

- 5.15 You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family, or friends.

Integrity

- 5.16 You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties as a member of the Board of Management.

Objectivity

- 5.17 You must make decisions solely on merit and in a way that is consistent with the functions of the Board of Management when carrying out public business including making appointments, awarding contracts, or recommending individuals for rewards and benefits.

Accountability and Stewardship

- 5.18 You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the Board of Management uses its resources prudently and in accordance with the law.

Openness

- 5.19 You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

Honesty

5.20 You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

5.21 You have a duty to promote and support these principles by leadership and example, to maintain and strengthen the public's trust and confidence in the integrity of the Board of Management and its members in conducting public business.

Respect

5.22 You must respect fellow members of the Board of Management and employees of the Board of Management and the role they play, treating them with courtesy at all times.

5.23 You should apply the principles of this Code to your dealings with fellow members of the Board of Management and its employees and other stakeholders. Similarly, you should also observe the principles of this Code in dealings with the public when performing duties as a member of the Board of Management.

GENERAL CONDUCT

The following rules apply:

Conduct at Meetings

5.24 You must respect the Chair, your colleagues, and employees of the Board of Management in meetings. You must comply with rulings from the Chair in the conduct of the business of these meetings.

Relationship with Board Members and Employees of the Board of Management

5.25 You will treat your fellow Board Members and any staff employed by the Board of Management with courtesy and respect. It is expected that fellow Board Members and employees will show you the same consideration in return. It is good practice for employers to provide examples of what is unacceptable behaviour in their organisation. The Board of Management should promote a safe, healthy, and fair working environment for all. As a Board member you should be familiar with the policies of the Board of Management in relation to bullying and harassment in the workplace and also lead by exemplar behaviour.

Remuneration, Allowances and Expenses

5.26 You must comply with any rules of the Board of Management regarding remuneration, allowances, and expenses.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

Gifts and Hospitality

- 5.27 You must not accept any offer by way of gift or hospitality which could give rise to real or substantive personal gain or a reasonable suspicion of influence on your part to show favour, or disadvantage, to any individual or organisation. You should also consider whether there may be any reasonable perception that any gift received by your spouse or cohabitee or by any company in which you have a controlling interest, or by a partnership of which you are a partner, can or would influence your judgement. The term “gift” includes benefits such as relief from indebtedness, loan concessions or provision of services at a cost below that generally charged to members of the public.
- 5.28 You must never ask for gifts or hospitality.
- 5.29 You are personally responsible for all decisions connected with the offer or acceptance of gifts or hospitality offered to you and for avoiding the risk of damage to public confidence in your Board of Management. As a general guide, it is usually appropriate to refuse offers except:
- isolated gifts of a trivial character, the value of which must not exceed £50;
 - normal hospitality associated with your duties and which would reasonably be regarded as appropriate;
 - gifts received on behalf of the Board of Management.
- 5.30 You must not accept any offer of a gift or hospitality from any individual or organisation which stands to gain or benefit from a decision your Board may be involved in determining, or who is seeking to do business with your organisation, and which a person might reasonably consider could have a bearing on your judgement. If you are making a visit in your capacity as a member of your Board of Management then, as a general rule, you should ensure that your Board pays for the cost of the visit.
- 5.31 You must not accept repeated hospitality or repeated gifts from the same source.
- 5.32 Members of the Board of Management should familiarise themselves with the terms of the Bribery Act 2010 which provides for offences of bribing another person and offences relating to being bribed.

Confidentiality Requirements

- 5.33 There may be times when you will be required to treat discussions, documents or other information relating to the work of the Board of Management in a confidential manner. You will often receive information of a private nature which is not yet public, or which perhaps is not intended to be public. There are provisions in legislation on the categories of confidential and exempt information and you must always respect and comply with the requirement to keep such information private.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

5.34 It is unacceptable to disclose any information to which you have privileged access, for example derived from a confidential document, either orally or in writing. In the case of other documents and information, you are requested to exercise your judgement as to what should or should not be made available to outside bodies or individuals. In any event, such information should never be used for the purposes of personal or financial gain, or for political purposes or used in such a way as to bring the Board of Management into disrepute.

Use of Board of Management Facilities

5.35 Members of the Board of Management must not misuse facilities, equipment, stationery, telephony, computer, information technology equipment and services, or use them for party political or campaigning activities. Use of such equipment and services, etc must be in accordance with the Board of Management's policy rules on their usage. Care must also be exercised when using social media networks not to compromise your position as a member of the Board of Management.

Appointment to Partner Organisations

5.36 You may be appointed, or nominated by your Board of Management, as a member of another body or organisation. If so, you are bound by the rules of conduct of these organisations and should observe the rules of this Code in carrying out the duties of that body.

5.37 Members, who become directors of companies, as nominees of the Board of Management will assume personal responsibilities under the Companies Acts. It is possible that conflicts of interest can arise for such members between the company and the Board of Management. It is your responsibility to take advice on your responsibilities to the Board of Management and to the company. This will include questions of declarations of interest.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

6 BOARD AND COMMITTEE TERMS OF REFERENCE

BOARD OF MANAGEMENT REMIT	
1.1	<p>Membership The membership of the Board will be constituted as required by the Post-16 Education (Scotland) Act 2013, the Further and Higher Education (Scotland) Act 1992 and as per the Standing Orders</p>
1.2	<p>Other Persons Who May Attend</p> <ul style="list-style-type: none"> ➤ Executive and Senior Leadership Team members ➤ Governance Professional ➤ Internal / External Auditors ➤ Others as invited by the Board of Management <p>(None of the above persons are a member of the Board of Management nor shall these persons vote at any meeting of the Board of Management)</p>
1.3	<p>Quorum 6 Members with at least 50% of those attending being “<i>other members</i>” as defined in 3.23 above</p>
1.4	<p>Remit</p> <p>General The Board shall observe the relevant legislation, Constitution and Standing Orders in all its business.</p> <p>Specific The Board has responsibility for overseeing the business of the College, determining its future direction, and fostering an environment in which the College mission is achieved, and the potential of all learners is maximised. The Board of Management must ensure compliance with the statutes, ordinances and provisions regulating the College and its framework of governance and, subject to these, take all final decisions on matters of fundamental concern to the College. The following items are retained for approval by the Board, upon advice from or recommendation by the relevant Committee where appropriate and must not be delegated:</p> <ul style="list-style-type: none"> • The College’s Strategic Plan/Regional Outcome Agreement (and any annual updates thereof) • The Annual Review Report on Quality Assurance and Enhancement of Learning and Teaching • The Annual Accounts (following consideration by the Finance & Property Committee) • The Annual College Budget (following consideration by the Finance & Property Committee) • The appointment/dismissal of the Principal and Chief Executive • To appointment and re-appointment of Board Members
1.5	<p>Meetings/Reporting</p> <p>The Board of Management must meet a minimum of 4 times per year.</p>

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

COMMITTEE TERMS OF REFERENCE

AUDIT AND RISK COMMITTEE REMIT	
1.1	<p>Membership At least 4 Other Board of Management Members (including the Vice Chair) one of whom shall be appointed Committee Chair up to 3 staff Board of Management and trade union nominated Members. Audit committee members (except staff and trade union nominated members) should not normally also be members of the Finance and Property Committee</p>
1.2	<p>Other Persons Who May Attend by Invitation</p> <ul style="list-style-type: none"> ➤ Board Chair ➤ Chair of the Finance Committee ➤ Principal ➤ Senior Leadership Team Members (as appropriate) ➤ Governance Professional ➤ Internal/External Auditors <p>(None of the above persons are a member of the Audit Committee nor shall these persons vote at any meeting of the Audit Committee)</p>
1.3	<p>Quorum 2 Members</p>
1.4	<p>Remit</p> <p>General The Audit and Risk Committee shall make its recommendations to the Board of Management as appropriate. The Audit and Risk Committee shall observe the Standing Orders in all its business. The Audit and Risk Committee is established in accordance with the Financial Memorandum between the SFC and the Board of Management of Dundee and Angus College. The Audit and Risk Committee is an advisory body with no executive powers and will adopt and ensure compliance with the Scottish Funding Council (SFC) Financial Memorandum.</p> <p>Specific Duties The following provides a summary of the main duties of the Audit and Risk Committee</p> <p>Internal Control</p> <ul style="list-style-type: none"> • reviewing and advising the Board of Management of the Internal Audit Services (IAS) and the external auditor's assessment of the effectiveness of the College's financial and other internal control systems, including controls specifically to prevent or detect fraud or other irregularities as well as those for securing economy, efficiency, and effectiveness; and • reviewing and advising the Board of Management on its compliance with corporate governance requirements and good practice guidance. <p>Internal Audit</p> <ul style="list-style-type: none"> • advising the Board of Management on the selection fees payable, appointment, reappointment, or removal of the IAS provider where the service is contracted-out. • advising the Board of Management on the terms of reference for the IAS; • reviewing the scope, efficiency, and effectiveness of the work of internal audit, considering the adequacy of the resourcing of internal audit and advising the Board of Management on these matters;

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

- advising the Board of Management of the Audit and Risk Committee's approval of the basis for and the results of the internal audit needs assessment and the strategic and operational planning processes;
- reviewing the IAS's monitoring of management action on the implementation of agreed recommendations reports in internal audit assignment reports and internal audit annual reports;
- considering salient issues arising from internal audit assignment reports, progress reports, annual reports, and management's response thereto and informing the Board of Management thereof;
- informing the Board of Management of the Audit and Risk Committee's approval of the internal audit service's annual report;
- ensuring establishment of appropriate performance measures and indicators to monitor appropriate liaison and co-ordination between internal and external audit;
- ensuring good communication between the Committee and the Head of IAS; and
- responding appropriately to notification of fraud or other improprieties received from the Head of IAS or other persons.

External Audit

- informing the Board of Management on the appointment, annual reappointment, or removal, of the external auditors and the scope of their work and fee arrangements in place;
- considering and approving the College's annual financial statements and the external auditor's report prior to submission to the Board of Management. If within its terms of reference, the Committee should consider the external audit opinion, the Statement of Member's Responsibilities and any relevant issue raised in the external auditor's management letter;
- reviewing the external auditor's annual Management Letter and monitoring management action on the implementation of the agreed recommendations contained therein;
- advising the Board of Management of salient issues arising from the external auditor's management letter and any other external audit reports and of management's response thereto;
- reviewing the statement of corporate governance;
- establishing appropriate performance measures and indicators to monitor the effectiveness of the external audit provision;
- reviewing the external audit strategy and plan;
- holding discussions with external auditors and ensuring their attendance at Audit Committee and Board of Management meetings as required;
- considering the objectives and scope of any non-statutory audit work undertaken or to be undertaken, by the external auditor's firm and advising the Board of Management of any

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

	<p>potential conflict of interest; and</p> <ul style="list-style-type: none"> • securing appropriate liaison and co-ordination between external and internal audit. <p>Value for Money</p> <ul style="list-style-type: none"> • establishing and overseeing a review process for evaluating the effectiveness of the College’s arrangements for securing the economical, efficient, and effective management of the College’s resources and the promotion of best practice and protocols, and reporting to the Board of Management thereon; • advising the Board of Management on potential topics for inclusion in a programme to undertake individual assignments considering the required expertise and experience; and • advising the Board of Management of action that it may wish to consider in the light of national value for money studies in the further education sector. <p>Advice to the Board of Management</p> <ul style="list-style-type: none"> • reviewing the College’s compliance with financial memorandum and advising the Board of Management on this; • producing an annual report for the Board of Management; • advising the Board of Management of significant, relevant reports from the Council and Audit Scotland and, where appropriate, management’s response thereto; and • reviewing reported cases of impropriety to establish whether they have been appropriately handled. <p>Risk Management</p> <ul style="list-style-type: none"> • reviewing the Risk Management Policy and the effectiveness of risk management systems, including the College’s risk appetite.
<p>1.5</p>	<p>Meetings / Reporting</p> <p>The Audit and Risk Committee will normally meet 4 times per year. The Audit and Risk Committee will report to the Board of Management on a regular basis, and the Audit and Risk Chair will produce an Annual Report for submission to the Board following the end of the financial year.</p>

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

FINANCE AND PROPERTY COMMITTEE REMIT	
1.1	<p>Membership At least 4 Other Board of Management Members (one of whom will be appointed Committee Chair) Finance and Property Committee members should normally not also be members of the Audit Committee. Principal, up to 3 staff Board of Management and trade union nominated Members</p>
1.2	<p>Other Persons Who May Attend</p> <ul style="list-style-type: none"> ➤ Chair of the Audit and Risk Committee ➤ Governance Professional ➤ Senior Leadership Team Members (as appropriate) ➤ Head of Finance ➤ Head of Estates ➤ Head of ICT <p>(None of the above persons are a member of the Finance and Property Committee nor shall these persons vote at any meeting of the Finance and Property Committee)</p>
1.3	<p>Quorum 4 Members (including at least 2 Other Members)</p>
1.4	<p>Remit</p> <p>General The Committee shall make its recommendations to the Board of Management as appropriate. The Committee shall make its decisions and report these to the Board of Management. The Committee shall observe the Standing Orders in all its business.</p> <p>Specific Duties</p> <p>The Committee has overall responsibility (within the Financial Memorandum between the College and the Scottish Funding Council (SFC)) for the direction and oversight of the College's financial affairs. The Finance and Property Committee shall:</p> <ul style="list-style-type: none"> • Monitor the financial control of the College and to keep the college Financial Regulations under review. • The Committee is authorised to review and approve the establishment of any arrangements to provide the College with banking facilities. This is subject to the authorisation limits set by SFC for the drawing down of loans. • Monitor actual expenditure and income against budget and report to the Board on any necessary action. • Monitor capital expenditure against agreed development plans. • Consider financial benchmarking information and monitor unit costs. • Advise the Board on financial strategy including treasury management • Review the effectiveness of financial management within the College. • Recommend to the Board the College's annual budget • Consider and report on the annual financial statements. • Approve all key decisions taken in relation to the College's finances. • Make recommendations to the Board regarding the level of tuition fees and other charges. • Approve fee waivers on behalf of the Board and approve the write-off of bad debts (in accordance with the limits set in the Scheme of Delegation). • Approve annually, all tuition fees (other than those fixed by statutory regulations). • Approve the appropriate scope and level of insurance cover and the costs thereof.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

	<ul style="list-style-type: none"> • Recommend to the Board limits, purposes, and sources of secured and unsecured borrowings (where permitted) • Receive the Annual Accounts • Make recommendations to the Board on the application and use of any donations, legacies, annuities, subscriptions, and other donations which may be accepted by the Board • Agree items of expenditure and contracts within the parameters set out in the Financial Regulations • Agree banking arrangements • Make recommendations on parameters for annual salaries and conditions of service bargaining <p>In addition, the Committee has responsibility for the College's existing buildings and estates, including, but not limited to:</p> <ul style="list-style-type: none"> • Consideration of the estates/property strategy (including capital proposals) making recommendations to the Board as appropriate • ensuring compliance with statutory and regulatory requirements; • ensuring that the College's existing buildings and estates are fit for purpose; • ensuring that the College's existing buildings and estates are maintained to an appropriate standard; • ensuring that the College's existing buildings and estates are reasonably accessible and comply with the terms of the Disability Discrimination Act 1995; and • providing a healthy and safe environment for the College's staff, students, and visitors.
<p>1.5</p>	<p>Meetings</p> <p>The Finance and Property Committee will normally meet 4 times per year.</p>

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

HUMAN RESOURCES & DEVELOPMENT COMMITTEE REMIT	
1.1	<p>Membership At least 4 Other Board of Management Members (one of whom will be appointed Committee Chair), Principal, up to 3 staff Board of Management and trade union nominated Members.</p>
1.2	<p>Other Persons Who May Attend</p> <ul style="list-style-type: none"> ➤ Governance Professional ➤ Senior Leadership Team Members (as appropriate) ➤ Head of People & Organisational Development ➤ Head of Estates ➤ Human Resources Manager <p>(None of the above persons are a member of the Committee nor shall these persons vote at any meeting of the Human Resource and Development Committee)</p>
1.3	<p>Quorum 4 Members (including at least 2 Other Members)</p>
1.4	<p>Remit</p> <p>General The Committee shall make its recommendations to the Board of Management as appropriate. The Committee shall observe the Standing Orders in all its business.</p> <p>Specific Duties The Committee has overall responsibility for the direction and oversight of all HR matters relating to the function of the Board of Management as employer of the College's staff.</p> <p>The Committee shall oversee the development and auditing of all human resource strategies and work streams and this shall include:</p> <ul style="list-style-type: none"> • To advise, oversee and report to the Board of Management on the implementation of the Human Resource Strategy in relation to the Strategic and Operational Development Plans • To receive and enact, on behalf of the Board of Management, all Human Resource legislative issues and to approve related College Human Resource policies and procedures • To establish and maintain, in conjunction with the Assistant Principal (OD & HR), a “reporting cycle” whereby identified reports are submitted to the Committee (with supporting papers and statistical evidence) to enable comparison year-on-year and to determine trends • To oversee organisational and staff development on behalf of the Board of Management. • To monitor, on behalf of the Board of Management, the College Health and Safety Policy and to receive regular reports and statistical analyses on Health and Safety issues. • Make recommendations on parameters for annual salaries and conditions of service bargaining <p><i>If, in the opinion of either the Chair or the staff member(s), a conflict of interest would be likely to prejudice any matter discussed by the Committee, the staff member(s) would withdraw from the meeting whilst the relevant matter was being discussed.</i></p>
1.5	<p>Meetings</p> <p>The Human Resources & Development Committee will normally meet 4 times per year.</p>

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

LEARNING, TEACHING AND QUALITY COMMITTEE REMIT	
1.1	<p>Membership At least 4 Other Board of Management Members (one of whom will be appointed Committee Chair), Principal, Student Board of Management Members, 3 staff Board of Management and trade union nominated Members</p>
1.2	<p>Other Persons Who May Attend</p> <ul style="list-style-type: none"> ➤ Governance Professional ➤ Senior Leadership Team Members (as appropriate) ➤ Directors of Curriculum ➤ Director of Student Experience <p>(None of the above persons are a member of the Committee nor shall these persons vote at any meeting of the Learning, Teaching and Quality Committee)</p>
1.3	<p>Quorum 4 Members (including at least 2 Other Members)</p>
1.4	<p>Remit General The Committee has overall responsibility for monitoring the direction and performance of learning and teaching, and the quality of the learners' experience, at the College.</p> <p>Specific Duties</p> <ul style="list-style-type: none"> • To advise the Board of Management on matters relating to students in general, including Equality issues • To ensure that the Board's legal responsibilities with regard to the Students' Association, as outlined in statute are addressed and complied with. • To oversee the relationship with the Students' Association and to act as a communication link between the Association and the Board, in order to promote the student voice. • To support the Student Association's Operational Plan, and monitor the use of resources therein. • To oversee student engagement activities. • To oversee arrangements for student welfare, guidance, and support. • To maintain an overview of the curriculum and the educational direction of the College • To monitor quality assurance and enhancement including Key Performance Indicators and actions arising therefrom • To recommend the approval of an annual statement to the Board, to meet Scottish Funding Council (SFC) requirements. • To approve and oversee the effectiveness of the Learning and Teaching Strategy
1.5	<p>Meetings - The Learning, Teaching and Quality Committee will normally meet 4 times per year.</p>

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

CHAIRS' COMMITTEE REMIT	
1.1	<p>Membership Chair of Board of Management, Vice-Chair of Board of Management, Chairs of Board of Management Committees, Principal</p> <p>The Chairs' Committee will be chaired by the Chair of the Board of Management except where it sits as Remuneration Committee where an alternative chair will be agreed.</p>
1.2	<p>Other Persons Who May Attend</p> <ul style="list-style-type: none"> ➤ Executive Team members ➤ Governance Professional <p>(None of the above persons are a member of the Chairs' Committee nor shall these persons vote at any meeting of the Chairs' Committee)</p>
1.3	<p>Quorum 4 Members</p>
1.4	<p>Remit</p> <p>General The Committee has overall responsibility for monitoring the performance of the Board of Management.</p> <p>Specific The Chairs' Committee shall:</p> <ul style="list-style-type: none"> • Advise the Board of Management on matters relating to Self-Evaluation of the Board of Management (as an entire entity) • Advise the Board of Management on matters relating to Self-Evaluation of individual members of the Board of Management • Act as Nominations Committee and advise the Board of Management on matters relating to membership of the Board of Management • Act as Remuneration Committee and consider and determine salaries and conditions of service for members of the College Executive and Senior Leadership Teams • To act as the recruitment & selection panel and disciplinary/grievance committee for the Principal where necessary. • To oversee Board development opportunities (including Board Strategic Session planning)
1.5	<p>Meetings - The Chairs' Committee will normally meet a minimum of twice per year.</p>

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

APPENDIX A

SANCTIONS AVAILABLE TO THE STANDARDS COMMISSION FOR BREACH OF THE CODE

The Standards Commission (the “Commission”) may, where there has been a breach of the code, take the following action:

- a) Censure – the Commission may reprimand the member but otherwise take no action against them;
- b) Suspension – the Commission may suspend the member for a maximum period of one year from attending one or more, but not all, of the following:
 - all meetings of the Board of Management;
 - all meetings of one or more committees or sub-committees of the Board of Management; or
 - all meetings of any other public body on which that member is a representative or nominee of the Board of Management.
- c) Suspension – the Commission may suspend, for a period not exceeding one year, the member’s entitlement to attend all of the meetings referred to in b) above.
- d) Disqualification – the Commission may remove the member from membership of the Board of Management for a period of no more than 5 years.

Where a member has been suspended, the Commission may direct that any remuneration or allowance received from membership of the Board of Management be reduced, or not paid.

Where the Commission disqualifies a member of the Board of Management, it may go on to impose the following further sanctions:

- a) Where the member of the Board of Management is also a councillor, the Commission may disqualify that member (for a period of no more than 5 years) from being nominated for election as, or from being elected, a councillor. Disqualification of a councillor has the effect of disqualifying that member from their Board of Management and terminating membership of any committee, subcommittee, joint committee, joint board or any other body on which that member sits as a representative of their local authority.
- b) Direct that the member be removed from membership, and disqualified in respect of membership, of any other devolved public body (provided the members’ code applicable to that body is then in force) and may disqualify that person from office as the Water Industry Commissioner.

In some cases the Standards Commission do not have the legislative powers to deal with sanctions, for example if the respondent is an executive member of the Board or appointed by the Queen. Sections 23 and 24 of the Ethical Standards in Public Life etc. (Scotland) Act 2000 refer. Full details of the sanctions are set out in Section 19 of the Act.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

APPENDIX B

REGISTER OF MEMBERS INTERESTS

Name of Board Member:

Registerable Interest	Description of Interest (as determined by the code of conduct for members of public boards in Scotland – see Appendix C)
Remuneration (no financial information required) Related Undertakings Contracts Houses, Land and Buildings Shares and Securities Gifts and Hospitality Non-Financial	<div style="text-align: center; opacity: 0.3; font-size: 48px; transform: rotate(-30deg); pointer-events: none;"> DRAFT </div>
<p>Declaration</p> <p>I confirm that the above information is true and accurate. In accordance with the Further and Higher Education (Scotland) Act 1992, I further declare that I have not:</p> <ul style="list-style-type: none"> • within the past 5 years, been convicted of any offence and had passed on me a sentence of imprisonment for a period of not less than 3 months; nor • had my estate sequestrated or been adjudged bankrupt. <p>Signed: _____ Date: _____</p>	

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

APPENDIX C

REGISTER OF INTERESTS - GUIDELINES

The following paragraphs set out the kinds of interests, financial and otherwise which you have to register. These are called “Registerable Interests.” You must, at all times, ensure that these interests are registered, when you are appointed and whenever your circumstances change in such a way as to require change or an addition to your entry in the Board of Management’s register. It is your duty to ensure any changes in circumstances are reported within one month of them changing.

The Regulations [SSI - The Ethical Standards in Public Life etc (Scotland) Act 2000 (Register of Interests) Regulations 2003 Number 135], as amended, describe the detail and timescale for registering interests. It is your personal responsibility to comply with these regulations and you should review regularly and at least once a year your personal circumstances. **Appendix H** contains key definitions and explanatory notes to help you decide what is required when registering your interests under any particular category. The interests which require to be registered are those set out in the following paragraphs and relate to you. It is not necessary to register the interests of your spouse or cohabitee.

Remuneration

You have a registerable interest where you receive remuneration by virtue of being:

- employed;
- self-employed;
- the holder of an office;
- a director of an undertaking;
- a partner in a firm; or
- undertaking a trade, profession or vocation or any other work.

The amount of remuneration does not require to be registered and remuneration received as a Member does not have to be registered.

If a position is not remunerated it does not need to be registered under this category. However, unremunerated directorships may need to be registered under ‘Related Undertakings’ below.

If you receive any allowances in relation to membership of any organisation, the fact that you receive such an allowance must be registered.

When registering employment, you must give the name of the employer, the nature of its business, and the nature of the post held in the organisation.

When registering self-employment, you must provide the name and give details of the nature of the business. When registering an interest in a partnership, you must give the name of the partnership and the nature of its business.

Where you undertake a trade, profession or vocation, or any other work, the detail to be given is the nature of the work and its regularity. For example, if you write for a newspaper, you must give the name of the publication and the frequency of articles for which you are paid.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

When registering a directorship, it is necessary to provide the registered name of the undertaking in which the directorship is held and the nature of its business.

Registration of a pension is not required as this falls outside the scope of the category.

Related Undertakings

You must register any directorships held which are themselves not remunerated but where the company (or other undertaking) in question is a subsidiary of, or a parent of, a company (or other undertaking) in which you hold a remunerated directorship.

You must register the name of the subsidiary or parent company or other undertaking and the nature of its business, and its relationship to the company or other undertaking in which you are a director and from which you receive remuneration.

The situations to which the above paragraphs apply are as follows:

- you are a director of a board of an undertaking and received remuneration – declared under category one; and
- you are a director of a parent or subsidiary undertaking but do not receive remuneration in that capacity.

Contracts

You have a registerable interest where you (or a firm in which you are a partner, or an undertaking in which you are a director or in which you have shares where the nominal value of these shares is (a) greater than 1% of the issued share capital of the undertaking, or (b) greater than £25,000) have made a contract with the Board of Management:

- under which goods or services are to be provided, or works are to be executed; and
- which has not been fully discharged.

You must register a description of the contract, including its duration, but excluding the value or consideration of the contract.

Houses, Land and Buildings

You have a registerable interest where you own or have any other right or interest in houses, land and buildings, which may be significant to, of relevance to, or bear upon, the work and operation of the Board of Management.

The test to be applied when considering appropriateness of registration is to ask whether a member of the public acting reasonably might consider any interests in houses, land and buildings could potentially affect your responsibilities to the Board of Management and to the public, or could influence your actions, speeches or decision-making.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

Interest in Shares and Securities

You have a registerable interest where you have an interest in shares comprised in the share capital of a company or other body which may be significant to, of relevance to, or bear upon, the work and operation of (a) the body to which you are appointed and (b) the nominal value of the shares is:

- (i) greater than 1% of the issued share capital of the company or other body; or
- (ii) greater than £25,000.

Where you are required to register the interest, you should provide the registered name of the company in which you hold shares; the amount or value of the shares does not have to be registered.

Gifts and Hospitality

You must register the details of any gifts or hospitality received within your current term of office. This record will be available for public inspection. It is not however necessary to record any gifts or hospitality as described in **Section 5.29**.

Non-Financial Interests

You may also have a registerable interest if you have non-financial interests which may be significant to, of relevance to, or bear upon, the work and operation of the Board of Management. It is important that relevant interests such as membership or holding office in other public bodies, clubs, societies and organisations such as trades unions and voluntary organisations, are registered and described.

The test to be applied when considering appropriateness of registration is to ask whether a member of the public acting reasonably might consider any non-financial interest could potentially affect your responsibilities to the Board of Management and to the public, or could influence your actions, speeches or decision-making.

DECLARATION OF INTERESTS

Introduction

The key principles of the Code, especially those in relation to integrity, honesty and openness, are given further practical effect by the requirement for you to declare certain interests in the proceedings of the Board of Management. Together with the rules on registration of interests, this ensures transparency of your interests which might influence, or be thought to influence your actions.

The Board of Management inevitably has dealings with a wide variety of organisations and individuals and this Code indicates the circumstances in which a business or personal interest must be declared. Public confidence in the Board of Management and its members depends on it being clearly understood that decisions are taken in the public interest and not for any other reason.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

In considering whether to make a declaration in any proceedings, you must consider not only whether you will be influenced but whether anybody else would think that you might be influenced by the interest. You must, however, always comply with the objective test (“the objective test”) which is whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making in your role as a member of the Board of Management.

If you feel that, in the context of the matter being considered, your involvement is neither capable of being viewed as more significant than that of an ordinary member of the public, nor likely to be perceived by the public as wrong, you may continue to attend the meeting and participate in both discussion and voting. The relevant interest must however be declared. It is your responsibility to judge whether an interest is sufficiently relevant to particular proceedings to require a declaration and you are advised to err on the side of caution. If a Board Member is unsure as to whether a conflict of interest exists, they should seek advice from the Board Chair.

As a member of the Board of Management you might serve on other bodies. In relation to service on the boards and management committees of limited liability companies, public bodies, societies and other organisations, you must decide, in the particular circumstances surrounding any matter, whether to declare an interest. Only if you believe that, in the particular circumstances, the nature of the interest is so remote or without significance, should it not be declared. You must always remember the public interest points towards transparency and, in particular, a possible divergence of interest between the Board of Management and another body. Keep particularly in mind the advice under **Section 5.37** of this Model Code about your legal responsibilities to any limited company of which you are a director.

Interests Which Require Declaration

Interests which require to be declared may be financial or non-financial. They may or may not be interests which are registerable under the terms of this Code. Most of the interests to be declared will be your personal interests but, on occasion, you will have to consider whether the interests of other persons require you to make a declaration.

The paragraphs which follow deal with (a) your financial interests (b) your non-financial interests and (c) the interests, financial and non-financial, of other persons.

You will also have other private and personal interests and may serve, or be associated with, bodies, societies and organisations as a result of your private and personal interests and not because of your role as a member of the Board of Management. In the context of any particular matter you will need to decide whether to declare an interest. You should declare an interest unless you believe that, in the particular circumstances, the interest is too remote or without significance. In reaching a view on whether the objective test applies to the interest, you should consider whether your interest (whether taking the form of association or the holding of office) would be seen by a member of the public acting reasonably in a different light because it is the interest of a person who is a member of the Board of Management as opposed to the interest of an ordinary member of the public.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

Your Financial Interests

You must declare, if it is known to you, any financial interest (including any financial interest which is registerable under any of the categories prescribed in **Registration of Interests** of this Code). If, under **Remuneration** or **Non-Financial Interests** of this Code, you have registered an interest

- (a) as the Principal of the College;
- (b) as a member of the teaching staff of the College having been elected from their number to the Board;
- (c) as a member of the non-teaching staff of the College having been elected from their number to the Board;
- (d) as a member nominated by the recognised trade union(s) for teaching staff from among their own membership;
- (e) as a member nominated by the recognised support staff trade union(s), from among their own membership;
- (f) as a student of the College having been nominated by the Students' Association of the College to the Board; or
- (g) in relation to any particular experience or position which was relevant to/a reason for your appointment to the Board of Management (for example, as director of an education authority)

you do not, for that reason alone, have to declare that interest.

There is no need to declare an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of the relevant item where you have a declarable interest is concluded. There is no need to withdraw in the case of an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

Your Non-Financial Interests

You must declare, if it is known to you, any non-financial interest if:

- (i) that interest has been registered in **Appendix C (Non-Financial Interests)**; or
- (ii) that interest would fall within the terms of the objective test.

There is no need to declare an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of the relevant item where you have a declarable interest is concluded. There is no need to withdraw in the case of an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

The Financial Interests of Other Persons

The Code requires only your financial interests to be registered. You also, however, have to consider whether you should declare any financial interest of certain other persons.

You must declare if it is known to you any financial interest of:-

- (i) a spouse, a civil partner or a co-habitee;
- (ii) a close relative, close friend or close associate;
- (iii) an employer or a partner in a firm;
- (iv) a body (or subsidiary or parent of a body) of which you are a remunerated member or director;
- (v) a person from whom you have received a registerable gift or registerable hospitality;
- (vi) a person from whom you have received registerable expenses.

There is no need to declare an interest if it is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of and voting on the relevant item where you have a declarable interest is concluded. There is no need to withdraw in the case of an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

This Code does not attempt the task of defining “relative” or “friend” or “associate.” Not only is such a task fraught with difficulty but is also unlikely that such definitions would reflect the intention of this part of the Code. The key principle is the need for transparency in regard to any interest which might (regardless of the precise description of relationship) be objectively regarded by a member of the public, acting reasonably, as potentially affecting your responsibilities as a member of the Board of Management body and, as such, would be covered by the objective test.

The Non-Financial Interests of Other Persons

You must declare if it is known to you any non-financial interest of:-

- (i) a spouse, a civil partner or a co-habitee;
- (ii) a close relative, close friend or close associate;
- (iii) an employer or a partner in a firm;
- (iv) a body (or subsidiary or parent of a body) of which you are a remunerated member or director;
- (v) a person from whom you have received a registerable gift or registerable hospitality;
- (vi) a person from whom you have received registerable election expenses.

There is no need to declare the interest if it is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

There is only a need to withdraw from the meeting if the interest is clear and substantial.

Shares and Securities

You may have to declare interests in shares and securities, over and above those registerable under **Interests in Shares and Securities** of this Code. You may, for example, in the course of employment or self-employment, be engaged in providing professional advice to a person whose interests are a component of the matter to be dealt with by the Board of Management.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

You have a declarable interest where an interest becomes of direct relevance to a matter before the Board of Management and you have shares comprised in the share capital of a company or other body and the nominal value of the shares is:

- greater than 1% of the issued share capital of the company or other body; or
- greater than £25,000.

You are required to declare the name of the company only, not the size or nature of the holding.

Houses, Land and Buildings

Any interest in houses, land and buildings which is registerable under category four of Section 4 of this Code must be declared, as well as any similar interests which arise as a result of specific discussions or operations of the Board of Management.

Making a Declaration

You must consider at the earliest stage possible whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether agendas for meetings raise any issue of declaration of interest. Your declaration of interest must be made as soon as practicable at a meeting where that interest arises. If you do identify the need for a declaration of interest only when a particular matter is being discussed you must declare the interest as soon as you realise it is necessary.

The oral statement of declaration of interest should identify the item or items of business to which it relates. The statement should begin with the words 'I declare an interest.' The statement must be sufficiently informative to enable those at the meeting to understand the nature of your interest but need not give a detailed description of the interest.

Effect of Declaration

Declaring a financial interest has the effect of prohibiting any participation in discussion and voting. A declaration of a non-financial interest involves a further exercise of judgement on your part. You must consider the relationship between the interests which have been declared and the particular matter to be considered and relevant individual circumstances surrounding the particular matter.

In the final analysis the conclusive test is whether, in the particular circumstances of the item of business, and knowing all the relevant facts, a member of the public acting reasonably would consider that you might be influenced by the interest in your role as a member of the Board of Management and that it would therefore be wrong to take part in any discussion or decision-making. If you, in conscience, believe that your continued presence would not fall foul of this objective test, then declaring an interest will not preclude your involvement in discussion or voting. If you are not confident about the application of this objective yardstick, you must play no part in discussion and must leave the meeting room until discussion of the particular item is concluded.

Frequent Declarations of Interest

Public confidence in the Board of Management is damaged by perception that decisions taken by that Board are substantially influenced by factors other than the public interest. If you would have to declare interests frequently at meetings in respect of your role as a board member you should not accept a role or appointment with that attendant consequence. If members are frequently declaring interests at meetings then they should consider whether they can carry out their role effectively and discuss with their chair.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

Similarly, if any appointment or nomination to another body would give rise to objective concern because of your existing personal involvement or affiliations, you should not accept the appointment or nomination.

Dispensations

In very limited circumstances dispensations can be granted by the Standards Commission in relation to the existence of financial and non-financial interests which would otherwise prohibit you from taking part and voting on matters coming before the Board of Management and its committees.

Applications for dispensations will be considered by the Standards Commission and should be made as soon as possible to allow proper consideration of the application in advance of meetings where dispensation is sought. You should not take part in the consideration of the matter in question until the application has been granted.

LOBBYING AND ACCESS TO MEMBERS OF PUBLIC BODIES

Introduction

In order for the Board of Management to fulfil its commitment to being open and accessible, it needs to encourage participation by organisations and individuals in the decision-making process. Clearly however, the desire to involve the public and other interests groups in the decision-making process must take account of the need to ensure transparency and probity in the way in which the Board of Management conducts its business.

You will need to be able to consider evidence and arguments advanced by a wide range of organisations and individuals in order to perform your duties effectively. Some of these organisations and individuals will make their views known directly to you rather than to the Board of Management as a whole. The rules in this Code set out how you should conduct yourself in your contacts with those who would seek to influence you. They are designed to encourage proper interaction between members of Boards of Management, those they represent and interest groups.

Rules and Guidance

You must not, in relation to contact with any person or organisation who lobbies, do anything which contravenes this Code of Conduct or any other relevant rule of the Board of Management or any statutory provision.

You must not, in relation to contact with any person or organisation who lobbies, act in any way which could bring discredit upon the Board of Management.

The public must be assured that no person or organisation will gain better access to, or treatment by, you as a result of employing a company or individual to lobby on a fee basis on their behalf. You must not, therefore offer or accord any preferential access or treatment to those lobbying on a fee basis on behalf of clients compared with that which you accord any other person or organisation who lobbies or approaches you. Nor should those lobbying on a fee basis on behalf of clients be given to understand that preferential access or treatment, compared to that accorded to any other person or organisation, might be forthcoming from another member of the Board of Management.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

Before taking any action as a result of being lobbied, you should seek to satisfy yourself about the identity of the person or organisation who is lobbying and the motive for lobbying. You may choose to act in response to a person or organisation lobbying on a fee basis on behalf of clients but it is important that you know the basis on which you are being lobbied in order to ensure that any action taken in connection with the lobbyist complies with the standards set out in this Code. You should not accept any paid work:

- which would involve you lobbying on behalf of any person or organisation or any clients of a person or organisation.
- to provide services as a strategist, adviser or consultant, for example, advising on how to influence the Board of Management and its members. This does not prohibit you from being remunerated for activity which may arise because of, or relate to, membership of the Board of Management, such as journalism or broadcasting, or involvement in representative or presentational work, such as participation in delegations, conferences or other events.

If you have concerns about the approach or methods used by any person or organisation in their contacts with you, you must seek the guidance of the Board of Management.

DRAFT

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

APPENDIX D

APPOINTMENT ARRANGEMENTS FOR NEW “OTHER” BOARD MEMBERS

Notes

- A. *Statutory arrangements, if different from this procedure, will take precedence over this procedure.*
- 1 The appointment of new Board Members is a matter for the Board as a whole to ensure impartiality, independence and selection on merit.
 - 2 The Board will set up a Chairs’ Committee with the responsibility, inter alia, for selecting and recommending candidates, for the approval of the Board to fill vacancies on the Board – the nominations Committee. (See Remit of the Chairs’ Committee)
 - 3 The nominations process will follow a discussion at the Board reflecting the skills mix of the Board members and the desirable skills required of any vacant positions.
 - 4 Interest in any vacancy will be generated from the local community by a mix of open advertising to targeting of specific groups in respect of the required skills mix.
 - 5 Information will be provided for interested parties who may also be invited to a briefing session on the College, the role of the Board, and the responsibilities of non-executive members.
 - 6 Selection activities will be organised and conducted by the Nominations Committee.
 - 7 Approval for recommended appointments will be sought through the appropriate Scottish Government arrangements.
 - 8 The Nomination Committee will submit recommendations to the full Board, for the approval of the Board to fill the vacant positions.
 - 9 Successful individuals will be informed in writing and invited to undertake the induction procedures for new Board members.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

APPENDIX E

CHAIR OF THE BOARD OF MANAGEMENT – SUMMARY OF TERM AND CONDITIONS

The main functions (including powers and duties) of the Body are those set out in the Further and Higher Education (Scotland) Act 1992 (as amended) (the “1992 Act”) and the Further and Higher Education (Scotland) Act 2005 (as amended) (the “2005 Act”). Significant amendments were made to the 1992 Act and the 2005 Act by the Post-16 Education (Scotland) Act 2013 (“the 2013 Act”).

JOB PURPOSE

Chair of the Board of Management of Dundee and Angus College

RESPONSIBLE TO

The Chair of the Board is individually accountable to the Scottish Ministers for the actions and decisions of office. They are also jointly accountable with other members of the Body to the Scottish Funding Council (SFC) for the actions and decisions of the Body in relation to any funding the Body receives from the SFC.

REMUNERATION

This position is a public appointment and is remunerated as determined by the Scottish Government.

COMMITMENT

Part-time, approximately 2 days per week as determined by the Scottish Government. These will need to be undertaken flexibly dependent on the pattern of meetings and other requirements.

DISCLOSURE

Any offer of membership to the Board of Management will be subject to a satisfactory PVG Scheme and Care Inspectorate checks being received.

CONDUCT

Comply with all aspects of College governance, including the Guide for College Board Members and Good Guidance Standard for Public Services, and the Nolan principles.

Comply fully with the Code of Conduct.

Declare all interests in the Register of Interests held by the College.

Represent the College and developing relationships with key stakeholders.

Abide by all College Policies and Procedures where relevant.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

DUTIES

The Chair of the Board will provide active and effective leadership, direction, support and guidance to ensure that the Body delivers, and is committed to delivering, its functions effectively and efficiently and in accordance with the aims, policies and priorities of the Scottish Ministers.

The Chair will provide a strong 'challenge function,' carefully scrutinising planned and underlying assumptions before decisions are taken. In exercising this function the Chair will, where necessary, challenge other members and senior officials of the Body.

Specific functions of the Chair may vary but, unless otherwise agreed, the Chair will:

1. Lead significant change in the role and functions of the body;
2. Provide effective leadership to the Body, including chairing meetings and fostering sound decision-making and full participation by other members of the Body;
3. Ensure the body fulfils its duties, roles and responsibilities, including those as an employer, which will comprise:
4. Contributing to the on-going reform of the college sector and future developments at a national level;
5. Maintaining a strong collective sense of delivery, accountability, and challenge in investment of considerable public funds;
6. Ensuring probity and propriety in the workings of the Body;
7. Ensuring that as Chair of the Body you are sufficiently informed in order to hold executives to account for the implementation of Board decisions;
8. Promoting the highest standards of governance, propriety and conduct in the business of the Body;
9. Leading the board in making decisions, developing its capacity to do so;
10. Preparing for, and attending, meetings of the Body and relevant committees of which you are a member;
11. Developing strategy, including assisting the development, approval and monitoring of the Body's plan(s), specifically developing and being accountable for outcome agreements which meets the needs of a region and make best use of available funding, consistent with national strategy and agreed with SFC;
12. Ensuring that all resources (staff, finance and premises) are used effectively and responsibly to support local priorities and strategic objectives, and overseeing the delivery of effective performance of the Body's activities, ensuring it achieves its aims, including monitoring the financial position against budget allocations and key financial targets and ensuring corrective action is taken where required;

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

13. Approving, where appropriate, a statement of accounts for each financial year on the basis determined by Scottish Ministers;
14. Ensuring open and transparent procedures and processes are in place for ordinary board appointments, having regard to Ministerial guidance;
15. Adopting a self-evaluation policy and process to support board development;
16. Appraising and recording the performance of the principal and other members of the Body (including any member holding the office of the vice chair) against the individual objectives applying to those offices and also the extent to which those office-holders contribute to ensuring that the Body as a whole delivers its functions effectively and efficiently;
17. Playing a central role in the workings of the college within a region and nationally, acting as an ambassador, building close relationships and networking with others in the region e.g. local authority and employers;
18. Acting as the principal spokesperson and public face of the Body, including communicating its vision, purpose, outcomes and goals to college staff, employers, learners, other learning providers, and public bodies including the Scottish Funding Council, the Scottish Parliament, Ministers, the media and more widely;
19. Serving as a trustee of the college as a charity; and
20. Carrying out other tasks that may reasonably be required.

DRAFT

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

APPENDIX F

VICE CHAIR OF THE BOARD OF MANAGEMENT – SUMMARY OF TERMS AND CONDITIONS

JOB PURPOSE

Vice Chair of the Board of Management of Dundee and Angus College

RESPONSIBLE TO

Chair of Board of Management and the Board

REMUNERATION

This position is voluntary and unremunerated, however reasonable expenses incurred may be reimbursed.

COMMITMENT

Part-time, approximately 2.5 days per calendar month. These will need to be undertaken flexibly dependent on the pattern of meetings and other requirements.

DISCLOSURE

Any offer of membership to the Board of Management will be subject to a satisfactory PVG Scheme and Care Inspectorate checks being received.

CONDUCT

Comply with all aspects of College governance, including the ASC Guide for College Board Members and Good Guidance Standard for Public Services, and the Nolan principles.

Comply fully with the Code of Conduct.

Declare all interests in the Register of Interests held by the College.

Represent the College and developing relationships with key stakeholders.

Abide by all College Policies and Procedures where relevant.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

DUTIES

It is expected that the Vice Chair will act as the Chair when the Chair is unable to attend Board and other meetings. It is also expected that the Vice Chair will work in such a way as to be consistent with the Chair and their job description.

The time commitment is harder to define in that it depends on the availability of the Chair and how often the Vice steps in, however an extra five days per annum is a guide.

The Vice Chair is expected to support the work of the Chair and to be kept up to date, by the Chair, on a regular basis on current matters that affect the working of the Board.

Undertake all duties and responsibilities that fall within the range expected of a Board member.

DRAFT

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

APPENDIX G

BOARD MEMBER – SUMMARY OF TERMS AND CONDITIONS

JOB PURPOSE

Board member of the Board of Management of Dundee and Angus College

RESPONSIBLE TO

Chair of Board of Management and the Board

REMUNERATION

This position is voluntary and unremunerated, however reasonable expenses incurred may be reimbursed.

COMMITMENT

Part-time, approximately 1.5 days per calendar month increasing to 2 days per calendar month for a Board member who is also a Committee Chair. These will need to be undertaken flexibly dependent on the pattern of meetings and other requirements.

DISCLOSURE

Any offer of membership to the Board of Management will be subject to a satisfactory PVG Scheme and Care Inspectorate checks being received.

CONDUCT

Comply with all aspects of College governance, including the ASC Guide for College Board Members and Good Guidance Standard for Public Services, and the Nolan principles.

Comply fully with the Code of Conduct.

Declare all interests in the Register of Interests held by the College.

Represent the College and developing relationships with key stakeholders.

Abide by all College Policies and Procedures where relevant.

DUTIES

Strategy

As a Board Member, oversee the College's activities, determining its future direction and fostering an environment in which the College's mission and aims are achieved.

Governance

Ensure compliance with the statutes, ordinances and provisions regulating the College and its Governance framework.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

Ensure that the College applies its resources suitably in pursuance of its objectives.

Risk

Ensure that financial information is accurate and that financial controls and systems of risk management are robust and defensible.

Performance

Provide expertise in an area of industrial, commercial, education or employment matters, or the practice of any profession as required.

Give a commitment to the College, and demonstrate a willingness to devote the necessary time and effort to fully understand the Strategy, Risks and overall obligations of the College and prepare for and attend Board meetings.

Be a member of one or more Board Committees as approved by the Board of Management.

Undertake training as scheduled, and additional independent training if required.

Be a link, as a Board contact, to a Centre within the College.

Attend and participate in other scheduled events as required eg Strategic Planning day, Graduation, Board Residential/Away Day.

Understand and accept the legal duties, responsibilities and liabilities of board membership – whilst undertaking any such duties and responsibilities that fall within the range expected of a Board member.

It is important that the Chair develops good working relationships with both the Principal and the Governance Professional.

Able to commit time to attend Chairman's Committee as and when required.

Ensure members work together effectively and efficiently and have confidence in the procedures laid down for the conduct of business.

Ensure members have a proper knowledge and understanding of their roles and responsibilities.

Develop an effective and mutually supportive working relationship with the Principal, Secretary and other senior staff.

Attendance at stakeholder or community meetings as appropriate.

Undertake duties as required in the College Scheme of Delegation.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

APPENDIX H

GLOSSARY

In this document the following definitions shall apply:

“**2013 Act**” means the Post-16 Education (Scotland) Act 2013;

“**1992 Act**” means the Further and Higher Education (Scotland) Act 1992;

“**2005 Act**” means the Further and Higher Education (Scotland) Act 2005

“**The Acts**” mean the Further and Higher Education (Scotland) Acts 1992 and 2005

“**Board**” or “**Board of Management**” means the Board of Management of Dundee and Angus College being a body corporate established as a board of management of a regional college of further education under the Post-16 Education (Scotland) Act 2013 and Further and Higher Education (Scotland) Act 1992.

“**Board Member**” means a member of the Board of Management of Dundee and Angus College;

“**Chair**” includes Board Convener or any person discharging similar functions under alternative decision making structures.

“**Code**” is code of conduct for members of the Board of Management.

“**College**” means Dundee and Angus College;

“**Committee**” means any committee referred to in this document and any other committee established by the Board. The term “Committee Member” shall be construed accordingly;

“**Financial Memorandum**” means the financial memorandum of the College as the same may be amended from time to time;

“**SFC**” means The Scottish Further and Higher Education Funding Council or any other body which takes over or adopts its functions and obligations;

“**OSCR**” means the Office of the Scottish Charity Regulator.

“**Remuneration**” includes any salary, wage, share of profits, fee, expenses, other monetary benefit or benefit in kind. This would include, for example, the provision of a company car or travelling expenses by an employer.

“**Undertaking**” means: a body corporate or partnership; or an unincorporated association carrying on a trade or business, with or without a view to a profit.

“**Related Undertaking**” is a parent or subsidiary company of a principal undertaking of which you are also a director. You will receive remuneration for the principal undertaking though you will not receive remuneration as director of the related undertaking.

BOARD MANUAL

Prepared by: S Taylor	Approved by: Board of Management	Revision Date: 12/03/24
-----------------------	----------------------------------	-------------------------

“Parent Undertaking” is an undertaking in relation to another undertaking, a subsidiary undertaking, if a) it holds a majority of the voting rights in the undertaking; or b) it is a member of the undertaking and has the right to appoint or remove a majority of its board of directors; or c) it has the right to exercise a dominant influence over the undertaking (i) by virtue of provisions contained in the undertaking’s memorandum or articles or (ii) by virtue of a control contract; or (d) it is a councillor of the undertaking and controls alone, pursuant to an agreement with other shareholders or councillors, a majority of the voting rights in the undertaking.

“Group of companies” has the same meaning as “group” in section 474(1) of the Companies Act 2006. A “group,” within section 474(1) of the Companies Act 2006, means a parent undertaking and its subsidiary undertakings.

“Public body” means a devolved public body listed in Schedule 3 of the Ethical Standards in Public Life etc (Scotland) Act 2000.

“A person” means a single individual or legal person and includes a group of companies.

“Any person” includes individuals, incorporated and unincorporated bodies, trade unions, charities and voluntary organisations.

“Spouse” does not include a former spouse or a spouse who is living separately and apart from you.

“Partner” includes a person, whether of a different sex or not, who is living with you in a relationship similar to that of a husband or wife.

DRAFT

BOARD OF MANAGEMENT

Tuesday 12 March 2024



GOVERNANCE ITEMS

13.4- BOARD 2024/25 MEETING DATES

PAPER N

2023/2024 Board and Committee Dates

BOARD/COMMITTEE	MEETING DATES
It is proposed that all meetings will be onsite (with a Teams option).	
Board of Management - 5.00pm	<p><u>Arbroath Campus, Isla Seminar Room 5:</u> Tuesday 1 October 2024 Tuesday 18 March 2025</p> <p><u>Kingsway Campus, Room A605:</u> Tuesday 17 December 2024 Tuesday 17 June 2025</p>
Learning, Teaching and Quality Committee – 5.00pm	<p><u>Kingsway Campus, Room A625:</u> Wednesday 28 August 2024 Wednesday 13 November 2024 Wednesday 12 February 2025 Wednesday 14 May 2025</p>
Human Resources and Development Committee – 5.00pm	<p><u>Kingsway Campus, Room A625:</u> Thursday 5 September 2024 Thursday 21 November 2024 Thursday 20 February 2025 Thursday 22 May 2025</p>
Finance and Property Committee – 5.00pm	<p><u>Kingsway Campus, Room A625:</u> Tuesday 10 September 2024 Tuesday 25 February 2025 Tuesday 27 May 2025</p>
Audit and Risk Committee – 5.00pm	<p><u>Kingsway Campus, Room A625:</u> Tuesday 17 September 2024 Tuesday 4 March 2025 Tuesday 3 June 2025</p>
Joint Audit and Risk Committee and Finance and Property Committee 4.15pm	<p><u>Kingsway Campus, Room A605:</u> Tuesday 3 December 2024</p>
Chairs Committee	Minimum 2 times a year

BOARD OF MANAGEMENT

Tuesday 12 March 2024



GOVERNANCE ITEMS

13.5- BOARD METRICS

PAPER O

BOARD OF MANAGEMENT

Tuesday 12 March 2024

Board Metrics



Paper O for information

1 Introduction

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

2 Board Metrics Report

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

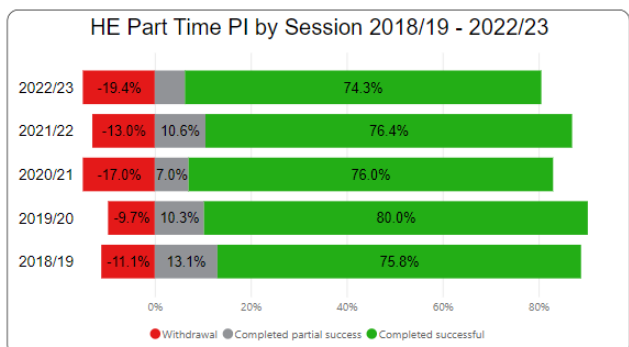
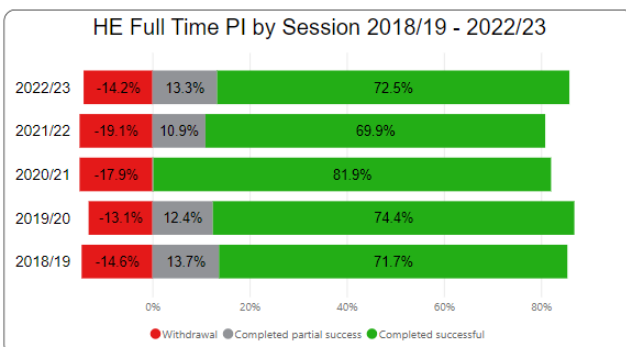
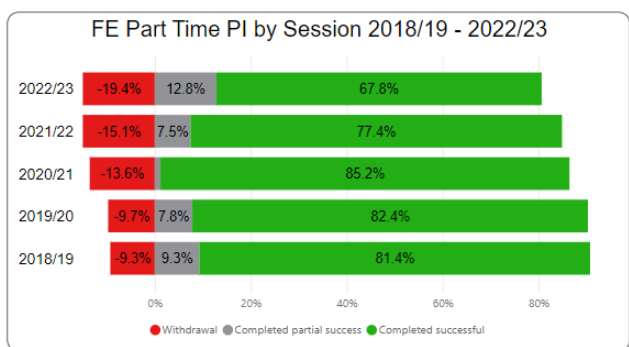
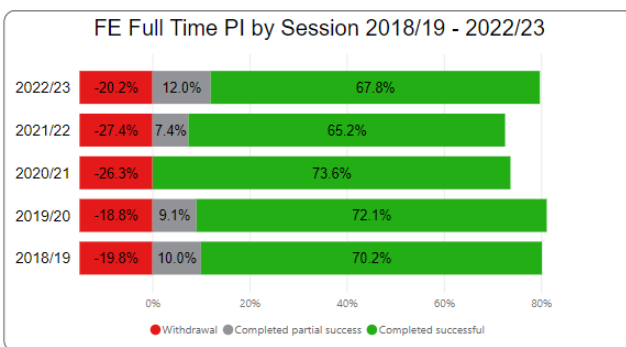
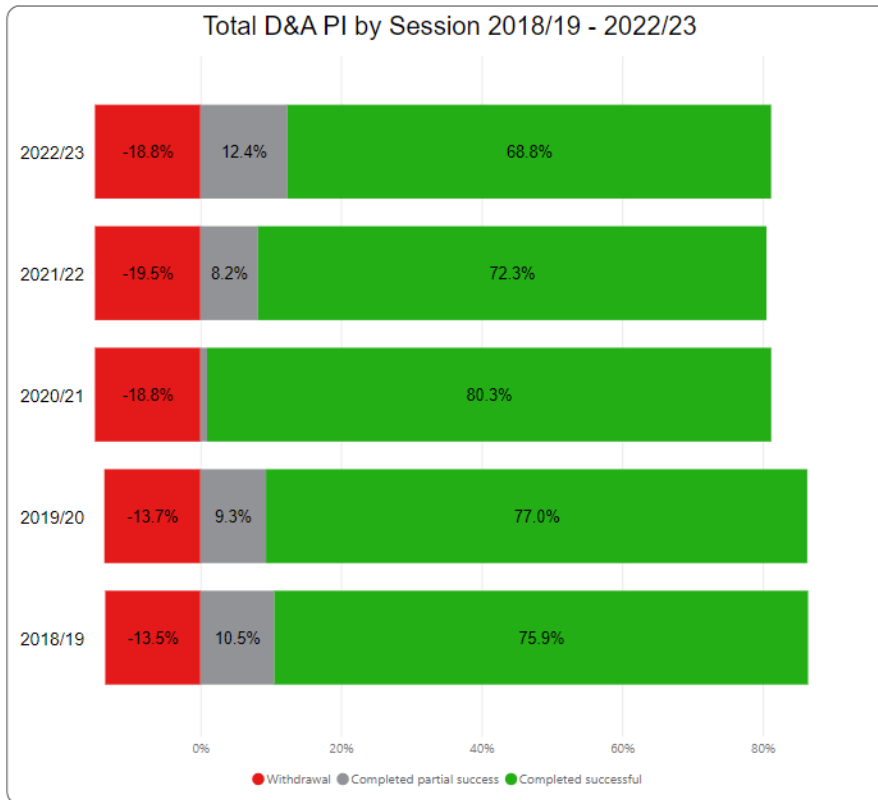
3 Link to Strategic Risk Register

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

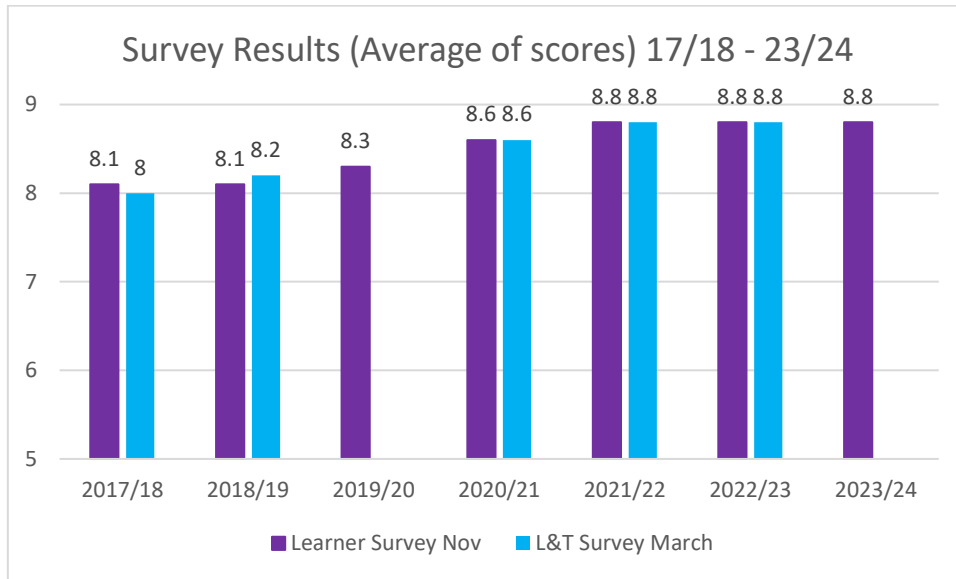
- 1.1 – Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)
- 2.2 – Failure to achieve institutional sustainability
- 3.1 – Failure to reach aspirational standards in learning, teaching and service delivery
- 3.3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

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

Performance Indicators



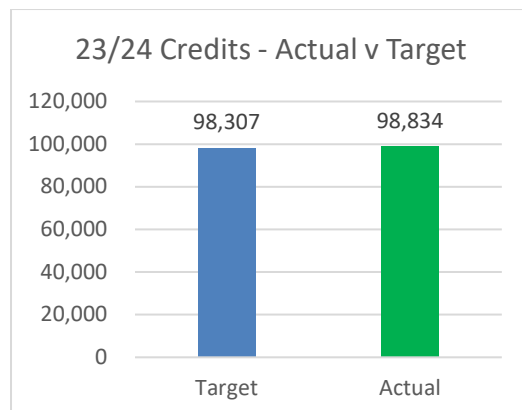
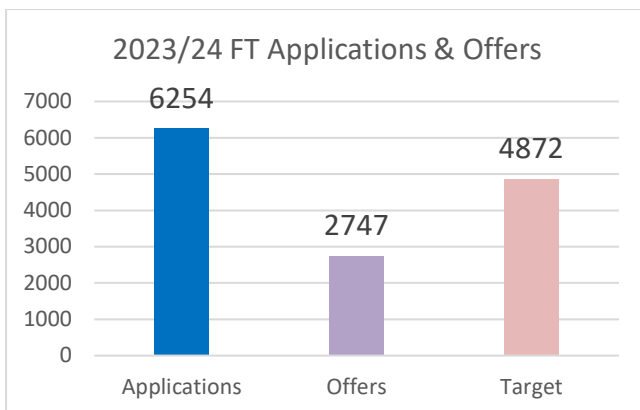
Student Survey Results



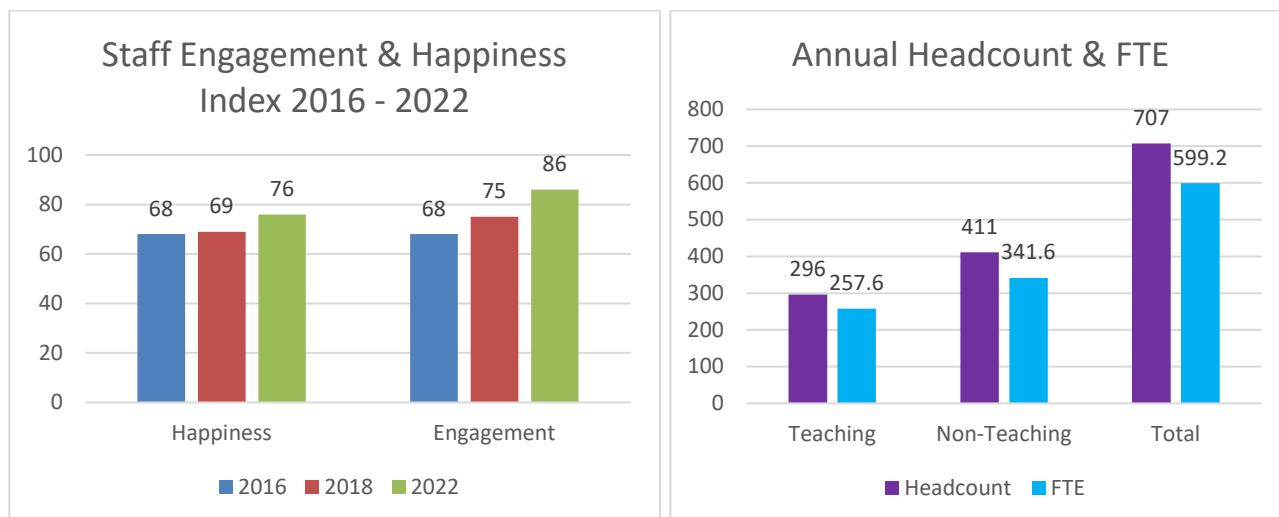
Note: The 2019/20 L&T Survey was not completed. The Learner Survey is now scored out of 5 but the results are scaled up to be consistent with prior years. The overall 2023/24 Autumn survey score was 8.8 (4.4 out of 5).

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%	93.4%



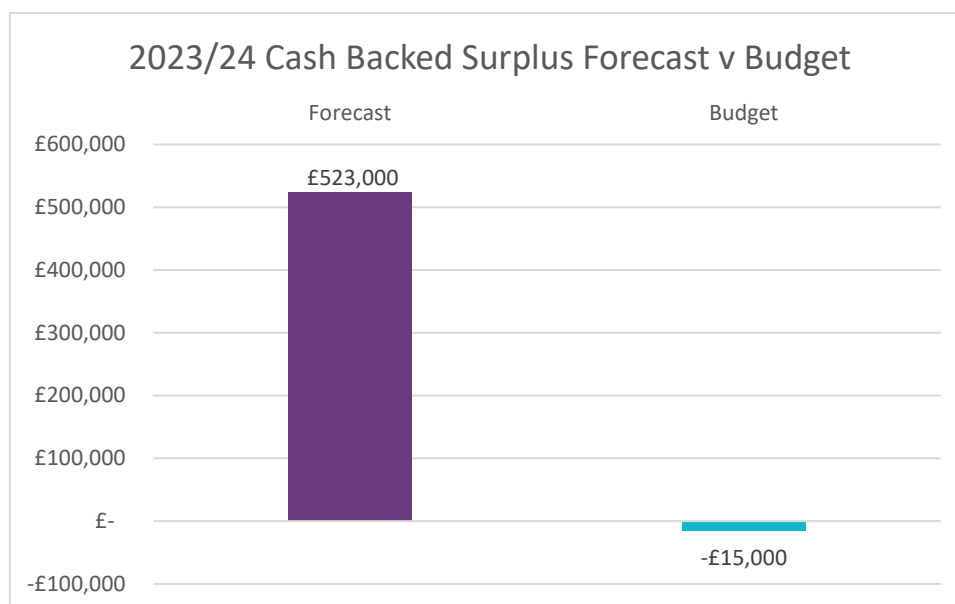
Staff – Engagement and Happiness Index, FTE & Headcount and Absence



	Staff Absence Rolling Year to 31/1/24	Staff Absence Rolling Year to 26/10/23
Average working days lost per headcount	9.41 days	9.21 days
Working time lost	3.62%	5.27%
Comparison with sector/national rates		
UK All Sector rate (CIPD 2016)	3.3% (2.6% CIPD 2020)	
UK Public Sector rate (Unison 2016)	3.4%	

*The staff absence rolling year figures have been inflated due to the variance in the reporting for the month of August. The variances cannot be identified but are attributed to the transition from Hydrogen to ITrent. The reports from both systems for the month of August vary and there is no way of identifying where the variances lie. ITrent launched on the 1st of September and Hydrogen will not be referred to for future papers however Augusts impacts will artificially inflate the figures for the remainder of the rolling year.

Finance – Surplus/Deficit v Planned Budget out-turn



	2023/24	2022/23
RIDDOR – Reportable Accidents	4	4

2023/24	Completed	Planned
Audits Completed v Planned	1	7

BOARD OF MANAGEMENT

Tuesday 12 March 2024



MINUTES OF COMMITTEE MEETINGS

PAPER P

14.1- LEARNING, TEACHING & QUALITY- 7 FEBRUARY 2024

14.2- HUMAN RESOURCES & DEVELOPMENT- 15 FEBRUARY 2024

14.3- FINANCE & PROPERTY- 27 FEBRUARY 2024 (VERBAL UPDATE)

14.4- AUDIT & RISK- 5 MARCH 2024 (VERBAL UPDATE)

BOARD OF MANAGEMENT



Learning, Teaching and Quality Committee Wednesday 7 February 2024

Draft

Minute of the Learning, Teaching and Quality Committee meeting held on Wednesday 7 February 2024 at 5.00pm in Room A625 Kingsway campus and via Microsoft Teams.

PRESENT: N Lowden
L O'Donnell
M Williamson
S Middleton
D Smith
M Beattie

IN ATTENDANCE: S Taylor (Vice Principal / Secretary to the Board)
J Grace (Vice Principal Curriculum & Attainment)
J Roscoe & S Toms & Lee Lappin (Directors of Curriculum and Partnerships)
L Crichton (Director of Student Experience)
A Monks (Students' Association Team Leader)
P Muir (Board Administrator)
K Paterson (Project Delivery Lead – Multiply Project)
N Anderson (Director of Finance)

1. WELCOME

N Lowden welcomed Committee members, N Anderson as an observer and K Paterson to the Learning, Teaching & Quality Committee meeting.

2. APOLOGIES

Apologies were received from F Khan, S Hewitt, H Honeyman, C Ogilvie, and D Fordyce.

3. DECLARATIONS OF INTEREST & CONNECTION

There were no declarations of interest or connection.

4. MINUTE OF THE PREVIOUS MEETING

The minute of the meeting held on Wednesday 1 November 2023 was approved as an accurate record.

5. MATTERS ARISING

There were no matters arising.

6. CURRICULUM REPORT – MULTIPLY (MATHS & NUMERACY REPORT)

N Lowden welcomed K Paterson to the meeting - Project Delivery Lead.

K Paterson presented her curriculum report on the Multiply Project which focused on enhancing math's and numeracy skills in work and daily life. The initiative was funded by the UK Shared Prosperity funding, with funding secured from July 2023 until March 2025.

Funding for the initiative is provided through both Angus Council and Dundee City Council. Eligibility criteria for the funding target individuals aged 19 and over residing in the region who do not hold a National 5 qualification. It was noted that outcomes for Angus and Dundee regions differ, allowing flexibility in the utilisation of the project's offerings.

K Paterson highlighted the success of the homework club that was launched in Angus working closely with secondary school aged pupils. This has been tailored to improve the individual's numeracy skills around the curriculum delivered in school. These courses involve active engagement with parents which have received positive feedback, particularly from Arbroath pupils, who have shown increased engagement and confidence in learning.

K Paterson noted that classes are currently running in Forfar and Montrose Academy, with the intentions of delivering in Carnoustie and Monifieth from April - June 2024. K Paterson highlighted the significant demand evidenced by 70 families on the waiting lists, with those families willing to travel to attend sessions.

Additional courses have been implemented to support individuals with numeracy deficiencies such as online skillboost courses- Finance for Small Businesses, Personal Finance, Upskill in Numeracy and Upskill in Maths have been implemented, with 12 learners currently enrolled in individual programs. Additionally, relevant Maths modules have been integrated into vocational courses, and numeracy delivery to ESOL learners has been expanded. This ESOL initiative aims to enhance understanding and language proficiency in math's and numeracy, catering to diverse learning needs.

In Dundee and Angus, new intensive and flexible courses have been introduced targeting individuals without a National 5 qualification. These 16-week online courses are recognised by local universities as entrance requirements for teaching and social work programs. K Paterson highlighted that these courses are currently undergoing the SCQF credit rating process.

N Lowden, M Williamson and L O'Donnell praised the report and highlighted how exceptional this work was.

7. STUDENTS' ASSOCIATION REPORT

A Monks presented this report in the absence of C Ogilvie and F Kahn.

A Monks provided a detailed overview of recent Student Association activities and achievements. She emphasised the key priorities and goals for 2023/24 year; focussing on inductions, class & department rep recruitment, training, breakfast club provisions, clubs & groups.

A Monks commended on the success of the inductions, reporting an impressive response of over 400 individuals involved. Additionally, 250 class representatives were trained through multiple online sessions and supported by an induction training handbook for additional support.

A Monks noted the collaboration of 22 department representatives who now form the Student Congress. These representatives have been offered additional training sessions which included a session with Michelle Hamilton (Quality Manager) around understanding quality and how to raise issues or concerns on a positive basis.

A Monks provided an update on the successful performance of the Thrive shop, with funds

allocated by Angus Council which helped immensely to provide food parcels to over 350 families.

A Monks advised that three new Assistants are joining the Student Association team at the end of February 2024. This will improve and enhance interaction and broaden offerings across all three campuses.

S Taylor informed the Committee that F Khan was now on her maternity leave, so would not be available to support the work of the Students' Association. The Committee wished her well.

M Williamson enquired about the budget for Breakfast Clubs, and A Monks confirmed they have received funding from Angus Council to support the Breakfast Club fund and had received funds from the Sports Team Cyclathon event as well. S Taylor emphasised that the Thrive initiative of free soup and other support was supported by the College and was continuing and is hugely valued by students and staff.

N Lowden praised and thanked A Monks for her report.

8. STUDENT SATISFACTION SURVEY NOV 23

The Learner Satisfaction Survey undertaken early November 2023 had achieved high levels of participation and S Taylor noted the excellent work undertaken by staff across the College to support students to engage with this.

Survey outcomes were also strongly positive, with the student satisfaction rate increasing over time and remaining at a high level of 88%. S Taylor summarised how the survey outcomes were used at individual team and course level for reflection and evaluation, with J Grace highlighting that staff received the highest ratings in the survey.

N Lowden expressed concern regarding the potential impact of low response rates on the results published for the Service Design Team. He questioned whether the data obtained from only two respondents should be incorporated into the report. It was agreed that this could be removed from any published versions of the report.

M Williamson enquired about the participation of full time and part time students and the report's coverage of part time students. S Taylor noted that there was a mix of respondents, but that the main focus was on full-time student participation. It was noted that this detail was available to teams, who could drill down into the data right through to individual course and stream level.

The inclusion of response numbers at team level in future reports was requested. **S Taylor to progress.**

The report and excellent survey outcomes were noted.

9. EDUCATION SCOTLAND ANNUAL ENGAGEMENT SUMMARY REPORT

S Taylor highlighted this report.

The Annual Engagement Visit (AEV) conducted by Education Scotland in December 2023 involved meetings and discussions with staff members, students, and stakeholders. The report findings were overwhelmingly positive, indicating numerous strengths within the College. The report highlighted the effectiveness of the connection between the College and regional employers, as well as with the community and third sector groups. The report identified no main points for action highlighting only major strengths and some minor development areas in the College's work.

S Taylor noted that the college HMI, Peter Connolly, would present the report at a future Board

Meeting.

N Lowden praised this report from Education Scotland, stating it was incredibly impressive.

10. CURRICULUM & PARTNERSHIPS REPORT

J Grace presented the report for noting.

Figures for January recruitment have been positive, with over 366 students enrolled against a minimum target of 312 places and an increased class size average of 18.7 compared to 13.5 in January 2023.

J Grace emphasised there has been a whole College focus on retention, with early withdrawals having significantly decreased from 310 learners to 712 in 22/23. Fostering positive and meaningful relationships with students, proving to be key to success.

J Grace provided an update on the support provided to students seeking for sanctuary at Dundee & Angus College. This year, the college has accommodated nearly 250 refugees and asylum seekers across 16 teaching departments, with the majority enrolled in ESOL programmes within the English Language and Teacher Training (ELLT) department. The Head of Curriculum and Quality (HCQ) and ELTT organised a CPD session for staff during Quality Week. This session aimed to enhance staff understanding of the challenges faced by refugees and asylum seekers and to broaden awareness of the colleges efforts in supporting them.

J Grace advised that the College has successfully secured £45k investment from the Angus LEP Parental Engagement Fund to initiate a groundbreaking project known as Breaking Boundaries. J Grace stated that collaboration with key industry partners in Angus is underway to identify participants and support businesses in cultivating their own skilled and loyal workforce whilst simultaneously empowering employees to thrive. The course is set to commence this month and is expected to last approximately 9 months.

The report was praised and welcomed by the Committee.

11. STRATEGIC RISK REGISTER

The strategic risk register was noted. Whilst some modifications were implemented, there were no immediate implications for the Learning, Teaching and Quality Committee and no alternations were suggested regarding the risks assigned to the Committee.

12. LT&Q METRICS

The range of LT&Q metrics were noted. S Taylor advised of a correction to the noted activity target (as this quoted the 2022/3 target, not the 2023/4 one. This would be updated.

13. DATE OF NEXT MEETING

Wednesday 24 April 2024 at 5.00pm in room A625, Kingsway campus.

Action Point Summary

Action	Responsibility	Date
Update to reporting format for future satisfaction survey reports	S Taylor	24 April 2024

BOARD OF MANAGEMENT



Human Resources and Development Committee

Thursday 15 February 2024 at 5.00pm **Room A625,**
Kingsway Campus (MS Teams option available)

Minute of the Human Resources and Development Committee meeting held on Thursday 15 February 2024 at 5.00pm, in Room A625, Kingsway Campus.

PRESENT:

D Mackenzie	D Smith
B Lawrie	S Hewitt
D Rosie	M Beattie
C Cusick	L O'Donnell (observer)

IN ATTENDANCE: S Taylor (Vice Principal Support Services and Operations)
J Grace (Vice Principal Curriculum and Partnerships)
K Buchan (HR Manager) P Muir (Board Administrator)
C Calder (Academic Development Lead)
J Roscoe (Director of Curriculum and Partnerships)
N Anderson (Director of Finance)

1. WELCOME

D Mackenzie welcomed Committee members, L O'Donnell as an observer, N Anderson, J Roscoe, and C Calder to the Human Resources & Development Committee meeting.

2. APOLOGIES

Apologies were received from J Buchanan, N Lowden and B Grace.

3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of interest or connection.

4. APPOINTMENT OF A VICE CHAIR

S Taylor highlighted the vacancy available as Vice Chair within the Human Resources and Development Committee and asked that any Committee members interested in the role let him know.

5. MINUTE OF THE PREVIOUS MEETING

The minute of the meeting held on 9 November 2023 was approved as an accurate record.

6. MATTERS ARISING

There were no matters arising.

7. PEOPLE, OD & COMMUNICATIONS REPORT

S Taylor summarised the report, noting the limited interest received in the Voluntary Severance scheme. This was not unexpected given the number of departures from the college in the last year. Decisions regarding these applications are underway to support the future financial stability of the college. Given the ongoing necessity for savings, it is anticipated that the scheme will reopen periodically throughout 2024, ensuring flexibility until the end of the calendar year.

The new role of Transformation Officer, and initial priority areas for development were noted with interest. Progress around the creation and appointment to trade union nominated board member positions was noted.

As part of the agreed outcomes from the 2023 Savings Plan, a Lessons Learned discussion was arranged and recognised with unions, mirroring a similar exercise conducted previously. This session, held before Christmas 2023, proved to be valuable and constructive, with discussions focusing primarily on communication strategies. A range of practical outcomes were confirmed and are being enacted as required.

Additionally, S Taylor provided an update on the progress of arrangements to support the professional registration teaching staff through GTCS. While progress is underway, it is anticipated that it will take a considerable amount of time for all eligible staff within the sector to complete registration due to their capacity constraints of GTCS. As a result, Dundee & Angus College have 224 eligible staff members to progress their registration, with GTCS estimating that they can manage 500 membership applications per year.

S Taylor noted the significant work planned for the future including the staff survey and updates to the People Strategy and Workforce Plan.

D Mackenzie commended the report and expressed gratitude to S Taylor and the wider team for their contribution.

8. PRESENTATION – CPD PROGRAMME DEVELOPMENTS

C Calder and J Roscoe delivered their presentation on the CPD Programme Development.

C Calder & J Roscoe highlighted the feedback regarding collaboration has been largely positive. However, it was noted that during the Staff Development Days in August 2023, staff felt that two days of collaboration were excessive. Consequently, this feedback has been taken into consideration and adjustments made for the upcoming staff day in August 2024. The emphasis will remain on providing bespoke support to staff.

Progress on Insight training has been effective, with Insight Practitioners within the college increasing in numbers. It was reported that 13 teams have already undergone Insight training. S Hewitt noted how this growing engagement had helped provide an over-view of the college in terms of preferred communication styles etc.

C Calder and J Roscoe discussed the focus across CPD activities on People and Professionalism, focusing on what is specific to the role and what it entails within the college. They emphasised the professional journey of becoming and being an experienced professional lecturer, highlighting the process of changing one's professional identity.

Collaborations and reflection were highlighted as crucial aspects, emphasising the individual's ability to reflect on their practice. They mentioned revisiting reflective training conducted last year and discussed ongoing CPD training such as coaching to underpin reflective practice.

J Roscoe highlighted the topic of People and Performance, emphasising the significance of culture in fostering self-awareness and improvement across all roles within the college.

D Mackenzie commended the presentation and detailed information provided and noted that he felt that it was an inspiring piece of work. He asked if concerns about funding were likely to impact on activities.

C Calder acknowledged that funding had posed some challenges, although marginally. However, she noted that everyone was aware of the funding situation with staff actively seeking alternatives to minimise additional costs. J Roscoe highlighted ongoing efforts to explore skills and knowledge sharing within and out with the college to add value at minimal cost.

D Rosie enquired about the involvement of industry within the development programme and delivery across the college. C Calder explained that development days primarily focused on the skill aspect. J Grace added that there is an ongoing integration with industry including active stakeholder advisory groups that contribute to the development and delivery of the curriculum, fostering strong relationships between the college and industry partners. J Grace emphasised that every department maintain close links with industry to promote employment and ensure that what we deliver remains relevant.

D Mackenzie thanked C Calder and J Roscoe for their contribution.

9. NATIONAL BARGAINING UPDATE

S Taylor highlighted this report, noting that despite on-going national discussions, no settlements have yet been reached.

Notification of planned action consisting of a 'work to rule' and action to withhold student results has been announced by EIS/FELA from 12 February 2024 and national strike action by academic staff has been confirmed, with a national strike day scheduled for Thursday 29 February. Unison had advised that they would also be taking part in national strike action on 29 February 2024. Further strike days are also anticipated, although the college will remain open on the strike days and steps taken to minimize disruption to learning.

B Lawrie noted the relatively low engagement with the action of student resulting, but noted concern at the possible impact this could have, and the potential for this to escalate. S Taylor emphasised the importance of aligning with any national position from the employer's perspective. He noted that although only a small number of individuals were actively engaged in this action previously, although recognised that the impact on students and the reputation of the college sector could be significant.

D Smith noted that the prevalent feeling amongst staff was a desire to reach a settlement and expressed the hope that there could be movement on all sides that would allow this to take place. S Taylor noted that this was also what he was hearing from staff.

S Taylor highlighted the National Job Evaluation project, with work continuing to progress slowly.

S Taylor noted that National Policy discussions were ongoing. These policies have proven to be challenging with only two policies having been agreed – A National Annual Leave Policy and a National Menopause Policy

The Committee noted welcomed this report.

10. STRATEGIC RISK REGISTER

S Taylor highlighted that no changes were proposed in respect of the risks allocated to the Human Resource and Development Committee.

The paper was approved.

11. HR METRICS

The range of HR Metrics were noted by the Committee.

B Lawrie queried the reasons behind the lower level of non-established staffing shown for February. S Taylor stated that this reflected the salary claims for the January period which included the Christmas break and quality week.

12. MEETING MINUTES/UPDATES

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

13. DATE OF NEXT MEETING

Thursday 2 May 2024, 5.00pm in A625, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
No action points noted		

BOARD OF MANAGEMENT

Tuesday 12 March 2024



CORRESPONDENCE

PAPER Q

BOARD OF MANAGEMENT

Tuesday 12 March 2024



Correspondence – SFC Communications

Paper Q for information

Reports and Publications Listing	
<u>FE Discretionary Fund AY 2022-23</u> SFC/GD/11/2022 Date: 04/01/2024	The conditions for use by colleges of SFC's Further Education Discretionary funding for Academic Year (AY) 2022-2023
<u>Financial Sustainability of Colleges in Scotland 2020-21 to 2025-26</u> SFC/CP/02/2024 Date: 04/01/2024	This report presents an aggregate picture of the financial health of Scottish colleges based on a review of their latest forecast.
<u>College Student Satisfaction Survey Guidance 2023-24</u> SFC/GD/01/2024 Date: 29/01/2024	Guidance notes for the completion of the College student satisfaction and Engagement Survey: Academic year 2023-24

Further details on the above Communications can be accessed via:

[Publications - Scottish Funding Council \(sfc.ac.uk\)](https://www.sfc.ac.uk)

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

BOARD OF MANAGEMENT

Tuesday 12 March 2024



DATE OF NEXT MEETING

Tuesday 18 June 2024 at 5.00pm, in Room A605, Kingsway campus