

# BOARD OF MANAGEMENT



**Tuesday 18 June 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. **MINUTE OF LAST MEETING – 12 MARCH 2024** Paper A for approval LO
5. **MATTERS ARISING** Paper B for approval LO
6. **NATIONAL ACTIVITY UPDATE** Verbal update LO
7. **STRATEGIC ITEMS**
  - 7.1 Strategic Projects Update Paper C for Information JG
  - 7.2 2030 Strategy Development Update Paper D for approval SH/LO
  - 7.3 Board Strategy Day – September 2024 Verbal update LO
  - 7.4 Future Infrastructure Vision & Next Steps Presentation SH
8. **STUDENTS' ASSOCIATION REPORT**
  - 8.1 Activity Report Paper E for information CO/AL
  - 8.2 DASA Constitution Paper F for approval CO/AL
9. **PRINCIPAL'S REPORT** Paper G for information SH
10. **NATIONAL BARGAINING UPDATE** Paper H for information ST
11. **FINANCE & INFRASTRUCTURE ITEMS**
  - 11.1 Financial Sustainability Verbal update SH
  - 11.2 2024/25 Budget Paper I for approval SH
  - 11.3 Climate Emergency Action Plan Update Paper J for information ST
  - 11.4 Management Accounts (for information only) Paper K noting -
12. **GOVERNANCE ITEMS**
  - 12.1 Board Evaluation & Development Plan Paper L for approval ST
  - 12.2 Membership Update Paper M for information ST
  - 12.3 Board Metrics Paper N for information ST
13. **MINUTES OF COMMITTEE MEETINGS** Paper O for information LO
  - 13.1 Learning, Teaching & Quality – 24 April 2024
  - 13.2 Human Resource & Development – 2 May 2024
  - 13.3 Finance & Property – 27 February and 28 May 2024
  - 13.4 Audit & Risk 5 March and 4 June 2024
14. **CORRESPONDENCE** Paper P for information
15. **DATE OF NEXT MEETING** Tuesday 1 October 2024 at 5.00pm

**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**



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**MINUTE OF LAST MEETING**

**PAPER A**

# BOARD OF MANAGEMENT



## Minute of the Meeting held on Tuesday 12 March 2024 at 5.00pm in Room A605, Kingsway Campus, and Microsoft Teams

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### *Draft*

**PRESENT:**

L O'Donnell (Chair)	S Middleton
D Smith	S Hewitt
D Mackenzie	H Honeyman
D Rosie	C Cusick
B Lawrie	S Oakley
R McLellan	M Williamson
N Lowden	A Lawrence

**IN ATTENDANCE:**

P Connelly (Education Scotland)	A Monks (DASA Team Leader)
S Taylor (Vice Principal Support Services and Operations)	
P Muir (Board Administrator)	N Anderson (Director of Finance)

### 1. WELCOME

L O'Donnell welcomed everyone to the Board of Management Meeting and welcomed Adele Lawrence, Kingsway based science student, and Stephen Oakley, teaching staff trade union representative, to their first Board of Management meeting.

L O'Donnell welcomed HMI Peter Connolly from Education Scotland.

### 2. APOLOGIES

Apologies were received from C Ogilvie, J Buchanan, M Beattie, D Fordyce and J Grace.

### 3. DECLARATIONS OF INTEREST OR CONNECTION

There were no declarations of interest.

### 4. EDUCATION SCOTLAND ANNUAL ENGAGEMENT VISIT FEEDBACK

P Connelly presented his Annual Engagement Visit (AEV) feedback to the Board of Management stating that the report and overall feedback demonstrated clear evidence of the dedication, commitment and high levels of innovation by the College staff. The report highlighted the commitment and high level of engagement to supporting learners, the college community and staff.

Within his report, P Connelly highlighted four key areas of work including.

Above sector average Learner Success: Notable improvements in the rates of successful completion for full-time FE and HE programs were emphasised, reflecting positive strides in learner outcomes.

Innovative Teaching Excellence: The college's positioning as a leading partner in the Tayside region was highlighted, showcasing effective utilisation of the Flexible Workforce Development Fund to address priority skills gaps.

Collaborative Support Teams: P Connelly emphasised the collaboration among various staff teams, including wellbeing student support staff, learner and e-learning support staff, aimed at assisting learners in staying on track and completing their programs.

Transition Support: It was noted that the College effectively supports community-based learners in transitioning to on-campus programs, ensuring a smooth integration process.

P Connolly summarised the overall report by highlighting that there was a strong College culture of support and success for its students and noting that this showed in the above average success rates and high levels of student satisfaction.

B Lawrie thanks P Connolly for the positive feedback and asked if the AEV from Education Scotland ever included the impact of the Board on educational outcomes. P Connolly noted that there used to be more engagement with college boards including a review of the input of boards, but that this had declined in recent quality models.

M Williamson praised the successful report and enquired about withdrawal numbers for part-time students, expressing concern and asking if there are additional actions the College could take. P Connolly acknowledged the challenge, stating that despite various efforts to improve, it remained a national issue. P Connolly stated that he knew that the College was looking at this and sharing practice with others to seek to find improvements.

S Taylor emphasised the significant effort and work put in by teams across the College to scrutinise retention rates and deliver improvements, emphasising the importance of sharing and tracking the entire learner journey.

L O'Donnell commended the outstanding report and asked S Hewitt to extend the thanks from the Board to staff. **S Hewitt to progress.**

## **5. MINUTE OF LAST MEETING – 12 December 2023**

The minute of the Board of Management meeting held on 12 December 2023 was approved with minor amendment.

## **6. MATTERS ARISING**

All matters arising were on the agenda or closed except the Risk Management session to be organised by September 2024.

## **7. NATIONAL ACTIVITY UPDATE**

L O'Donnell summarised the various national discussions and collaboration with Colleges Scotland regarding funding and the Scottish budget. S Hewitt highlighted that meetings are ongoing with the Scottish Government, SFC, and the sector to address the challenging financial situation. Limited progress has been made, but efforts were continuing to better support flexibility.

L O'Donnell highlighted the recent budget indicating a 2p reduction in National Insurance and no increase in public expenditure stating that he could foresee a continuing challenge for public finances that would likely have a negative impact on the college sector.

## 8. STRATEGIC ITEMS

### 8.1 Strategic Projects Update

S Hewitt highlighted this paper for information only.

S Hewitt welcomed the feedback from P Connelly, noting that this verified the College's strategic approach to partnerships and the value that these brought. S Hewitt noted the request to reprofile the SME Skills fund to better support the gap left due to the loss of the Flexible Workforce Development Fund. It was confirmed that the Scottish Funding Council (SFC) confirmed there would be no further funding for the Flexible Workforce Development for both 2023/24 and 2024/25.

### 8.2 2030 Strategy Development Update

L O'Donnell highlighted that two significant board strategy events took place on May 5, 2023, and January 22, 2024. During these sessions, the current progress and impact of the existing 2025 More Successful Students strategy were evaluated. Throughout both sessions, a consistent overarching theme emerged emphasising the College's integral role within the region.

Discussions highlighted that the College is more than just an institution; it is deeply woven into the lives of our staff, learners, partners, and stakeholders. In response to this, it is proposed that the next strategy to be focused around "Our College." S Hewitt highlighted that this title reflected the collective ownership and shared responsibility of shaping the institution's future. Under the banner of "Our College," three central themes were proposed Our People, Our Experiences, and Our Impact.

D Mackenzie welcomed the development and asked how the impact of this impact of the new strategy would be assessed. S Hewitt stated that this aspect would be covered within a set of metrics to accompany the final strategy.

S Hewitt asked if Board members were comfortable with the overarching concept and approach outlined. This was confirmed and S Hewitt stated that the Executive Team will prepare an initial draft, including potential metrics, for discussion at the June 2024 Board meeting. **S Hewitt to progress.**

## 9. STUDENTS' ASSOCIATION REPORT

A Monks outlined the report provided and introduced A Lawrence as the new Students' Association nominated Board member.

A Monks highlighted the Department Representatives have established the Student Congress and have contributed to certain operational decisions for the Students' Association. The team structure includes one President and three campus specific Vice Presidents, each assigned a specific role focus, such as Wellbeing or Events. A session for the Student Partnership Agreement is scheduled for May 2024 and the first draft of the SMHA has been sent for comments to Think Positive.

A Monks highlighted that the 2024 Election season has commenced with the Students' Association Team actively engaging with students about the elections and disseminating information to both staff and students through the dedicated Election Hub on SharePoint and election walls at each of the offices.

A Monks shared the ongoing commitment of the team attending and facilitating, Breakfast Clubs, Feedback Friday, Student Voice and many more activities.

H Honeyman and C Cusick praised the report and the immense amount of work that DASA was supporting. L O'Donnell echoed this and thanked A Monks and A Lawrence.

## **10. PRINCIPAL'S REPORT**

S Hewitt summarised this report and highlighted in collaboration with Angus Council and The ESP Group, the institution has partnered to develop and implement an additional employability academy for Journeycall.

S Hewitt highlighted the Big College Open Week is scheduled for March. During this, Dundee & Angus College will welcome visitors to its campuses and immerse themselves into college life. Tours will be available in all three campuses and departments providing prospective students with an opportunity to experience college environment first hand.

B Lawrie asked if the range of projects outlined made a financial contribution to the College. S Hewitt provided assurance to the Board that this was the case, with this varying depending on the nature and funding of projects, whether financially or through equipment acquisition, with some form of tangible return to the College. The Board noted the breadth of the report and thanked S Hewitt.

## **11. NATIONAL BARGAINING UPDATE**

S Taylor highlighted the summary of recent national bargaining developments, 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 took place on the 29<sup>th</sup> of February and targeted action on the 11<sup>th</sup> and 13<sup>th</sup> of March, with a turnover of 19% and 25% of staff participation for the March dates respectively.

Unison were also engaged in the national strike action which took place on 29 February 2024. The college remained open on the strike days and steps were taken to minimize disruption to learning.

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.

S Oakley noted that the information matched their awareness and noted that the overriding feeling from staff was that they wanted the matters resolved. S Hewitt stated that he was hearing similar feedback from staff.

S Oakley stated that the key issue nationally appeared to be around job security and avoiding compulsory redundancy, rather than specifically the financial value of the offers made.

The Board thanked S Taylor, noted the update and expressed their regret that there had been little national progress towards a settlement of the current pay dispute.

## **12. FINANCE & INFRASTRUCTURE ITEMS**

### **12.1 Financial Sustainability**

S Hewitt summarised updates since the previous meeting and noted that the overall Scottish budget showed an 8.4% reduction in sector funding compared with the previous year. This had, however, to be adjusted for the removal of the £26 million never received and resulted in a c4.7% overall reduction.

S Hewitt stated that allowing for changes in student support funds and the removal of the Flexible Workforce Development Fund (FWDF) it was anticipated that the funding available for main teaching grant would be flat cash for 2024/25.

S Hewitt emphasised the significant financial progress achieved during the two-year savings plan. He pointed out that the College was forecasting a surplus of just over £500k for 2023/24 which will cover the next installment of outstanding loan repayment for Gardyne Campus.

S Hewitt stated that the College was in a more stable financial position for the current year and confirmed that provision for the anticipated pay award was included within the current financial forecasts.

N Anderson outlined upcoming plans for the next two years, including a greater focus on zero based budgeting and a further focus on understanding the needs of budget holders and prioritising them accordingly. She explained that this approach will enable the Senior Leadership Team to gain a greater insight into costs, assisting to achieve greater fostering flexibility within the system and ultimately building a stronger platform for the College.

M Williamson asked about the potential impacts of pay changes or increased offers on the College budget. S Hewitt stated that there remained uncertainties regarding the year three deal but that it was felt that any likely change in the offer could be covered, but that this would need further changes in the budget and savings to be made elsewhere. He added that ongoing conversations and scenario planning were in progress to inform the 2024/25 budget.

D Rosie enquired about the opportunities and planning for commercial income across various departments. N Anderson stated the focus of the savings plan revolved around the curriculum' and noted that there were plans to focus more on the specific curriculum plans within future budgets, which would assist with establishing more detailed income and expenditure targets at team level. S Hewitt noted that all commercial provision included a financial contribution and reiterated the importance of the College concentrating on thematic approaches. He highlighted the Esports developments as an example, noting investments in staff to facilitate the growth of Esports and generate additional income through sponsorships and the introduction of additional courses.

### **12.2 Future Infrastructure Vision**

S Hewitt highlighted his paper giving an outline of work currently progressing to inform and create a long-term infrastructure vision for the College and emphasised that the infrastructure plan aims to not only meet the aspirations of Dundee & Angus College students / staff but also to align with local, regional, and national priorities.

S Hewitt stated that in December 2023, the SFC introduced the College Infrastructure Strategy Delivery Plan and noted that the work progressing would also align with this national strategy.

S Hewitt highlighted the importance of a Future Infrastructure Vision and tackling the immediate challenges within our current infrastructure as well as creating a vision and plan to move forward with, should substantial capital funds become accessible. S Hewitt stated he will provide a more detailed plan around the infrastructure vision to the Board meeting in June 2024. **S Hewitt to progress.**

### **12.3 Management Accounts (for information only)**

B Lawrie welcomed seeing the management accounts at Board level and noted that the forthcoming reduction in the Tayside Pension Scheme employers' contribution rate would be a benefit for the coming year.

## **13. GOVERNANCE ITEMS**

### **13.1 Strategic Risk Register**

S Taylor summarised the Risk Register papers and Strategic Risk Register and provided an update regarding additional risks that have been added to The Strategic Risk Register as per the discussions at the Audit and Risk Committee and the recommendations of the risk management audit.

B Lawrie noted the significance of addressing the risks associated with Capital and Revenue Funding and S Taylor noted that this would be referenced as part of the Financial Sustainability risk.

The Board endorsed the Strategic Risk Register.

### **13.2 Membership Update**

S Taylor provided an update on the recent changes within the Board. He emphasised that the introduction of Trade Union Members joining the board necessitated a reshuffling of Committee memberships, with these changes implemented on a 'blind choice' basis.

S Taylor noted that no appointment had yet been made to the current Board vacancy.

S Taylor noted the request for the Board to endorse the membership of A Lawrence and S Oakley as new members to the Board. This was agreed.

S Taylor noted that no trade union nominee had yet been identified by Unison/GMB for support staff, but that this would remain open for further consideration.

### **13.3 Board Governance Manual Update**

S Taylor provided an overview of the Governance Manual, highlighting that it had been updated to incorporate changes resulting from the introduction of trade union-nominated board members.

Following S Taylor's update, L O'Donnell suggested that this document should be carefully read by all Board members to ensure they are familiar with its contents and the recent changes.

The updates to the Board Manual were approved.



### 13.4 Board 2024/25 Meeting Dates

The meeting dates were approved, S Taylor highlighted that if there were any significant clashes of scheduled Committee or Board dates to inform P Muir of these as soon as practicable.

### 13.5 Board Metrics

S Taylor noted the usual range of Board metrics. M Williamson asked if the Board should have a summary of any RIDDOR reportable accidents. S Taylor clarified that information on these was shared with the Human Resource and Development Committee and stated that any significant findings or potential legislative actions arising from the RIDDOR reportable accidents would be promptly reported to and discussed with the Board.

The paper was noted.

## 14. MINUTES OF COMMITTEE MEETINGS

Updates from the committees were noted. A small minor amendment to the LTQC minutes were made.

H Honeyman provided a verbal update on the Audit & Risk committee meeting.

## 15. CORRESPONDENCE

The list of recent correspondence was noted.

## 16. DATE OF NEXT MEETING

Tuesday 18 June 2024 at 5.00pm in Kingsway Campus, Room A605 (NB this location would be reviewed given issues with online connectivity).

### Action Point Summary

Action	Responsibility	Date
Board thanks to be extended to staff in recognition of the excellent S Hewitt Annual Engagement Visit report achieved	S Hewitt	15 April 2024
Draft of the new 'Our College' strategy to be considered	S Hewitt	18 June 2024
Update on plans and future vision for infrastructure developments to be presented	S Hewitt	18 June 2024

**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**



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**MATTERS ARISING**

**PAPER B**

# BOARD OF MANAGEMENT

Tuesday 18 March 2024

## Matters Arising



### *Paper B for information*

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.	Scheduled for September 2024 development day	Open

The following actions were noted from Tuesday 12 March 2024 Board of Management Meeting:

Agenda Item No	Action	Current Status	Open/Closed
4.0	Board thanks to be extended to staff in recognition of the excellent Annual Engagement Visit report achieved.	Completed March 2024	Closed
8.2	Draft of the new 'Our College' strategy to be considered.	Included in June Agenda	Closed
12.2	Update on plans and future vision for infrastructure developments to be presented.	Included in June Agenda	Closed

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

**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**



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**STRATEGIC ITEMS**

**7.1- STRATEGIC PROJECTS UPDATE**

**PAPER C**

# BOARD OF MANAGEMENT

18 June 2024

## STRATEGIC PROJECTS UPDATE

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### *Paper C for noting*

#### **1. Project Bids Summary 1 August 2023 – 31 July 2024**

There have been 23 project bids submitted to date in this academic year with a further 5 project bids pending submission or in the development stage in preparation for upcoming funding calls. Of the 23 bids submitted: 15 have been successful, 2 have been unsuccessful and we are awaiting the outcome of the remaining 6 bid submissions. The income to the college over the duration of the 15 successful bids is £10 390 881. The appendix provides a breakdown of the project bids by status.

#### **2. Project Governance**

The internal Project Steering Group (PSG) provides governance and oversight of the strategic project portfolio including the monitoring of each project's financial performance, progress towards outputs and outcomes and managing risks. The PSG is chaired by the Vice Principal Curriculum and Partnerships with the 3 Directors of Curriculum and Partnerships and the Director of Finance as core members. The PSG regularly reports to the Senior Leadership Team on new strategic project opportunities, updates on live projects and escalates any issues and/or decisions as required.

#### **3. Tay Cities Deal (TCD) Projects**

##### **3.1. Tay Cities Engineering Partnership (TCEP)**

The TCEP project continues to progress well with regular partnership board meetings and work ongoing towards meeting project objectives. The partnership agreement has also now been signed by all partners. Procurement plans progress with further equipment received and plans in place for the procurement of the mobile vehicle. Work is ongoing to secured £75K of leverage towards the mobile vehicle with initial conversations with Inchcape and Opito. The project website is in the final stages and will be launched by August.

As part of meeting project objectives, Seagreen Primary School recently visited the EPIC centre and engaged in a range of activities related to advanced manufacturing. Staff and students gave positive feedback on the visits and the children made an excellent video documenting their week – the video can be seen on [You Tube](#).

Two recent change requests were submitted to the Scottish Government and both were approved. One was to allow the purchase of a hybrid mobile vehicle and the other around the measure of S3 girls to be engaged with during the project (previously set at 100%).

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

The project is fully active and progressing well with all project staffing in place and the MoU signed by all partners. The sub legal agreement for beneficiaries of the project (i.e. Fife College and Perth College UHI) is currently being finalised.

A website has been developed which will facilitate the promotion of new courses and awareness of the project. Two Curriculum Steering Group meetings have been held with input from a number of local industry representatives. Projects have started internally at D&A to develop a new Animal Science course and externally with Intelligent Growth Solutions to develop a training package for their employees and future employees with plans to develop this into a new Vertical Farming qualification. Work has begun to develop workshops for P7, S2 and S4 pupils within Dundee Council area and Perth area in collaboration with Perth College UHI.

Curriculum review is scheduled and once underway, further courses will be planned. Promotion of these new courses will target school leavers, those wanting to upskill and those at risk of unemployment. A report on skills, required by industries, has been prepared from information gathered through Scottish Universities Life Sciences Alliance (SULSA), SDS Sectoral Skills Assessment and Scottish Government reports. A scoping exercise has been carried out with local laboratory based, manufacturing, digital and business research companies to gather intelligence on the skills required by these companies within the local area.

### 3.3. Supporting SME Skills

There has been a strong demand from businesses seeking to access training since the project launched in January 2024. Engagement and conversion targets for the first quarter (April – June) have been exceeded with 32 business sign-ups against a target of 12.

The table below shows the number of businesses accessing a £5000 grant per month in each area.

	<b>Dundee</b>	<b>Angus</b>	<b>Perth</b>	<b>Fife</b>	<b>Total</b>
April	6	4	0	0	10
May	7	2	1	1	11
June	5	1	4	1	11
<b>Total</b>	<b>18</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>32</b>

This equates to around 80 courses and approx 200 individuals upskilled. The range of training so far has been diverse with input from business, hospitality, sport, trades and horticulture departments.

We have ensured that each course has a minimum of 30% markup on top of all courses delivered to ensure the fund is making a contribution to the college.

The Tay Cities SME Skills Marketing and Communications plan has been created and outlines the key marketing objectives for the next three years. The team has already been raising the profile of the fund through business engagement, networking and showcasing at events such as the Chamber of Commerce Business showcase. In quarter two, we will start to gather case studies from businesses and individuals who have completed training to use as promotional tools for the fund and our training.

Project reporting continues to be a burden on the project manager with increased reporting and forecasting of spend being requested from the TCD Project Management Office (PMO), often made with unrealistic timescales, due to requests for savings from Scottish Government. The TCD Skills Advisory Board, of which we are a member, has raised concerns to the PMO for onward escalation to the Scottish Government contacts.

#### 4. UK Shared Prosperity (UKSP) Fund/Levelling Up Fund

##### 4.1. Multiply

Although the Multiply projects only commenced in September 2023, we were required to submit an annual performance report to both Dundee City and Angus Councils for the financial year 2023/24. The achievements in the first year have been significant and have been positively received by both local authorities. The performance is detailed below:

Category Description	Outputs/Outcomes Angus	Outputs/Outcomes Dundee City
Courses designed to increase confidence with numbers for those needing the first steps towards formal qualifications (S42)	3 courses 21 learners engaged	N/A
Courses for parents wanting to increase their numeracy skills in order to help their children and help with their own progression (S43)	4 courses completed 43 families engaged	N/A – one-off PILOT 2 courses completed 14 families engaged
Courses aimed at people who can't apply for certain jobs because of lack of numeracy skills and/or to encourage people to upskill to access a certain job/career (S45)	5 courses developed 70 learners engaged	7 courses developed 95 learners engaged
Additional relevant maths modules embedded into other vocational courses (S46)	10 courses 173 learners engaged	36 courses 372 learners engaged
Innovative programmes delivered together with employers – including courses designed to cover specific numeracy skills required in the workplace (S47)	N/A	5 courses completed 41 learners engaged
New intensive and flexible courses targeted at people without Level 5 maths in Scotland, leading to an equivalent qualification (S48)	1 course developed 1 learner engaged	1 course developed 14 learners engaged

Angus Council shared the achievements with Dave Doogan, SNP MP for Angus and Stewart Hosie, SNP MP for Dundee East providing the summary report which highlighted the achievements of the programme during 2023-24, and a case study highlighting the benefits of the project to participants.

In their correspondence with the MPs, Angus Council noted that they were very proud of the success of the project in Angus and would welcome any questions or requests for further information, meetings or visits to see the project in action.

## **4.2. Decarbonisation of Transport**

The College has successfully bid into Dundee City Council's latest Challenge Fund for £100 000 of UKSP funds. This fund will allow us to continue to build on the success of the electric vehicle (EV) training and to drive footfall to the Skills Academy by offering a fully funded package of training to support the decarbonisation of transport.

The offer will include our suite of electric vehicle courses, electric charge point installation, hydrogen awareness and our newly designed Decarbonise your Fleet course by Service Design Academy.

Over the next 9 months this will allow us to upskill 270 people in employment including our automotive apprentices who will leave with the EV Technician qualification.

## **5. Approvals**

The Board is asked to:

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

## **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.

- 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



## Appendix - Project Bids Summary 1 August 2023 – 31 July 2024

Funding Source	Project Title	Project Value (£)	Project Owner	Project by SLT	Date submitted	Status	Proposed Start Date	Proposed End Date
UKSP Dundee	Multiply 23/24	200 000	K Paterson	J Grace	30/06/2023	Successful	01/08/2023	31/03/2024
UKSP Angus	Multiply 23/24	217 000	K Paterson	J Grace	30/06/2023	Successful	01/08/2023	31/03/2024
UKSP Dundee	Multiply 24/25	100 000	K Paterson	J Grace	30/06/2023	Successful	01/04/2024	31/03/2025
UKSP Angus	Multiply 24/25	195 481	K Paterson	J Grace	30/06/2023	Successful	01/04/2024	31/03/2025
TCD Phase 1 Skills Programme	Supporting SME Skills	2 470 000	C Gibson	S Thoms	01/12/2023	Successful	10/01/2024	31/03/2030
TCD Phase 1 Skills Programme	Life Sciences, Biotechnology and Medical Technology	1 975 000	P Duke	S Thoms	01/12/2023	Successful	10/01/2024	31/03/2030
Angus LEP	D&A Community Kitchen	30 000	K Baxter	J Grace	05/12/2023	Successful	10/01/2024	31/03/2024
Angus LEP	Journey Call Academy	12 000	C Gibson	J Grace	05/12/2023	Successful	06/02/2024	31/03/2024
Angus LEP	Social Care Academy	6 000	E Stewart	J Grace	05/12/2023	Successful	10/01/2024	31/03/2024
Angus LEP	Beyond Boundaries	36 000	C Gibson	J Grace	05/12/2023	Successful	06/02/2024	31/10/2024
UKSP Dundee	Games Academy	100 000	L Louch	L Lappin	13/03/2024	Awaiting outcome		
The Prince's Trust	Getting Started In ...	12 000	L Louch	L Lappin		Successful	10/06/2024	07/03/2025
Worldskills	Learning and Teaching Innovation	10 000	M McKinnon	L Lappin	19/03/2024	Unsuccessful		

UK Levelling Up Fund - UK Govt	Green Skills and Innovation Centre	4 500 000	J Grace	S Hewitt	02/04/2024	Successful	01/08/2024	tbc
UK Levelling Up Fund - UK Govt	Health and Social Care: Simulation Training Facility	500 000	J Grace	S Hewitt	02/04/2024	Successful	01/08/2024	tbc
UKSP Dundee	Green Skills - Decarbonisation of Transport Skills	100 000	C Gibson	J Grace	05/04/2024	Successful	01/08/2024	31/03/2025
UKSP Angus	Green Skills - Decarbonisation of Transport Skills	100 000	C Gibson	J Grace	16/04/2024	Awaiting outcome		
VolTech	Digital Equipment for Assessment	150 000	M McKinnon	J Roscoe	25/04/2024	Unsuccessful		
TCD Digital Skills	Phase 1 round 2 - NPA and PDA	37 400	L Louch	L Lappin	01/05/2024	Successful	01/08/2024	30/04/2025
The Climate Engagement Fund	Sunrise Solutions: Illuminating a Low-Carbon Future	42 446	C Calder	S Taylor	07/05/2024	Awaiting outcome		
UKSP Dundee	Business Support	200 000	C Gibson	J Grace	21/05/2024	Awaiting outcome		
UKSP Angus	Business Support	200 000	C Gibson	J Grace	22/05/2024	Awaiting outcome		
UKSP Dundee	AI and Data Application for Business	100 000	L Louch	L Lappin	01/06/2024	Awaiting outcome		
TCD Phase 2 Skills Programme	Skills for the Green Economy	1 980 000	J Grace	S Hewitt		Submission pending		
Inchcape	TBC		H Ritchie	S Toms		Submission pending		
Opito	TBC		H Ritchie	S Toms		Submission pending		
UKSP Angus	Games Outreach with Schools poss £100k		L Louch	L Lappin		Upcoming Call		
TCD Digital Skills	Phase 2 - Software Bootcamp poss £80k		L Louch	L Lappin		Upcoming Call		

**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**



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**STRATEGIC ITEMS**

**7.2- 2030 STRATEGY DEVELOPMENT  
UPDATE**

**PAPER D**

# BOARD OF MANAGEMENT

## Tuesday 18 June 2024



### 2030 Strategy Development 'Our College' Update

*Paper for approval*

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#### 1. 2030 Concept/Theme: Our College

Following two significant Board strategy events on the 5 May 2023 and the 22 January 2024, the 'Our College' concept was introduced to the Board at the March 2024 meeting, with approval for the Executive Team to continue to develop the concept and present a first draft to the June 2024 Board meeting.

Throughout April and May, using the outputs from the various discussions and events, the Executive Team have developed four overarching themes, objectives for each theme, as well as some key, high level actions and deliverables. Those themes are:

- Our Students
- Our Staff
- Our Campuses
- Our Impact

#### 2. Recommendation

The Board is asked to consider and approve the following actions/next steps:

1. Discuss and approve the first draft high-level vision, mission and themes.
2. Discuss any gaps/suggestions in the key actions.
3. Approve the strategy development to move to the next stages of metric development.

#### 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 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

# Dundee and Angus College Strategy 2030: *Our College (first draft)*

## Vision

"Transforming our future through innovation, collaboration, inclusion and impact."

## Mission

To provide high-quality education, skills, training and support that is accessible, inclusive and aligned to the needs of our students, our staff, our communities and our partners, delivering a positive and lasting impact for Dundee and Angus.



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## Theme 1: Our Students

### Objectives

1. **Student Success:** Enhance student satisfaction and success rates by providing an inspiring, enabling and engaging learning environment.
2. **Inclusive Education:** Ensure all students, regardless of background, have access to the high-quality education, skills, training and support necessary for them to succeed.
3. **Career Readiness:** Equip our students with the skills, experience and attributes needed for successful careers in their chosen fields.

### Key Actions

- **Flexible Learning Options:** Expand our part time and work based learning options and pathways that meet the diverse needs of our region.
- **Support Services:** Develop and enhance the wrap-around support services our students need to succeed, integrating resilience and respect within course planning and delivery.
- **Partnerships:** Build on our partnerships with businesses and organisations to provide our students with learning experiences that are aligned with industry needs
- **Teaching and Learning:** Develop adaptive and interactive learning and teaching approaches motivating our students to develop their knowledge, skills and experience; enabling and empowering them to be successful in their learning.

## Theme 2: Our Staff

### Objectives

1. **Professional Development:** Enhance the skills, growth and futures of our staff through delivery of comprehensive and career long professional development.
2. **Wellbeing and Support:** Co-create a supportive work environment that prioritises staff wellbeing and enhances our D&A community.
3. **Leadership and Culture:** Create and encourage a collaborative, proactive and confident leadership culture that encourages innovation, ownership, accountability and aspiration.

### Key Actions

- **Training Programmes & Opportunities:** Deliver effective CPD programmes and development opportunities that meet the needs of the diverse roles and aspirations within our college.
  - **College Community Initiatives:** Engage our staff from across all parts of our college through cross college initiatives that provide opportunities to connect, support and develop our college community.
  - **Leadership Development:** Deliver leadership programmes within a college that develops future leaders from within our existing staff.
- 

## Theme 3: Our Campuses

### Objectives

1. **Modern Infrastructure:** Create and maintain state-of-the-art facilities that engage our staff and students, and support innovative teaching and learning.
2. **Sustainability:** Ensure our campuses and activities are sustainable, energy-efficient and meet our net-zero ambitions.
3. **Accessibility:** Make our campuses inclusive, accessible and welcoming to all students, staff and visitors.

## Key Actions

- **Infrastructure Development:** Secure funding and complete key infrastructure developments, including the delivery of our 10-year infrastructure vision.
  - **Sustainable Practices:** Create a net-zero culture, implementing sustainable practices and green technologies across all campuses, and throughout our learning and teaching practices, to reduce our environmental impact.
  - **Improved Accessibility:** Improve signage and wayfinding, ensure digital accessibility, provide assistive technologies and adopt inclusive policies to ensure our students and staff feel supported and safe.
- 

## Theme 4: Our Impact

### Objectives

1. **Community Engagement:** Further strengthen our ties with the local community through partnerships and collaborative initiatives.
2. **Economic Contribution:** Contribute to our local and national economies by creating a skilled workforce, supporting local businesses, delivering financial stability to our college and maximising our regional social and economic contribution.
3. **Regional and National Presence:** Increase the regional and national reputation and visibility of our college for the benefit of our staff and students.

### Key Actions

- **Local Partnerships:** Further enhance and sustain productive partnerships with local organisations, schools and community groups that improve the lives, opportunities and outcomes of our students.
- **Financial Sustainability:** Ensure a balance of efficient and effective operations, whilst also seeking further opportunities to develop new income streams through strategic decision making and prioritisation of involvement or local/national projects.
- **Economic Initiatives:** Add significant additional value to our region through initiatives and offers aimed at addressing local economic challenges and supporting economic growth and transformation.
- **Profile Building:** Promote the success and capabilities of our college, enhancing its reputation regionally and nationally through the implementation of strategic marketing, communication and engagement plans.

**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**



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**STUDENTS ASSOCIATION REPORT**

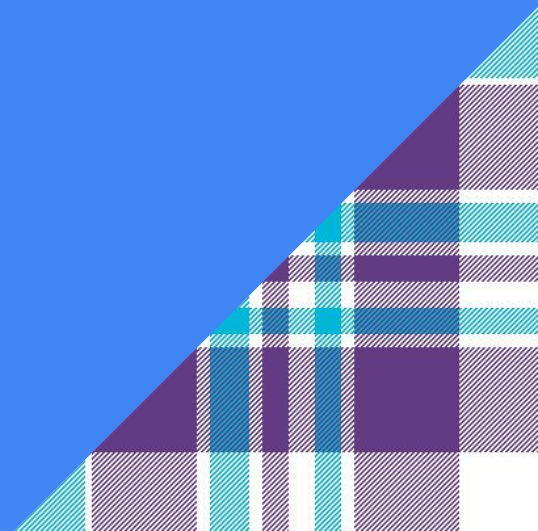
**8.1 - ACTIVITY REPORT**

**PAPER E**



# BOARD OF MANAGEMENT

DASA UPDATE JUNE 2024



# TEAM UPDATE

We are excited to say we have a full team of elected officers for the year ahead. With all roles being filled! 359 votes in the Election which is a 20% increase from last year.

President - Kara Ramsay

VP Gardyne - Steph Clark

VP Arbroath - Laura McDonald

VP Kingsway - Adele Lawrence



# CLASS REPS



A busy year for Class Reps came to an end in late May. We hosted celebrations on each campus to give out certificates to those reps who could make it and also to gather feedback about their experience. This year we had:

- 250 Class Reps
- 17 Training Sessions
- 24 Meetings
- 6 Training/awareness sessions
- 3 Celebrations



# DEPARTMENT REPS



Department Reps and the DASA Team updated and enhanced the Constitution in Spring 2024. The new Constitution has been submitted to the Board.

A new Student Partnership Agreement is being developed by the team over the summer.

**DASA CONSTITUTION  
2024**

# THRIVE

We continue to stock the Food Larder on each campus as much as possible utilising the funding from Angus Council.

**Social media** - #thirvethursday fun videos to promote all aspects of Thrive to staff and student on Tiktok, Facebook and Instagram.

**Shaving Kits** - Available from DASA office on request approx 36 kits. Also promoting Barbering services.

**Exam Breakfasts**- We were happy to provide free breakfast to students before their exams on Strike days and Bank holidays to make sure they had a full stomach to begin their day and exams.

**Future Opportunities** -Amy & Kara will be working together over the summer to find more funding/donation opportunities.

The logo features the word "Thrive" in a large, white, rounded font and "drive" in a smaller, orange, rounded font below it. The text is set against a red background with several white upward-pointing arrows of varying heights and dashed vertical lines, suggesting growth and progress.

**Thrive**  
**drive**

# D&A DECADE

DECADE



Continuing with the D&A Decade Celebrations and giving back to the community we committed an hour a week each to do litter picking around the campus to help create a clean and safe environment for our humans and wildlife.

We will also be donating all the profits from our recent D&A Decade merchandise order to Thrive. Amount tbc when the order arrives.



# STAFF AWARDS 2024

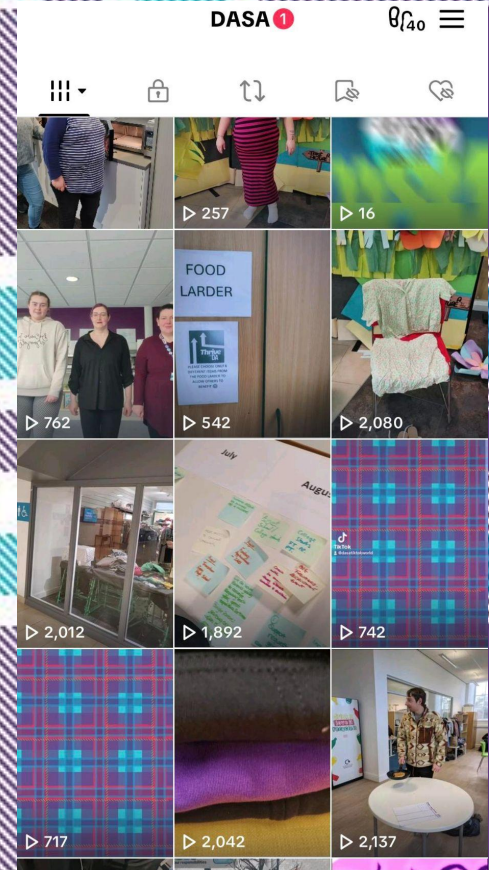
We worked to promote the awards over semester 2 to and happy to have received 448 nominations across the categories. The Class Reps helped shortlist each category alongside the DASA team and also select the winners. Over the last couple of weeks we have invited students in to record videos to explain why they have nominated their staff member, bringing their nomination comments to life.



# TEAM DEVELOPMENT

During the Easter break we came together as a team for the first time in person. Spending a day at each campus, doing a tour, getting to know each other better, team building, planning, and a bit of service design! We also created a lot of digital content for Thrive, elections and general DASA/College life.

Over the summer the team will be working together 2 full days a week to do more of the above, but including Laura our new Arbroath VP. We have a calendar of training planned to enhance our team, meet other teams from around the College. The team will also be attending SPARQS That's Quality in August to network with other SA's and learn more about what is happening nationally in the sector.





# FUTURE TALENT & CONNECT2

In May & June the whole team have been involved in welcoming new S3 and Senior phase pupils to campus to begin their college journey. Acting as a friendly face and tour guide for the day. This gave the team the chance to work with the pupils and teachers, but also the chance to meet the APT team and lecturing staff across all the campuses.

On the 11th, 12th & 13th of June we welcomed all the incoming 2024/25 students across all campuses. Giving them the opportunity to meet us and let us know what activities they'd like to see in the new year.



# COMING SOON...

Active Inductions

Student Learning  
Experience model

Summer Activities

Freshers

Fundraising for  
Thrive



# THANK YOU

ANY QUESTIONS?

**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**



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**STUDENTS ASSOCIATION REPORT**

**8.2 - DASA CONSTITUTION**

**PAPER F**



# **CONSTITUTION**

## **2024 - 2029**



# **DASA CONSTITUTION 2024**

## **CONTENTS**

1. FOREWORD
2. OBJECTIVES
3. ETHOS
4. POWERS
5. MONEY & PROPERTY
6. MEMBERS
7. ELECTIONS
8. THE STUDENT EXECUTIVE
9. STUDENT CONGRESS
10. AFFILIATION TO OTHER ORGANISATIONS
11. CLUBS & SOCIETIES
12. COMPLAINTS PROCEDURES
13. SCHEDULES
14. MINUTES
15. PROTECTION AGAINST LIABILITY
16. AMENDMENTS TO THIS CONSTITUTION
17. INTERPRETATION

# DASA CONSTITUTION 2024

## 1. FOREWORD

We the Dundee and Angus College Students' Association are a Students' Association within the meaning of the Education Act 1994. We act as a voice for our members and are devoted to their educational interests and welfare. Dundee and Angus College provide us with funds and support to help us meet our objectives as set out on the next page.

## 2. OBJECTIVES

(2.1) We aim to advance the education of students at Dundee and Angus College for the public benefit by:

(a) Promoting the interests and welfare of students at Dundee and Angus College during their course of study and representing, supporting, and advising students

(b) Being the recognised representative channel between students and the college, any other organisation outside the college, and the student body; and

(c) Providing social, wellbeing and recreational activities and forums for an enhanced student experience

(2.2) The Students' Association shall work in partnership with the College Senior Leadership Team. To this end, the Student Partnership Agreement, signed by both the Student President and the College Principal, Key pledges and activities that support the College values



**LINK STUDENT PARTNERSHIP AGREEMENT DOCUMENT ONCE CREATED**

## 3. ETHOS, PRINCIPLES AND ACTIVITIES

(3.0) We represent you in all aspects of your student journey with us at Dundee & Angus College, we promote your voice and ensure that you have the best possible learner experience. We are passionate about your journey and how we can ensure that you are at the very heart of everything that we do. The tiles below will explain our five values and the ethos of our students' association. We have five principles that we work by:

### (3.1) STUDENT MEGAPHONE

We make sure your voice is heard at every level of the College!

### (3.2) SOCIAL BUTTERFLIES

You can get involved in many different clubs and social activities with us. You can also run your own!

### (3.3) INNOVATING THE IMPOSSIBLE

We are always thinking outside the box to make sure our students have the best experience possible. At every stage we do this by listening and working in partnership with you

### (3.4) CREATING KINDNESS

We work together to create a community of kindness across the College. We are raising funds to spread random acts of kindness across the whole College. Ask us how you can get involved!

### (3.5) TOGETHER AS ONE

When you join the Students' Association, you join a family, and you can be assured that you will be welcomed with open arms!



## 4. POWERS

So that we carry out our objectives, we have the power to:

- (a) Provide and promote activities, services, and facilities for our members;
- (b) Raise funds and receive grants and donations; and
- (c) Do anything which is lawful to achieve our objectives.

## 5. MONEY & PROPERTY

(5.1) Our budget and facilities must only be used to help us carry out our objectives.

(5.2) The Students' Association will receive appropriate funds from Dundee and Angus College to allow it to carry out its objectives. Funds will be managed and reported on in accordance with college procedures. Details of expenditure will be included within the Annual Report.

(5.3) Students' Association Officers may receive reasonable out-of-pocket remuneration for their expenses, where agreed and approved in line with College procedures by the appropriate college budget holder, either in advance of the activity or within a reasonable timeframe thereafter.

## 6. MEMBERS

(6.1) Our members are:

- (a) All students aged 16 and over who are enrolled at Dundee and Angus College and have not opted out of membership of our Association; and



(b) The Students' Association President, Vice Presidents and other designated office bearers and/or Students' Association staff.

(6.2) Students cannot transfer their membership to someone else. Membership will automatically end if:

(a) A member stops being a student for any reason.

(b) Or, in the case of a Sabbatical Officer, their student status within the college is withdrawn in line with the college's behaviour management policy, or there is a student vote of no confidence.

(c) A student provides written notice that they do not wish to be a member; or

(d) A decision is made and agreed by the Student Executive to remove a student from membership under the terms of the college student disciplinary procedure if they undertake any action which brings the college or the Students' Association into disrepute.

(6.3) Students can use Students' Association facilities and take part in our educational, social, wellbeing and cultural activities. Students can speak and vote at Students' Association meetings, nominate other members, stand, and vote in elections, and hold office in clubs or societies.

(6.4) Students under the age of 18 may be restricted from taking part in certain Students' Association or college activities as a result of licensing or similar legislation.

## 7. ELECTIONS

(7.1) In line with the Education Act 1994, the Student Executive will be elected by a secret ballot of the student body (comprising Students' Association members).

(7.2) Two student members of the Board of Management will be nominated by and from the Students' Association in line with a process set out in the schedules and they will sit on the Board of Dundee and Angus College. To support fair representation of the whole college, the student Board members will normally be drawn from both Dundee and Angus campuses.



## 8. THE STUDENT EXECUTIVE

(8.1) The Student Executive will consist of the President and the Vice Presidents.

(8.2) The Student Executive will be "major office holders" for the purposes of Section 22 of the Education Act 1994 and will be employed under the appropriate terms and conditions of Dundee and

Angus College. The term of office and required duties for these roles will be set out in the schedules and confirmed annually within the agreed election materials.

(8.3) The Student Executive and the Students' Association Team Leader will run the Students' Association on a day-to-day basis in line with this Constitution, any relevant legislation, and any decisions the members make at Student Congress or decisions made by the Students' Association or the officers.

(8.4) The Student Executive must report to the Student Congress.

(8.5) Student Executive Officers will no longer be officers if:

(a) They resign by providing notice;

(b) A motion of no confidence in the officer is passed by a two-thirds majority in a vote of the Student Congress; or

(c) A Vice President ceases to be an enrolled student at the college (the President is thus excluded from this);

(d) In the event of a Vice President's resignation/removal from office, a new officer may be co-opted at the President's choosing, and the following question must then be put to the Student Congress at the subsequent meeting: "Should [nominee's name] remain in this post for the remainder of the academic year, or should there be a by-election?"

(e) In the event of the President's resignation/removal from office, the three campus Vice Presidents will act as co-Presidents for the remainder of that academic year.

(8.6) Because holding office is a privilege of membership and election, Executive Officers can also be removed from office in line with the college student disciplinary procedures, or if they break the terms and conditions of Dundee and Angus College employment regulations.

## **9. STUDENT CONGRESS**

(9.1) The Congress will consist of:

(a) the President, the Vice Presidents and other designated office bearers, SA staff members such as SA Assistants and Team Leader

(b) Department Reps appointed from each of the academic/vocational discipline areas.

(9.2) Departments or discipline areas may have more than one Department Representative if they so choose, but no discipline area will be entitled to more than one vote, hence consensus will be required among multi-representative areas.

(9.3) The Congress will be formed annually from Students' Association Department Representatives. In addition to elected Department Representatives, students who are actively involved in other engagement activities may participate as non-voting observers (i.e., Campaign Officers, Members of the Scottish Youth Parliament, and Members of Dundee Youth Council).

(9.4) The Congress is responsible for:

(a) Supporting the Student Executive in carrying out their role and holding them accountable.

(b) Providing feedback on the progress of Students' Association activities and campaigns.

- (c) Setting priorities and agreeing policies.
- (d) Making and amending schedules jointly with the officers
- (e) Acting as a consultation forum for raising matters with Dundee and Angus College; and
- (f) Determining and agreeing how the Students' Association budget is allocated.

(9.5) The Congress will have the right to invite members of the College Executive, members of the Board of Management, Directors and HCQ's/ CQL's etc. to meetings in order to ask them questions and to seek reports on progress being made regarding actions on student feedback.

(9.6) The Congress will meet twice per semester. This will be done in conjunction with a time on which the members of the Congress can agree.

(9.7) The Congress, in conjunction with the President and Vice Presidents, will agree the dates (but not the frequency) of their meetings. Additional meetings, if deemed necessary, may also be held. Such meetings will normally be organised with at least seven days' notice. Shorter notice can be given if all Department Representatives agree or if a meeting needs to be held urgently and so it is not possible to give seven days' notice.

(9.8) At least one half plus one of all Department Representatives must be present to form a quorum and for any resolutions to stand.

(9.9) The President will chair meetings. If this is not possible, then this duty will fall to a Vice President (based on attendance, this will be determined in order of campus size). If this is not possible, the Department Representatives at the meeting will elect a Department Representative to act as chairperson.

(9.10) Decisions will be reached by majority vote. If there are an equal number of votes on an issue, the chairperson will have a casting vote. The chairperson will not have a vote unless in the event of a tie.

## **10. AFFILIATION WITH OTHER ORGANISATIONS**

(10.1) Any proposal to affiliate to another organisation must be approved by a simple majority at Student Congress

(10.2) Dundee and Angus College will be informed of all new links to other organisations, including the name of the organisation and details of any fee to be paid.

(10.3) Details of all links to other organisations, including the name of the organisation and details of any fee to be paid, will be included in the Students' Association's annual report. The annual report is available to all students and staff at Dundee and Angus College.

(10.4) If any students wish to object to a current link to any particular organisation, they must present a petition to the President. Continuation of the link or otherwise will be decided by a simple majority at a Student Congress meeting.

## **11. CLUBS & SOCIETIES**

Clubs and Societies may be recognised by the Students' Association as long as they support the objectives of the Students' Association and abide by the rules and regulations of the college.



## **12. COMPLAINTS PROCEDURE**

If the Students' Association receives any complaints about an individual Association member or a Student Executive member regarding their conduct when undertaking Students' Association related activity, they [the complaints] will be dealt with in accordance with the terms of the College complaints procedure.

## **13. SCHEDULED**

The Student Executive and the Student Congress may jointly make or amend schedules relating to how the Students' Association is run, as long as such schedules are Constitutional.

## **14. MINUTES**

The Students' Association Officers will keep minutes of Student Executive and Student Congress meetings.

## **15. PROTECTION AGAINST LIABILITY**

Approved Students' Association activities are covered under the terms of the college curriculum, public or employers' liability insurance as appropriate.

## **16. AMENDMENTS TO THIS CONSTITUTION**

(16.1) The Student Executive and Students' Association Team Leader will jointly review this Constitution every five years commencing from the date of ratification.

(16.2) The Constitution can only be amended by a resolution passed at a Student Congress meeting by at least two thirds of total delegates based on entitlement to vote, as long as Dundee and Angus College approve the amendments.

(16.3) The college will approve the constitution and any amendments via its Board of Management.

## **17. INTERPRETATION**

(17.1) If any challenges are made to any part of this Constitution, the Student Executive and the Students' Association Team Leader will work together to reach a decision.

(17.2) If a member of the Students' Association is not satisfied with an interpretive decision which is made, then they may appeal to the Vice Principal of Support Services and Operations, whose decision will be final.



**DASA CONSTITUTION  
2024**



**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**



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**PRINCIPAL'S REPORT**

**PAPER G**

# BOARD OF MANAGEMENT



Tuesday 18<sup>th</sup> June 2024

## Principal's Report

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### *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. D&A Partnership with NNEdPro – The college has launched a new initiative to enhance culinary skills and nutrition education within the local community. We have [partnered with NNEdPro Global Institute for Food, Nutrition and Health](#) to provide Hospitality and Professional Cookery students with essential hands-on experiences to increase their practical skills and support understanding in nutrition. The partnership will further enhance the student experience by providing students with the opportunity to gain access to a range of cutting-edge educational materials. Students will have the chance to explore the creation of joint publications in the future to share knowledge and understanding to a wider audience.
- 3.2. Esports Partnership with Corsair – Our esports work continues to go from strength to strength and we are thrilled to announce a [ground-breaking partnership between the College and the world-renowned tech company Corsair for Business](#). Corsair for Business stands as a leading global developer and manufacturer of high-performance gear and technology for gamers, content creators, and PC enthusiasts. Their commitment to innovation has shaped the gaming industry, offering award-winning PC components, peripherals, streaming equipment, smart ambient lighting, and esports coaching services.
- 3.3. Traditional Skills Roadshow – In recognition of the national shortage of tradespeople with traditional construction and conservation skills, Dundee Historic Environment Trust and Dundee and Angus College collaborated to create a bespoke Traditional Skills Roadshow held at the Kingsway Campus on 20 and 21 March 2024. Over 90 2nd and 3rd year pupils from 10 secondary schools in Angus and Dundee participated in hands-on activities across a range of skills areas: joinery, roofing, painting & decorating, stonemasonry and building surveying using drones. The event was also [featured on STV News](#).
- 3.4. Tayside Parasport Festival – Twenty-four HNC Sports Coaching and Development students recently supported Scottish Disability Sport's Tayside Parasport Festival at Gardyne Sports Centre. The festival is designed to introduce pupils with a physical

disability or hearing loss to try new and exciting sports such as Goalball, Judo, fencing, boccia, wheelchair basketball and athletics. D&A students supported the pupils to participate throughout the day, taking on a range of roles including assisting coaching staff, motivating and encouraging participants, being positive role models, first aiders, team leaders and helping with equipment.

- 3.5. Industry Support for Building Services – Closer links with the electrical contracting industry has helped to secure equipment donations for the new electrical testing and inspection training area in Kingsway. ARP Agencies and Whitecliffe Electrical Distribution provided some new electrical supplies and YESSS Electrical, FuseBox and Scottish Electrical Charitable Training Trust donated fuse boards and merchandise. These donations allows our apprentices to work with the latest technology.
- 3.6. Goodfellow & Steven Masterclass – Martin Goodfellow and Rob Sinclair, Production Director enjoyed a D&A afternoon tea prepared by the SVQ Professional Cookery (Patisserie) students. Despite being a well-known and respected business they struggle to recruit and often have difficulties promoting and upskilling staff. They received a tour of the hospitality facilities at Kingsway Campus and both Martin and Rob were very impressed by the quality of the afternoon tea and table service provided by the students with Martin delivering a thank you and motivational speech to the students and tutors.

#### 4. Future Focused

- 4.1. D&A Secures £5m Capital Investment – The College was [delighted to receive confirmation](#) of significant investment from the Levelling Up Partnership fund, a UK Government initiative worth £20 million for the Dundee region. This money will be used to improve/enhance our future infrastructure. Half a million pounds has been given to support the creation of a state-of-the-art Health and Social Care facility. The second bid, worth £4.5 million, will form the start of our wider campus developments and enhancements.
- 4.2. Digital Strategy & Development Support – Work has progressed over recent months to refresh the focus on digital support and development available to staff. This has included a targeted focus on the potential further digitisation of assessment materials for those teams and subjects that have been showing a continued significant use of photocopying and paper assessments. This focused input is designed to support teams to move to digital assessment where this is appropriate to the needs of the students / subject involved whilst also focusing on any CPD needs of staff. This targeted input will assist with savings activities both in cost and sustainability measures through a reduction in print and paper costs. CPD support by the Learning & Digital Resources Team will be rolled out in June and August / September 2024.
- 4.3. Multiply Project – Following on from the curriculum presentation at the February Learning and Teaching Committee, our successful Multiply project was featured on STV news. [College homework club helping families learn maths together](#). The innovative Homework Clubs in Angus are going from strength to strength with pupils, parents and schools recognising the positive impact of the intervention to support maths and numeracy skills.
- 4.4. Positive Approach to Assessment: Transition from SQA Graded Unit Exam to MS Forms via Teams Assignments – The Computing and Quality teams have worked together with the Scottish Qualifications Authority (SQA), to assess viability, seek approval and implement the transition of the SQA Graded Unit SCQF level 7 exam



from a traditional paper format to a digital means of assessment. Early in the academic year, the Computing team began exploring the potential of integrating MS Forms as an alternative assessment tool, enhancing the assessment approach while maintaining robust quality standards. This collaborative effort demonstrates the commitment to continuous enhancement and innovation in learning, teaching and assessment.

- 4.5. New Barber Salon Opens at Dundee & Angus College's Arbroath Campus – The new state-of-the-art salon is designed to industry standard and will give students a vibrant and immersive learning environment while offering customers a first-class service. Staff, students, and industry professionals attended the salon launch on Monday 29th April when Simon Shaw, Global Artistic Director of WAHL delivered an inspirational showcase barbering demonstration. Simon said “If you want to learn how to do Barbering qualifications through a college then Dundee and Angus College is certainly the place to be right now.”
- 4.6. David Wilson-Wynne: A Distinguished Dementia Care Consultant visits the Health and Social Care team – David Wilson-Wynne, the Senior Dementia Care Consultant at the Dementia Services Development Centre, was invited to deliver a professional development session to the Health and Social Care staff team. David has 17 years of experience in both clinical and non-clinical roles and has founded 2 essential dementia support organisations – the Total Recall Memories Choir and Dementia Support Scotland. David's insights will enhance learning and teaching, with theory aligning seamlessly with practice and emphasises person-centered care. The Health and Social Care team are now better equipped to educate future care professionals, fostering compassionate and informed care.

## 5. Thriving Community

- 5.1. Staff Survey Outcomes & Next Steps – We are delighted to report that nearly 60% of all staff completed the recent staff survey, the highest response rate we have had in any staff survey over recent years, and I want to say a massive thank you to everyone who has taken the time to complete the survey, and also provide the extensive range of comments and feedback received. A wide range of anonymous conversations have also been progressing over the past couple of weeks, with all of this adding to the rich vein of information available from the survey process.

The high-level responses from the survey are similar to previous years (in brackets), with a couple of clear exceptions:

- 476 respondents c.59% response rate (53%)
- Engagement Index 81 (80)
- Happiness Index 76 (76)
- Learning and Growth 65 (72)
- Wellbeing and Mental Health 57 (56)
- Goals and Strategy 53 (67)

There is a range of steps and activities that will follow on from the survey outcomes, including the sharing and discussion of feedback at team level and the discussions around outcomes, themes and actions with Managers and Unions. All of this will take time, and we are looking at plans and arrangements to work through this between now and the autumn to give time for discussion, reflection and actions to progress. A further update on progress will be published later in the year and a discussed planned at the HR & D Committee.

- 5.2. D&A STEM Club – The D&A STEM Club, delivered by the Science team, has run throughout the year on Monday lunchtimes. The sessions have been a mix of lab activities, some of which help to practice and reinforce skills gained on our science courses, and others, which are not covered in the courses, provide additional experience for students. Following feedback from students, some weeks were allocated to drop-in support, especially around critical points for exams and course work. Additional support sessions for study planning and techniques have also been provided.
- 5.3. Chartered Institute of Building (CIOB) in Scotland Student Challenge 2024 – A multi-disciplinary team of 4 HNC/D Construction Management, Architectural Technology and Civil Engineering students were victorious at the annual CIOB in Scotland Student Challenge 2024 competition held on 21 February in the Apex Hotel, Dundee. The college team showcased their knowledge and skills and were complimented by the judging panel on their professional presentation, team working and attention to detail before being presented with the winning trophy.
- 5.4. National Supported Internship Day & DFN Project SERACH Graduation – Two of our successful DFN Project SEARCH students were invited to attend a parliamentary reception in Westminster last month as part of National Supported Internship Day which aims to highlight the barriers faced by individuals with learning disabilities and autism in accessing meaningful employment. Amy Brown and Claire Halliday were part of the first ever college intake of DFN Project SEARCH students. As a result of participating in the programme, both Amy and Claire secured employment at Dundee and Angus College as a Support Worker and Learning and Digital Resources Assistant respectively. The 2024 DFN Project SEARCH Graduation was also held on 31<sup>st</sup> May. It was an amazing event and a testament to the partnership, the project, or staff and our amazing interns. [You can read more here.](#)
- 5.5. Association of Hairdressers and Therapists (AHT) Scottish Regional/National Competition – As the overall winner of last year's competition, D&A had the honour of hosting the Association of Hairdressers and Therapists (AHT) Scottish Regional Competition in the Hair and Beauty School at Kingsway Campus. Over 300 competitors from 7 colleges across Scotland took part in wide range of categories from Bridal Hair Styling to Carnival Themed Hair and Makeup. Showcasing their skills, Dundee and Angus College students came away with 7 first place, 2 second place, and 3 third place wins. Carrie Wilson won the new Overall Outstanding Student Award, voted by all the judges at the competition, highlighting that D&A students are a cut above. [Three D&A students then shone at the national final, bringing home two gold and one silver medal.](#)
- 5.6. ESOL Graduation – On Wednesday 29th May, Dundee & Angus College hosted graduation ceremonies at their Arbroath and Gardyne Campuses, honouring and celebrating their exceptional ESOL (English for Speakers of Other Languages) students that captured the heart of their remarkable achievements. [The event, marked with emotion and pride was celebrated by more than 250 students](#) from more than 30 different nationalities as they walked across the red carpet to receive their certificates in recognition of their hard work and dedication.
- 5.7. Staff Step up for Thrive Project – Staff from the College have raised more than £1,300 for the Thrive Project by completing two major fundraising challenges. The Challenges collectively named 'Step Up for Thrive' included a gruelling Three Peaks Challenge undertaken by the Sports and Fitness Team and a Three Campus Challenge completed by staff members from across the College. Well done to all staff [involved as well as those who kindly donated.](#)

5.8. Staff Awards 2024 – The annual staff awards event will take place on the afternoon of Thursday 20 June 2024 in the Gardyne campus Atrium. These awards recognise the amazing work that staff across the College undertake on an on-going basis and give an opportunity to recognise the efforts of staff that go ‘above and beyond’ in their work. Awards are presented in three sections, Staff Nominated Awards; Student Nominated Awards and Executive Nominated Awards. Seventy staff nominations have been received this year, with these supplemented by hundreds of student nominations. Board members are welcome to join the awards event on 20 June if they wish.

## 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 18 June 2024**



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**NATIONAL BARGAINING UPDATE**

**PAPER H**

# **BOARD OF MANAGEMENT**

## **Tuesday 18 June 2024**

### **National Bargaining Update**

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#### ***Paper for discussion***

### **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.

Settlement has now been reached with support staff, with discussions on-going in respect of academic staff. Details around the current situation for each staff group are summarised below.

In addition to the formal national bargaining process, further interventions have been made by the Minister for FE, HE and Veterans to seek to break the deadlock. It is understood that these discussions have confirmed that no additional funding would be provided by the Scottish government and both sides were encouraged to work together on possible settlement.

Discussions were also progressed in respect of the national bargaining lessons learned exercise undertaken with a view to supporting engagement to progress the recommendations made through this report.

### **2. Academic Staff Negotiations**

Since the previous update there have been significant further national discussions between the Colleges Employers Association and EIS-FELA. These discussions have reaffirmed the three year offer for the period 2022 – 2025 and focused on the potential offer for the 2025 – 2026 academic year. Discussions have also progressed in respect of wording around compulsory redundancy and this overall this progress is welcomed.

As the pay and other disputes continue, targeted and national strike days have been announced across the sector, with strike days impacting on D&A for 4 out of 5 days per week through to Friday 28 June 2024. Engagement in strike action continues to fluctuate for D&A staff around the 20% level on each strike day.

### **3. Support Staff Negotiations**

Following further national discussions, Unison agreed to put a revised three year offer out to a membership ballot. The pay elements of this offer remain as previously noted, with revised wording agreed in respect of compulsory redundancy.

This reworded offer was accepted overwhelmingly by Unison members, mirroring similar earlier outcomes from GMB and Unite memberships nationally (GMB are the predominant union for support staff at D&A, particularly within the Dundee campuses).

With this agreement now approved by all three nationally recognised unions, arrangements have now been progressed to put payment of the deal into effect in July 2024. This is a very welcome outcome that will allow support staff to benefit from the pay award, including substantial back pay elements for some staff.

Individual arrangements to support staff in receipt of Universal Credit impacted by the level of back pay are being discussed on a case by case basis.

#### **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 nearing completion, with the College (in common with most others) considering the option to withhold / deduct payment of up to 100% where staff are engaged in ASOS and withhold student results. This approach reflects the legal advice received regarding the ASOS action constituting a similar breach of contract to strike action.

#### **5. Other National Discussions and Developments**

The national dispute with academic staff surrounding the use of instructor roles (dating from 2021) remains open, with no progress made on resolution of this.

National discussions in respect of Support Staff Job Evaluation have also not progressed to any extent and there remain significant issues to be resolved. Alongside this it is noted that the national funding set aside to fund the implementation of job evaluation outcomes (c.£70 million) has reverted to the Scottish Government and is no longer held by SFC.

Initial discussions have been held with Unions and Scottish Government in respect of a potential pilot project on a 4 day working week for Support staff. These discussions are at a very early stage and are progressing slowly.

National discussions have been ongoing over several years with limited progress to support development of a suite of national policies. Discussions are also continuing in respect of additional guidance to support the Academic staff Transfer to Permanency arrangements.

#### **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 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)
- 3.12 Failure to attract, engage, retain or develop appropriately qualified staff.

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

**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**



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**FINANCE & INFRASTRUCTURE ITEMS**

**11.2- 2024/25 BUDGET**

**PAPER I**



# BOARD OF MANAGEMENT

Tuesday 18 June 2024



## 2024/25 Draft Budget

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### *Paper for approval*

#### **1. Introduction**

The College's new financial year starts on 1 August 2025. Our Articles of Governance set out the responsibilities of the Board in relation to approval of the annual budget. In accordance with these articles, the Finance and Property Committee considered and approved this draft budget for submission to the Board for final approval on 28 May 2024.

#### **2. Recommendation**

The Board is asked to consider and approve the 2024/25 Draft Budget. The Board is also asked to note the Indicative budgets for 2025/26 and 2026/27.

#### **3. Context**

College Funding Allocations and Credit Thresholds were published by the Scottish Funding Council on 30 May 2024. Our indicative credit threshold remains unchanged from 2023/24 at 98,307.

Our Teaching Funding allocation remains at the same level as 2023/24 £31.371m (excluding the Job Evaluation Funding set-aside). This 'flat cash' settlement represents a real term cut to our funding.

Unison confirmed that acceptance of the support staff pay and terms and conditions offer for 2022 to 2025 on 31 May 2024. We expect to make payments to staff in July and August. No pay settlement has been reached with academic unions for the 2022/23, 2023/24 or 2024/25 national pay award. Provision for the 2024/25 pay offer is included within this budget.

#### **4. Overview of 2024/25 Draft Budget**

The 2024/25 draft budget is a deficit of £0.464m and we require a surplus of £0.457m to meet our annual loan repayment.

<b>Movement between April 2024 projected outturn and 2024/25 Draft Budget</b>	<b>Projected outturn 2023/24 £000</b>	<b>Draft Budget 2024/25 £000</b>	<b>Movement</b>	
			<b>£000</b>	<b>%</b>
<b>Income</b>				
Total SFC Grants	35,411	34,830	(581)	(2)
Total Tuition Fees	3,283	3,124	(159)	(5)
Total non-core income	4,616	3,789	(826)	(18)
Total catering and other income	2,188	2,526	338	15
Total ALF Income	700	0	(700)	(100)
<b>Total Income</b>	<b>46,198</b>	<b>44,269</b>	<b>(1,928)</b>	<b>(4)</b>
<b>Expenditure</b>				
Total Pay Costs	33,747	35,317	(1,570)	(5)
Total non-staff costs	11,882	9,416	2,466	21
<b>Total Expenditure</b>	<b>45,629</b>	<b>44,733</b>	<b>895</b>	<b>2</b>
<b>Cash-backed surplus/(deficit)</b>	<b>569</b>	<b>(464)</b>		
GTL Surplus/(deficit)	(20)	0		
<b>Consolidated cash-backed surplus/(deficit)</b>	<b>549</b>	<b>(464)</b>		

As usual at this point in the budget cycle, there are elements of the budget that require more analysis and management will continue to work towards a more sustainable position. An update on progress with this work will be provided to the Finance and Property Committee and Board Autumn meetings.

Appendix A shows the Draft 2024/25 budget compared to our projected outturn at 30 April 2024. Further detail on income and expenditure is included as Appendix B.

The following sections explain the main movements between our 2023/24 projected outturn and 2024/25 Draft Budget.

## 5. Income

Overall, our income is expected to reduce by £1.928m (4%) in 2024/25 compared to the April 2024 forecast outturn.

### SFC Grant Income

SFC Grants remain consistent with 2023/24 levels, at £31.371m. £0.320m of 2022/23 clawback was not taken back by the SFC in 2023/24.

We have received indications that SFC will fund the cost of the SPPA pension increase in 2023/24 and 2024/25. Though not yet confirmed in writing, we have assumed we will receive £300k in the 2024/25 draft income budget.

We received one off funding in 2023/24 from SFC for infrastructure enhancements £300k, Digital poverty £183k and Flexible Workforce Development Fund £80k. This funding is not expected to continue into 2024/25.

### **Tuition Fee Income**

Overall, budgeted tuition fee income is expected to reduce by £160k compared to the 2023/24 projected outturn. This is based on current HE numbers, which are currently down by 7% compared to targets for 2023/24.

We expect fewer international students in 2024/25 and have based our budget on 15 students. We are forecasting 1,044 HE students, 80 less than in the current year.

### **Non-core Income**

Budgeted non-core income has reduced by £826k compared to the April projected outturn. This is due to some projects ceasing after 2023/24 as well as reprofiling of some on-going project income. We have included some income relating to projects that we expect will be approved and the position will be updated once final funding decisions are known.

### **Catering and Other Income**

There is an increase to catering and other income totalling £334k. This is mainly due to additional income expected from Gardyne Fitness Suite £251k, catering sales £84k and our Arbroath nursery £73k. This is offset by a reduction in bank interest £50k and other small movements.

## **6. Staff Pay**

Budgeted staff pay has increased by £1.57m compared to 2023/24. The following pay adjustments have been included in the budget:

- 2024/25 pay award of £1,500 per FTE, circa £1.1m
- Additional Scottish Teachers Pensions Scheme costs resulting from the increase to employer contributions from 23% to 26%, (circa £300k)
- Savings of circa £100k from the reduction in Local Government Pension Scheme employer contributions (17% reduced to 15.7%)
- Provision for continued Voluntary Severance Scheme £300k.

## **7. Non-staff expenditure**

Non-Staff expenditure has reduced by £2.468m in 2024/25. Our utility suppliers have indicated a reduction to costs in 2024/25 and we expect this to save approximately £400k compared to 2023/24 charges. We received £700k in 2023/24 from the Arms-Length Foundation towards one off digital and infrastructure costs.

Finance staff met with all budget holders to identify their non-staff budget requirement for 2024/25 and budget holders responded well to this process by reducing non-staff expenditure by more than £192k across the College.

We have budgeted for a net cost of £185k for our three campus kitchens. We are planning to undertake a review of our catering provision across the three campuses during the 2024/25 financial year.

A net deficit of £20k is included in the 2024/25 budget relating to the Arbroath Nursery. We are currently working on a business plan which aims to bring the Nursery closer to a break-even position.

## **8. Contributions to the College**

We have included a net contribution of £238k from strategic projects in the 2024/25 draft budget. This will be updated once we know the outcome of project bids.

Net contributions will be achieved from the activities of the Service Design Academy, with a small contribution to management and administration costs received from the Energy Skills Partnership of £20k in 2024/25.

The review of the operation of the Sports Centre is currently underway and we anticipate we will generate a net contribution of £12k to the College in 2024/25.

## **9. Subsidiary company – Gardyne Theatre Limited**

Work on a five-year business plan for the Theatre is in hand and the Finance and Property Committee received a report on progress at its meeting on 28 May 2024. We have included a break-even budget in the projections for 2024/25.

## **10. Capital Expenditure**

In recent years we were allowed considerable flexibility in how we used our capital maintenance funding. This funding was specifically for lifecycle and high priority backlog maintenance, but this expenditure by its very nature is not always capitalised. As a result, we have capitalised on a small proportion of our capital budget (CDEL) spend for a number of years.

In February we reported an emerging risk around the way we must use our capital budget. Scottish Government and the SFC now require all college sector capital funding to be capital spend rather than the previous mix of capital (CDEL) and revenue (RDEL) expenditure.

Our 2024/25 indicative capital budget is £2.530m. We have been working with SFC, the Finance Director's Network and our auditors to mitigate this risk. Following on from this work, steps are in place to review our Capitalisation Policy and thresholds with a view to applying a more aggressive capitalisation policy. We are currently working with auditors on this matter and anticipate that a reasonable resolution will be achieved to offset the initial risk.

## **11. Cash Flow Forecast**

Current predictions are for an opening cash position of almost £3.3m to fall to circa £1.2m by July 2025 after the loan repayment due in August and with disposal proceeds off-setting potential negative working capital movements. Cash, free of restrictions, could fall as low as £0.4m, which continues to represent a risk. Cashflow forecasts will continue to be closely monitored throughout the year.

Cash Flow Forecast	2023/24 April Forecast £000	2024/25 Draft Budget £000
<b>Cash backed surplus/(deficit)</b>	<b>511</b>	<b>(464)</b>
Loan repayment	(457)	(457)
Capital Expenditure	(400)	(2,530)
Capital funding	400	2,530
Asset Disposals		185
Working capital movements	(2,400)	(1,290)
<b>Net Movement in cash balances</b>	<b>(2,346)</b>	<b>(2,026)</b>
Opening cash balances	5,532	3,257
<b>Closing cash balances</b>	<b>3,257</b>	<b>1,231</b>

## 12. Risks to our 2024/25 Budget

Key risks to our main budget categories are set out in Appendix C.

## 13. Conclusion and next steps

The 2024/25 draft budget was developed at a high level for the most part. Over the coming months we will refine the budget as new data and information is known. We are currently working to transition to a more 'bottom up' budget process, particularly in terms of building our staffing budget from individual employee level. As this work progresses, this data will be used to review the 2024/25 budget.

Work will continue in the coming months to take steps to reduce the budget deficit of £464k. This will be presented as part of the management accounts and forecast reports to future meetings.

## 14. 2025/26 and 2026/27 Indicative budgets

Indicative budgets for 2025/26 and 2026/27 are included at Appendix D. Current indications are that the College will have a deficit of £2.2m in 2025/26, rising to £3.3m in the 2026/27 academic year.

The indicative budgets include the following assumptions:

- SFC income remains at flat cash for both years;
- Non-SFC income, including grants and commercial income remain in line with 2024/25 levels. We have removed income and expenditure for some grants that cease after 2024/25;
- We have included 3% pay awards, in line with current Public Sector Pay Policy

- Employers pension contributions and national insurance contributions remain at 2024/25 levels;
- Non-staff expenditure remains broadly at 2024/25 levels.

The main movements in the indicative budgets arise from the expected cessation of grant funding (e.g. Energy Skills Funding ends July 2025) as well as the impact of a 3% pay increase in each year.

Work will continue on refining the indicative budgets alongside work to bring the 2024/25 budget closer to a break-even position. This information will be used as the basis for our Financial Forecast Return (due for completion 28 June 2024) as well as our updated Financial Strategy which will be presented to Members in Autumn.

## **15. Link to Strategic Risk Register**

Consideration of the options suggested in this report will support the mitigation of our financial risk identified within the Strategic Risk Register namely;

2.2 – failure to achieve institutional sustainability

**Author:** Nicky Anderson, Director of Finance  
**Executive Sponsor:** Simon Hewitt, Principal

Movement between April 2024 projected outturn and 2024/25 Draft Budget	Projected outturn 2023/24	Draft Budget 2024/25	Movement	
	£000	£000	£000	%
SFC teaching grant and capital	34,229	33,901	(328)	(1)
Other SFC grants	1,182	929	(253)	(21)
<b>SFC Total</b>	<b>35,411</b>	<b>34,830</b>	<b>(581)</b>	<b>(2)</b>
Tuition fees	3,283	3,124	(160)	(5)
Non-core income	4,616	3,789	(826)	(18)
Catering and other income	2,188	2,526	334	15
Donation from ALF (revenue)	700	0	(700)	(100)
<b>Total Income</b>	<b>46,198</b>	<b>44,269</b>	<b>(1,933)</b>	<b>(4)</b>
<b>Staff Pay</b>				
Teaching pay - established	15,684	16,507	(823)	(5)
Teaching pay - variable	1,909	2,169	(261)	(14)
Invoiced staff costs	192	268	(76)	(39)
Teaching support pay	2,630	2,730	(100)	(4)
Support pay	12,513	12,805	(293)	(2)
Apprenticeship levy	108	108	0	0
Voluntary Severance Scheme	300	300	0	0
Unfunded pension payments	412	430	(18)	(4)
<b>Total Pay Costs</b>	<b>33,747</b>	<b>35,317</b>	<b>(1,570)</b>	<b>(5)</b>
<b>Non-staff Costs</b>				
Staff related costs	286	307	(21)	(7)
Consumables and equipment	2,006	1,660	346	17
Exam fees	775	749	25	3
Student related costs	194	159	35	18
Property cost	4,527	3,397	1,131	25
ICT and telephony	1,630	1,059	571	35
Insurance	163	188	(25)	(15)
Marketing	164	329	(165)	(101)
Professional fees	325	161	164	50
General overheads	322	321	1	0
Interest and charges	143	101	42	30
VAT	1,348	985	363	27
<b>Total Non-pay Costs</b>	<b>11,882</b>	<b>9,416</b>	<b>2,468</b>	<b>21</b>
Total income	46,198	44,269	(1,933)	(4)
Total expenditure	45,629	44,733	897	2
<b>Non-consolidated surplus/(deficit)</b>	<b>569</b>	<b>(464)</b>	<b>1,033</b>	
Gardyne Theatre surplus/(deficit)	(20)	0		
<b>Consolidated surplus/(deficit)</b>	<b>549</b>	<b>(464)</b>		

## Detailed Draft Budget

SFC Grants	Projected outturn 2023/24	Indicative funding 2024/25	Movement	
	£000	£000	£000	%
Teaching funding	31,691	31,371	(320)	(1.0)
Capital maintenance	2,538	2,530	(8)	(0.3)
<b>Other SFC grants:</b>				
SPPA pensions increase funds	150	450	300	200
Estates - additional in year	300	0	(300)	(100)
Digital poverty as capital	183	0	(183)	(100)
Funding for mental health	80	90	10	13
EMA Admin Grant	16	16	0	0
Access to sanitary products	23	23	0	0
Energy Skills Partnership	350	350	0	0
Flexible Workforce Development Fund	80	0	(80)	(100)
<b>Total SFC Grants</b>	<b>35,411</b>	<b>34,830</b>	<b>(581)</b>	<b>(2)</b>

Tuition Fees	outturn 2023/24	Budget 2024/25	Movement	
	£000	£000	£000	%
FE Fees - Non Advanced	0	0	0	0
Part Time Fees - FE	127	125	(2)	(1)
Part Time Fees - HE	151	143	(8)	(5)
Distance Learning - Advanced	1	0	(1)	(100)
Part-time Leisure	4	2	(2)	(61)
Commercial Short Course Fees	593	731	138	23
Internal delivery recharges	8	0	(8)	(100)
International Student Fees	147	118	(29)	(20)
HE Fees	1,462	1,342	(121)	(8)
HE - own Degrees	49	73	24	48
HE - Franchising	725	572	(152)	(21)
HE Degree Collaboration fees	18	18	0	0
<b>Total Tuition Fees</b>	<b>3,283</b>	<b>3,124</b>	<b>(160)</b>	<b>(5)</b>



Non-core income	outturn	funding	Movement	
	2023/24 £000	2024/25 £000	£000	%
Managing Agents - SNIPEF	71	71	0	0
Managing Agents - Construction Skills	305	305	0	0
Managing Agents - SECTT	105	105	0	0
Skills Dev Scotland: S/S & Mas	507	510	3	1
SDS Foundation Apprentices L6	54	0	(54)	(100)
FITA (Non-Funded Tuition) School Programme	6	8	2	33
Commercial: Work-Based	191	180	(11)	(6)
Aberdeenshire Council Care	30	30	0	0
SFC: ESP income non-cash adjustment	229	209	(20)	(9)
DCC: Senior Phase	73	68	(5)	(7)
Angus & Aberdeen: Senior Phase	94	94	0	0
Performing Arts Tours	22	22	0	0
Esports Kidsclub	10	10	0	0
Sports Scotland	40	40	0	0
SDS: Michelin Skills Academy	0	0	0	0
TCD: TCEP	338	412	75	22
TCD: Life Sciences	197	311	114	58
TCD: SME	235	472	237	101
TCD: Digital Skills	68	48	(20)	(29)
SG Energy Efficiency funding-works	600	0	(600)	(100)
SG Energy Efficiency funding-fees	43	0	(43)	(100)
MSIP Skills Academy Management Fee	44	44	0	0
Multiply Project (UKSPF)	522	190	(332)	(64)
Data is everyone's business (UKSPF)	100	0	(100)	(100)
Greenskills (UKSPF)	0	200	200	0
SME Upskills (UKSPF)	0	350	350	0
MSIP Improvement Works funding (UKSPF)	50	0	(50)	(100)
Angus Council LEP Beyond Boundaries	45	0	(45)	(100)
Northwood Trust Revenue grants	110	110	0	0
Grant Funding - Seagreen	113	0	(113)	(100)
Miscellaneous Trust Revenue grants	2	0	(2)	(100)
Sponsorship/Awards	1	0	(1)	(71)
Other Grants-Miscellaneous	140	0	(140)	(100)
Other Grants - ESP	270	0	(270)	(100)
<b>Total non-core income</b>	<b>4,616</b>	<b>3,789</b>	<b>(826)</b>	<b>(18)</b>

Catering and other income	Projected	Draft	Movement	
	outturn 2023/24 £000	Budget 2024/25 £000	£000	%
KC'S Cafe	18	13	(5)	(26)
Training Restaurant - Dundee	8	8	0	0
Training Restaurant - Angus	7	7	0	0
Catering Sales - Meals	693	773	80	12
Catering - Isla Takings	176	185	9	5
Gardyne Cafe Bar	2	2	0	0
Vending Services	22	22	0	0
Catering - Commercial	2	3	0	23
School Meal Tickets	33	33	0	0
Cross College Hospitality	23	23	0	0
Theatre - Liquor Sales	1	1	0	0
Theatre - Soft drinks	1	1	0	0
T&D Performances & Community Classes	24	9	(15)	(63)
Beauty Prods - Kingsway	1	5	4	413
Treatments- Kingsway	24	22	(2)	(9)
Treatments - Arbroath	3	3	0	0
Learner Engagement - Misc.Income	1	2	0	31
Library Charges	11	11	0	0
Library Sales	1	1	1	83
Photocopying Charges	3	2	(0)	(12)
Sale Of Course Materials	19	11	(8)	(43)
Sale of Produce	2	1	(1)	(67)
Sale Of Equipment	1	13	13	2,500
Sale Of Scrap	7	7	(1)	(7)
Income - Sale of Recycle Materials	0	1	1	0
Retail Shop Sales	1	1	0	0
Gardyne General Lets	1	1	0	0
Gardyne- Fitness Suite(non-staff)	166	260	94	57
Gardyne- Fitness Suite (staff)	6	4	(2)	(36)
Gardyne Sports Facilities(Hall,Gyms,Pool)	89	246	157	178
Gardyne Sports - DFC membership	8	0	(8)	(100)
Gardyne Sports - DFC lets	0	0	0	0
DFC Lease	60	60	0	0
MSIP space rental	18	27	9	50
Arbroath Lets	1	1	0	0
Arbroath SDS Rental	16	16	0	0
DYW Lease	5	7	2	50
Kingsway Lets	0	1	1	1,000
The Space Lets	8	21	13	173
Lets: Gardener's Cottage Kingsway	5	5	(0)	(2)
BIOMASS RHI	40	40	0	0
EDFE FIT Gen Solar Panels	12	15	3	25
EV Charging Point income	17	18	1	6
Staff Secondments	14	0	(14)	(100)
Support for Learning	120	120	0	0
Misc recharges	10	10	0	2
Sales - nursery	136	209	73	54
GTL: Gardyne Theatre LTO	10	10	0	0
GTL: Gardyne Theatre SLA	10	10	0	0
Wage Subsidy	196	177	(20)	(10)
Thrive@D&A Donations	55	55	(0)	(0)
Purchasing Rebates (Apuc)	1	1	0	0
Miscellaneous Income	4	2	(2)	(47)
Bank Interest Received - General	100	50	(50)	(50)
<b>Total catering and other income</b>	<b>2,188</b>	<b>2,526</b>	<b>334</b>	<b>15</b>

Staff costs	Projected outturn 2023/24	Draft Budget 2024/25	Movement	
	£000	£000	£000	%
Teaching Pay - established	15,684	16,507	(823)	(5)
Teaching Pay - variable	1,909	2,169	(261)	(14)
Invoiced Staff Costs	192	268	(76)	(39)
Teaching Support Pay	2,630	2,730	(100)	(4)
Support pay	12,513	12,805	(293)	(2)
Apprentice Levy	108	108	0	0
VS Scheme	300	300	0	0
Unfunded pension payments	412	430	(18)	(4)
<b>Total Pay Costs</b>	<b>33,747</b>	<b>35,317</b>	<b>(1,570)</b>	<b>(5)</b>

## Appendix C

Risk area	Risk Controllable/not controllable	Commentary and mitigations
SFC tuition funding	Activity is controllable, but we are not fully in control of demand	Our curriculum plans were developed in line with our lower credit target (compared to 2022/23). At the time of writing we have not received our 2024/25 credit guidance. We continue to prioritise our work on improving recruitment and retention.
Capital grant	Activity is controllable. Provision of funding is uncontrollable. Capital grants must now be fully capitalised.	Capital grants must now all be spent on capital activity. We are working with auditors to mitigate the risk that we are unable to utilise all our capital grant.
Other SFC Grants	Provision of funding is uncontrollable, but College can stimulate demand	Other SFC grants have reduced by 21% since 2023/24 as income streams such as Flexible Workforce development Funding have ceased and their reintroduction is unlikely. We are working to secure other external funding to mitigate this risk.
Tuition Fees	Tuition fees are controllable in terms of marketing, recruitment, delivery and retention but we have limited influence over demand.	In recent years, tuition fees have reduced significantly. We are still working to increase our commercial income placing an emphasis on strong and focused marketing activity to mitigate this risk as far as possible.
Non-core Income	Non-core income is partly controllable.	This category includes modern apprenticeship income and grant funding. A review Modern Apprenticeship income is expected in the next financial year. Grant funding provides some contribution to the College, presenting an inherent risk if these income streams are lost or reduced.
Catering and other income	This income is partly uncontrollable.	We are currently working on several projects to increase income and/or reduce costs. These projects include a review of the Sports Centre, Nursery and college catering facilities.
Staff pay	Staff costs are generally controllable, with the exception of the nationally negotiated pay awards and pension provider's setting our contribution rates.	We are currently working on developing a budgeted establishment for the college. This will provide an accurate baseline for monitoring our staff costs during the year as well as more accurate information for in-year decisions.
Property costs	These costs are partly controllable. Utility inflationary pressures have increased this risk.	Effective budget monitoring and sound procurement practices support mitigation of this risk.
Other non-pay spend	These costs are partly controllable though recent high inflation has impacted.	Effective budget monitoring and sound procurement practices support mitigation of this risk.

	Draft Budget 2024/25 £000	Draft Budget 2025/26 £000	Draft Budget 2026/27 £000
SFC teaching grant	31,371	31,371	31,371
Capital grant	2,530	2,530	2,530
Other SFC grants	929	579	579
<b>SFC Total</b>	<b>34,830</b>	<b>34,480</b>	<b>34,480</b>
Tuition fees	3,124	3,201	3,266
Non-core income	3,789	3,324	3,324
Catering and other income	2,526	2,526	2,526
<b>Total Income</b>	<b>44,269</b>	<b>43,531</b>	<b>43,596</b>
<b>Staff Pay</b>			
Teaching pay - established	16,507	17,002	17,512
Teaching pay - variable	2,169	2,235	2,302
Invoiced staff costs	268	276	284
Teaching support pay	2,730	2,812	2,896
Support pay	12,805	13,190	13,585
Apprenticeship levy	108	111	115
Voluntary Severance Scheme	300	309	318
Unfunded pension payments	430	443	456
<b>Total Pay Costs</b>	<b>35,317</b>	<b>36,378</b>	<b>37,468</b>
<b>Non-staff costs</b>			
Staff related costs	307	290	293
Consumables and equipment	1,660	1,695	1,729
Exam fees	749	750	750
Student related costs	159	170	170
Property cost	3,397	3,421	3,438
ICT and telephony	1,059	1,396	1,396
Insurance	188	89	97
Marketing	329	128	131
Professional fees	161	149	150
General overheads	321	298	297
Interest and charges	101	69	45
VAT	985	927	896
<b>Total non-pay costs</b>	<b>9,416</b>	<b>9,382</b>	<b>9,392</b>
Total income	44,269	43,531	43,596
Total expenditure	44,733	45,760	46,860
<b>Non-consolidated surplus/(deficit)</b>	<b>(464)</b>	<b>(2,229)</b>	<b>(3,264)</b>
Gardyne Theatre surplus/(deficit)	0	0	0
<b>Consolidated surplus/(deficit)</b>	<b>(464)</b>	<b>(2,229)</b>	<b>(3,264)</b>

**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**



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**FINANCE & INFRASTRUCTURE ITEMS**

**11.3- CLIMATE EMERGENCY ACTION  
PLAN UPDATE**

**PAPER J**

# BOARD OF MANAGEMENT

Tuesday 18th June 2024

## Climate Emergency Action Plan Update



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### *Paper for noting*

#### **1. Introduction**

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

#### **2. Recommendations**

Members are asked to note the report.

#### **3. Progress Update**

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

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

There are 5 Roadmap elements –

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

It is now two and half years since the College launched its CEAP and as a result of the excellent progress that has been made across the 5 Roadmap elements, the time is now right to review the current CEAP and launch an updated version with new ambitions and targets as we continue our PATH TO NET ZERO.

The review of the CEAP has also coincided with a very successful Internal Audit of our Sustainability Strategy which received a GOOD rating with no recommendations.

The updated CEAP will be launched at the end of June 2024.

There is a full summary of progress that has been made against the set objectives for each Roadmap element in the RAG tables below -

#### 4. Link to Strategic Risk Register

The following risk was accepted by the Board as part of the Strategic Risk Register  
“Failure of D&A plans and activities to deliver on required carbon reductions and sustainability actions necessary to meet national targets and achieve College climate emergency ambitions.”

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

Progressing the Climate Emergency Action Plan unequivocally targets achievement of:






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








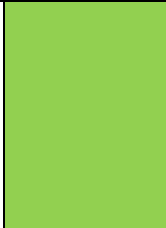


**Author:** Billy Grace, Head of Estates

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

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

### Leadership and Governance Roadmap Targets

Operational Target	Complete By	Progress	Progress RAG
Embed the UN Sustainable Development Goals in College activities, documents and practices	December 2023	SDGs are modelled at Senior Leadership Team meetings and SDGs are now mapped into a range of learning and teaching activities across the different curriculum areas	
Build sustainable thinking and practice into the D&A Way of leading and operating	December 2023	The Climate Emergency is a fundamental element of College 2025 strategic plan	
Gather College Views on Sustainability	Annually	227 members of staff responded to our recent survey, as part of capturing the data on commuting as required to report on Scope 3 emissions.	
(Re)Establish Sustainability Committee	November 2021		
Establish a Student Sustainability Committee	September 2023	Student Sustainability Committee has been established working with the Student Association	
Meet with Leaders (SLT/ Board) to agree Net Zero Targets	October 2021 June 2022	Ongoing	
Incorporate net zero ambitions in 2025 strategy and annual Outcome Agreements	January 2022	Ongoing	
Develop climate adaptation/ climate risk management approach	March 2023	We have assessed the greatest risks/threats to our College estate which we have identified as mainly severe weather occurrences - heavy rainfall, high winds and increased temperatures. We have assessed these risks on a by campus basis, and have identified mitigations which would help reduce the likely impacts.	



Operational Target	Complete By	Progress	Progress RAG
		We are currently finalising our Adaptation Strategy and Risk Assessment documents	
Incorporate sustainability into governance arrangements	December 2023 Now June 2024	The impact of the College not achieving its College's Climate Emergency Action Plan targets is reflected in the Risk Register, however specific reference to meeting our adaptation ambitions should and will be added. Proposal is to adopt a similar approach as to the embedding of Risks into Board and Committee papers	
Embed Sustainable Development Goals into governance arrangements (SDGs)	December 2023	SDGs are modelled at Senior Leadership Team meetings. As with sustainability (above) the intention would be to take a similar approach to Risks into Board and Committee papers.	
Embed climate responsibility into staff development	June 2023	Climate Change development is part of the broader development of the College CPD programme, alongside specific sustainability training opportunities that the Organisational Development team are delivering.	
Secure climate action resource plan/budget (annually)	June 2022	Consideration of a specific budget was undertaken within the context of the financial savings necessary to present a palatable budget for Board approval. It was agreed to target alternative sources of funding which are available to support energy efficiency, decarbonisation of the infrastructure and greening the curriculum and this has been successful with £650k of funding secured during 2023.	
Achieve <a href="#">Carbon Literate Organisation Standard</a> (or equivalent)	June 2023	A diverse group of College staff undertook the Carbon Literacy Training programme to identify its suitability for College-wide roll out.	

Operational Target	Complete By	Progress	Progress RAG
		<p>Whilst the programme was valuable it was deemed to be unsuitable and costly for mass roll-out.</p> <p>The College has now developed its own Carbon Literacy programme and so this objective is no longer relevant and will be removed.</p> <p>.</p>	
Sign up to the <a href="#">Sustainable Development Goals Accord</a>	November 2021		
Use the Community Wealth Building agenda to support College activities and policy developments	December 2022	The pace of driving forward Community Wealth Building within the public sector has been slow, but the College has been working collaboratively with Abertay University and APUC particularly within Estates around supporting local suppliers and local contractors. We will continue to explore other opportunities with other public sector partners.	

## Teaching and Learning Roadmap Targets

Operational Target	Complete By	Progress	Progress RAG
Customise Carbon Literacy programme for D&A	<del>June 2022</del> June 2023	Carbon Literacy programme for D&A has been developed	
Deliver carbon literacy training to staff and students	<del>June 2023</del> June 2024	Training Module has been finalised and will be rolled out to staff and students during the 2024/25 academic session	
Participate in Global Goals Teach In	Feb/March annually	This objective has been achieved with participation in 2022, 2023 and 2024 with participation by a range of departments. We are keen to increase participation with departmental Sustainability Champions being asked to help advocate uptake with the Teach In, in their respective departments.	
Train teaching staff to incorporate sustainability into curriculum for all courses The next stages include: <ul style="list-style-type: none"> <li>• Work with D&amp;G College to create training for all college staff</li> <li>• Contextualise the above training for D&amp;A Staff</li> </ul>	Ongoing - Inclusion in the Lecturing Professional Pathway and it's associated qualifications.	EAUC and LFSS created the Action for Sustainability Course which is held by CDN. D&A have included this in the induction for all staff. Therefore, the work with D&G College was superseded by this.	
		The sustainability training for curriculum has been embedded within the Lecturing Professional Pathway, work on this is embedded and ongoing	
Progress the Sustainability Champions programme to become a bespoke D&A Model for lecturers to learn about sustainability and embedding it in their teaching.	December 2022 Now December 2024	The content from the sustainability champions programme has been split between the courses that new start lecturers undertake as well as stand alone sustainability professional learning sessions.	
Signpost and highlight the SDGs in all D&A professional learning sessions	September 2022	Adding the SDGs to many of the professional learning sessions has become part of the standard process of advertising CPD within the college.	

Operational Target	Complete By	Progress	Progress RAG
Undertake a mapping exercise in each department that articulates how the SDGs are embedded into courses and student learning	June 2023	<ul style="list-style-type: none"> <li>Explored mapping the curriculum through UnitE and other data harvesting options. However, these were not effective.</li> <li>From January 2023, the following pilot was implemented: Academic Development Team (ADT) with the support of HoS identified <b>one team per sector</b> to map <b>one course</b> from the department against the goals. This was supported by the sustainability champion in each area. ADT to met with each course team and facilitated a conversation around how that course and how SDGs are already embedded in practice and learning and teaching approaches. ADT recorded the outcomes of the meeting, support the mapping and create an infographic or interactive tool. An example here: <a href="https://ich.unesco.org/dive/sdg/">https://ich.unesco.org/dive/sdg/</a> This is now and ongoing process with the L&amp;T group &amp; champions continuing to expand this into other areas of curriculum.</li> </ul>	
Review and expand provision of sustainability within Teach@D&A	Annually	This is underway and regular signposting of the SDGs within Teach@D&A is happening throughout the course.	
Showcase good practice in embedding Education for Sustainable Development	Annually	Case studies have been developed showcasing good practise and can be accessed via a specially created Education for Sustainable Development portal page.	

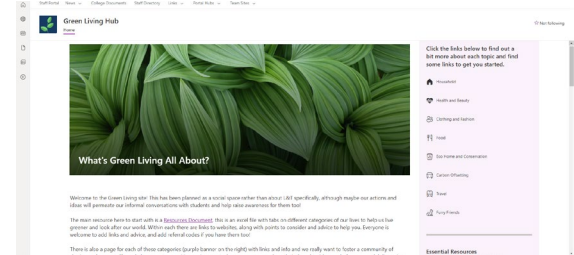
## Estates and Operations Roadmap targets

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

Operational Target	Complete By	Progress	Progress RAG
Apply for grant funding to improve energy efficiency/reduce emissions	July 2023 and Ongoing (as funding becomes available)	Two grant applications to the Scottish Green Public Sector Estate Decarbonisation Fund were successful. £600k for a LED lighting replacement project and Gardyne which has been completed and £40k to assist in carrying out energy audits and feasibility studies to identify potential decarbonisation projects. This project has also been completed which now enables the college to submit additional applications for the capital funding for the decarbonisation projects that they identify.	
Set and implement targets to reduce waste on campus by 50-75%	Ongoing	We have continuously reduced the volume of our waste streams over the last 10 years with the most recent reduction being the removal of all single use plastic bottles from sale. We also continue to separate our wastestreams – general waste, paper, cardboard. We are legally required to segregate our food waste which we process on campus and turn in to high grade compost. We have also introduced reverse vending machines to separate aluminium cans from the general waste stream.	
Implement renewable energy on a part of/all of the estate	Ongoing	We are committed as part of our CEAP to introduce new renewable energy sources as we develop our estate – air source heat pumps were installed to provide heating for the new hair and beauty facility at Kingsway. Feasibility studies have been carried out on all 3 campuses and renewable energy projects have been identified which will be explored further.	
Create fully green energy campuses	2030		
Expand travel policy to reduce emissions from commuting to/from campus	November 2021	Incorporated within the Sustainable Travel Plan which supersedes the previous Travel Policy	

Operational Target	Complete By	Progress	Progress RAG
Replace all petrol/diesel cars and small vans from the College fleet with electric alternatives	April 2022	All small fleet fossil fuel vehicles have been removed, with the exception of one hybrid car that has been purchased due to the long distance travel requirements of Development Officers.	
Create e-cycling hubs on each campus	May 2023		
Create (compliant) sustainable procurement policy	May 2023	The College's Procurement Strategy has been extensively updated to reflect sustainability good practice within procurement and compliance with <a href="#">The Sustainable Procurement Duty</a>	
Install waterless urinals on all 3 campuses	March 2022	Waterless urinals installed across all campuses. Funding was secured via a Business Stream grant application	
Implement a sustainable travel plan	<del>November 2021</del> December 2022	Launch of the Sustainable Travel Plan was delayed to allow the Travel and Subsistence Policy to be updated.	
Implement Cup Cycle scheme	December 2021		
Remove all single use plastic bottles from sale	June 2022	Single use plastic bottles are not available for sale on any campus	
Engage with every operational department to establish sustainability targets	August 2022	Engagement has taken place with a high number of departments, and this will continue on an ongoing basis.	
Develop a carbon offsetting plan	2025		

## Partnerships and Engagement Roadmap Targets

Operational Target	Complete By	Progress	Progress RAG
Sign the Global Climate Letter	November 2021		
Establish climate action network with local council	July 2022	Contact was made with the Dundee and Angus council to explore possibility of College being involved in the wider regional discussions around meeting Climate Emergency responsibilities – membership of Sustainable Dundee Network has been confirmed and College Principal is a member of the Dundee Climate Leadership Group. Similarly the College are represented on the Angus Council Sustainable Energy Climate Action Plan Steering Group	
Work with local community/ council/ businesses to improve local biodiversity	July 2023		
Apply for Green Gown or AoC Beacon Award	Annually	Shortlisted in Green Gowns 2022 for Period Dignity project and also Green Gowns 2023 for Staff Sustainability Champion	
Launch the Green Living site and engage staff (academic and support) with regular interactions.	June 2022	Green Living Hub has been established 	
Develop formal partnership agreements with existing and new partners to include carbon commitments	March 2022 (existing) then ongoing	A number of formal partnerships have been developed to support our climate emergency commitments and ambitions including –	



Operational Target	Complete By	Progress	Progress RAG
		<p><b>Michelin Scotland Innovation Parc</b> – creation of a Skills Academy - national centre of excellence for skills development in renewable energy, sustainable mobility and decarbonisation</p> <p><b>Electric Vehicle Training School</b> – created in partnership with Robert Lawson and Sons to deliver electric vehicle courses and qualifications to assist motor vehicle technicians with the transition from traditional petrol and diesel engines to electric – a contract has also been secured to deliver electric vehicle training to all of Scotland's Emergency Services - Ambulance, Fire and Police fleet technicians.</p> <p><b>Tay Cities Deal - Skills for the Future Lab</b> – A partnership with Seagreen, Total Energies and SSE Renewable that will bring a host of subjects to life, from low-carbon transport and hydrogen to health and safety, the Lab will showcase new and emerging technologies for the engineers of the future, with an array of interactive equipment and resources. Through the latest offshore wind VR software, learners can explore realistic and immersive visualisations of the engineering aspects of wind farms similar to the Seagreen project. The Lab will also house interactive STEM exhibits and the latest computer-assisted design technologies.</p> <p>As well as engaging students with STEM, the Lab will provide hands-on skills and experience for College students and apprentices embarking on 10 brand new industry-</p>	

Operational Target	Complete By	Progress	Progress RAG
		<p>specific courses, including advanced manufacture, robotics, additive manufacture and computer-aided design.</p> <p>The facility will also be a unique resource for local businesses committed to upskilling or re-skilling their teams as part of the transition to net-zero and facilitating research, development and prototyping</p> <p><b>Montrose Zero Four Hub</b> – Partnership with Crown Estates Scotland to attract firms operating in Science, Technology, Engineering and Mathematic and other industries to Montrose ZeroFour (ZeroFour) and in doing so generate training, apprenticeship and upskilling opportunities within the blue and green economies.</p>	
Continue the promote the Period Poverty Project partnership with Angus Community Planning project Free Period Angus, encompassing our college, local schools and community	Ongoing	Launch of regional Tay Cities Period Dignity Working Group with Angus CPP, Dundee City Council and Perth College to share best practice.	
Build on our commitment to tackle food poverty building partnerships with local foodbanks and supermarkets for food donations for our students to assist them in achieving their academic goals	Ongoing	As part of the Thrive@ initiative, as well as providing food larders funded by the Student Association and Catering outlets are providing free breakfasts (cereal/porridge/toast/hot drinks) each day and soup/bread roll is provided at lunchtimes on each campus. This was a huge success during 2023 and has continued in 2024	

## Data Collection Roadmap Targets

Operational Target	Complete By	Progress	Progress RAG
Develop and implement plan to measure Scope 3 emissions	<del>December 2022</del> November 2023	Scope 3 emissions are currently being measured based on annual spend with emissions data being provided by APUC – Advanced Procurement for Universities and Colleges. This is a very non-scientific measurement and work is continuing nationally to establish a robust and meaningful data output for Scope 3 emissions.	Green
Create a system to collect all business travel information	<del>July 2022</del> <del>July 2023</del> Oct 2024	The current reporting system doesn't allow for the data to be gathered seamlessly. Propose the target date is moved to October 2024. This would allow time for discussion with all relevant departments. (Scope 3)	Yellow
Collection of student and staff commuting data	<del>July 2022</del> <del>July 2023</del> July 2024	After discussions with the Business Intelligence Officer, it was decided that a travel survey would be the best way to gather the data required. The survey has been developed and will be put to staff and student w/b 6 <sup>th</sup> May 2024.	Green
Collection of purchased goods and services, transportation and distribution (up-and downstream)	December 2022	This is being progressed as part of the procurement strategy within tender exercises	Green

**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**



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**FINANCE & INFRASTRUCTURE ITEMS**

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

**PAPER K**

# Finance & Property Committee

Tuesday 28 May 2024



## Management Accounts & Forecast Outturn

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### *Paper C for information*

#### **1. Introduction**

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

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.

## **Staff pay**

Pay awards for both academic and support staff remain unresolved with industrial action by the academic union, EIS/FELA taking place. At the time of writing this report, Unison is balloting their members. We expect the ballot result at the end of May. 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 Voluntary Severance (VS) provision remains unchanged at £300K. 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.

## **Projects**

We have secured final approval for our third Tay Cities Deal project 'Tay Cities Life Sciences, Biotechnology and Medical Technology' and all three are reflected in this forecast. Additional project grants have also been secured, including more funding from UK Shared Prosperity Funds (UKSPF) and these are expected to provide contribution to established costs.

## **RAAC**

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, 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.

## **Capital**

In recent years we were allowed considerable flexibility in how we use our capital maintenance funding. This funding was specifically for lifecycle and high priority backlog maintenance, but this expenditure by its very nature is not always capitalised. As a result, we have capitalised very little of our capital budget spend over the years.

In February we reported an emerging risk around the way we must use our capital budget. Scottish Government and the SFC indicated that from 1 April 2024, all college sector capital funding must all be capital spend rather than the previous mix of capital and revenue expenditure. In 2023/24, apart from our loan repayment of £457k, all spend from our capital budget is expected to be revenue by nature. Capital funding is allocated on a fiscal year basis and we estimated the change from 1 April 2024 would mean a risk to circa £800k of our capital funding in 2023/24.

The SFC have since agreed flexibility for 2023/24. However considerable challenges remain around our 2024/25 capital budget of £2.530m (indicative). We have been working with SFC, the Finance Director's Network and our auditors to identify ways to mitigate this risk. We plan to review our Capitalisation Policy and thresholds for the 2023/24 annual accounts and we will apply a more aggressive capitalisation policy. We are currently working with auditors on this and the reviewed policy will be presented to this Committee alongside the 2023/24 Draft Annual Report and Accounts for approval.

#### 4. Summary of results

This forecast predicts a **Cash-backed surplus of £549K**, an increase of £26K upon the last forecast of £523K, 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 April is a surplus of £1.413k. This is £0.69k below budget. This is likely due to the timing and recognition of income and expenditure.

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.

<b>Main movements to forecast:</b>	<b>£000's</b>
<b>Cash-backed surplus - January 2024 forecast</b>	<b>523</b>
Other SFC grants – capital maintenance grant	(200)
Tuition fees	(98)
Non-core income	196
Catering and other income	148
Staff pay	207
Property costs, including professional services	(135)
Other net income, consumable and other costs	(92)
<b>Cash-backed surplus - April 2024 forecast</b>	<b>549</b>

#### 5. Income

Other SFC grants – We have reduced the capital maintenance grant projection by £200k for the period 1 April 2024 to 31 July 2024. This is based upon our expectation of capital expenditure during this period.

Tuition Fees - The projection for income relating to Service Design Academy commercial short courses reduced by £98k as there are fewer courses planned than expected.

Non-core income – This projection increased by £196k mainly due to reprofiling of the Tay Cities Deal £50k and Multiply £105k projects. UK Shared Prosperity Funding – Bridging the Coding Gap of £35k was approved.

Catering and other income – This projection increased by £148k overall. Key movements relate to Thrive £55k, secondment of staff to other organisations £49k and bank interest £25k.

The performance metric 'Proportion of income that is SFC grant funded' continues to reduce and remains at 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 have reduced by £207k. This is primarily due to lower than expected established teaching, teaching support and support pay, £345k. This is offset by a £138k increase to variable teaching pay. The reasons for this underspend include strike deductions and a reduction in Development Officers pay.

Tayside Pension Fund has confirmed a reduction in employer contributions from 17% to 15.7% from 1 April 2024. This is included in the projection.

Teacher's pension scheme contributions increased from 23% to 26% from 1 April 2024. We expect Scottish Government to fund the additional cost of £150k (April to July 2024) and this is included in the projection.

The Voluntary Severance Scheme is open until Friday 21 June 2024. Approved voluntary severance applications are included in the projections.

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

## **7. Non-Pay Costs**

Non-pay costs have increased by £208k overall. 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 net reduction in utility costs.

## **8. Subsidiary Company**

Gardyne Theatre Ltd is expected to generate a £20k loss in 2023/24 based on current costing models. This projection takes no account of the net costs absorbed by the college in supporting the Theatre's 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**

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 30 April is £5.05m 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 £3.3m. Unrestricted cash therefore represents only approximately 16 days cash, relative to forecast expenditure.

Cash balances predicted for July 2024 circa £3.3m. 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

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

**Dundee and Angus College**  
**Income and Expenditure Report**  
**Month 9, April 2024**

	2022/23	Month 9, April 2024			Full Year 2023/24			
	Actual	Q3 Forecast	Actual	Variance from Forecast	Budget	Q2 Forecast	Latest Q3 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	23,848	23,848	-	31,371	31,691	31,691	-
SFC ESF Credits	189	-	-	-	-	-	-	-
Other SFC grants	5,164	3,038	2,844	(194)	3,470	3,920	3,720	(200)
<b>SFC Total</b>	<b>36,340</b>	<b>26,886</b>	<b>26,692</b>	<b>(194)</b>	<b>34,841</b>	<b>35,611</b>	<b>35,411</b>	<b>(200)</b>
Tuition Fees	3,242	3,199	3,135	(64)	3,202	3,381	3,283	(98)
Non-Core income	2,703	2,981	3,235	254	3,066	4,420	4,616	196
Catering & other income	2,150	1,731	1,761	30	2,093	2,041	2,188	147
Donation from ALF (revenue)	-	700	700	-	700	700	700	-
<b>Total Income</b>	<b>44,435</b>	<b>35,497</b>	<b>35,523</b>	<b>26</b>	<b>43,902</b>	<b>46,153</b>	<b>46,198</b>	<b>45</b>
Teaching Pay - established	16,749	11,658	11,658	0	15,600	15,827	15,684	143
Teaching Pay - variable	2,410	1,601	1,570	31	2,506	1,771	1,909	(138)
Invoiced Staff Costs	284	118	125	(7)	229	165	192	(27)
Teaching Support Pay	2,414	1,931	1,931	0	2,538	2,696	2,558	138
Support pay	11,416	9,309	9,309	0	11,972	12,667	12,585	82
Apprenticeship Levy	102	83	75	8	108	108	108	-
VS Scheme	1,501	-	146	(146)	-	300	300	-
Unfunded pension payments	394	315	305	10	420	420	412	8
<b>Total Pay Costs</b>	<b>35,270</b>	<b>25,015</b>	<b>25,119</b>	<b>(104)</b>	<b>33,373</b>	<b>33,954</b>	<b>33,748</b>	<b>206</b>
Staff related costs	289	214	216	(2)	299	313	286	27
Consumables & Equipment	1,410	1,180	1,438	(258)	1,586	2,013	2,006	7
Exam fees	726	661	568	93	740	751	775	(24)
Student related costs	171	145	140	5	160	188	194	(6)
Property cost	3,602	3,776	3,728	48	3,935	4,381	4,527	(146)
ICT & Telephony	1,683	1,327	1,268	59	1,793	1,641	1,630	11
Insurance	154	123	122	1	171	163	163	-
Marketing	132	96	88	8	134	158	164	(6)
Professional fees	84	103	82	21	191	324	325	(1)
General Overheads	301	214	195	19	297	320	322	(2)
Interest & Charges	107	107	109	(2)	123	140	143	(3)
VAT	1,038	1,018	1,035	(17)	1,115	1,284	1,348	(64)
<b>Total non-pay costs</b>	<b>9,697</b>	<b>8,964</b>	<b>8,989</b>	<b>(25)</b>	<b>10,544</b>	<b>11,676</b>	<b>11,883</b>	<b>(207)</b>
<b>Cash-backed surplus/(deficit)</b>	<b>(532)</b>	<b>1,518</b>	<b>1,415</b>	<b>(103)</b>	<b>(15)</b>	<b>523</b>	<b>567</b>	<b>44</b>
<b>Add: subsidiary profit/(loss)</b>	<b>(21)</b>	<b>-</b>	<b>(3)</b>	<b>(3)</b>	<b>-</b>	<b>-</b>	<b>(20)</b>	<b>(20)</b>
<b>Consolidated Cash-backed surplus/(deficit)</b>	<b>(553)</b>	<b>1,518</b>	<b>1,412</b>	<b>(106)</b>	<b>(15)</b>	<b>523</b>	<b>547</b>	<b>24</b>

Dundee and Angus College  
#REF!  
Summary Analysis - Income  
#REF!

	Prior Year	Month 9, April 2024			Full Year 2023/24			
	Actual	Q3 Forecast	Actual	Variance from Forecast	Budget	F'cast Q2	F'cast Q3	Variance from last forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Teaching Grant</b>	<b>30,987</b>	<b>23,848</b>	<b>23,848</b>	<b>-</b>	<b>31,371</b>	<b>31,691</b>	<b>31,691</b>	<b>-</b>
<b>SFC ESF Credits</b>	<b>189</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
SFC YPG 2022-23	190	-	-	-	-	-	-	-
SFC-Pension subsidy	-	-	-	-	-	150	150	-
SFC Capital Maintenance grants	3,055	2,438	2,238	(200)	2,588	3,038	2,838	(200)
SFC Digital Poverty as capital	182	183	183	-	-	183	183	-
SFC-Flexible Workforce Dev. Fund	1,109	80	80	-	493	80	80	-
SFC-Reducing Child Poverty	125	-	-	-	-	-	-	-
SFC-Funding for Counsellors	116	80	80	-	-	80	80	-
SFC-ESP Funding	350	233	233	-	350	350	350	-
SFC - Access to sanatory products	23	17	23	6	23	23	23	-
SFC: EMA Admin grant	14	7	7	-	16	16	16	-
<b>Other SFC grants</b>	<b>5,164</b>	<b>3,038</b>	<b>2,844</b>	<b>(194)</b>	<b>3,470</b>	<b>3,920</b>	<b>3,720</b>	<b>(200)</b>
HE Full-time	1,525	1,511	1,509	(2)	1,421	1,511	1,511	-
HE Associates & collaborations	652	672	681	9	639	742	742	-
Part-time Fees	268	249	264	15	268	279	278	(1)
Commercial and Leisure	635	532	527	(5)	700	694	597	(97)
Internal Re-charges	0	8	8	-	-	8	8	-
International Fees	162	146	146	-	174	147	147	-
Other fees	-	-	-	-	-	-	-	-
<b>Tuition Fees</b>	<b>3,242</b>	<b>3,118</b>	<b>3,135</b>	<b>17</b>	<b>3,202</b>	<b>3,381</b>	<b>3,283</b>	<b>(98)</b>
Commercial: Work-Based	255	166	181	15	180	181	191	10
Managing Agents	646	274	110	(164)	474	481	481	-
Skills Dev Scotland: MAs	696	386	370	(16)	450	520	507	(13)
SDS Foundation Apprentices L6	164	35	35	-	-	54	54	-
Other Public Sector contracts	23	22	10	(12)	40	30	30	-
Schools Senior Phase	162	162	153	(9)	162	171	168	(3)
Non-funded tuition	15	4	10	6	6	6	16	10
European Projects	49	-	-	-	-	-	-	-
Energy Skills Partnership (non-SFC)	282	173	199	26	258	238	229	(9)
SDS for MSIP	(2)	-	-	-	-	-	-	-
MSIP Management Fee	15	33	33	-	44	44	44	-
Mathew Trust	-	-	-	0	0	0	0	-
Northwood Trust	81	95	95	-	110	110	110	-
Seagreen funding	155	110	113	3	8	112	113	1
Tay City Deals	108	570	597	27	104	787	838	51
Multiply project (UKSPF)	-	417	427	10	-	417	522	105
MSIP Improvement Woks (UKSPF)	-	50	50	-	-	50	50	-
Data for Everyone (UKSPF)	-	100	50	(50)	-	100	100	-
Angus Council LEP Beyond Boundaries	-	45	45	-	-	45	45	-
SportScotland - Active Sports	-	40	40	-	-	40	40	-
Government Energy Efficiency grants	0	643	640	(3)	643	643	643	-
Misc. grants, funding and sponsorships	26	51	64	13	302	104	143	39
Other grants - ESP	7	-	-	-	270	270	270	-
Other misc. income	21	11	13	2	15	17	22	5
<b>Non-Core income</b>	<b>2,703</b>	<b>3,387</b>	<b>3,235</b>	<b>(152)</b>	<b>3,066</b>	<b>4,420</b>	<b>4,616</b>	<b>196</b>
Consultancy	40	-	-	-	-	-	-	-
Catering	903	807	842	35	1,033	944	952	8
Training Restaurants	37	21	31	10	40	27	32	5
Nursery	192	104	111	7	220	136	136	-
Retail shops	1	-	-	-	-	-	1	1
Salon revenues	24	29	27	(2)	40	38	28	(10)
Gardyne Sport facilities	264	176	210	34	234	268	268	-
General Lets hire of space	94	79	80	1	96	110	109	(1)
Staff secondments	21	1	2	1	13	14	14	-
Support cost grants	132	112	106	(6)	120	120	120	-
GTL revenue from LTO and SLA	20	8	8	-	20	20	20	-
Library charges	18	9	4	(5)	12	12	12	-
Photocopy charges	3	3	3	-	4	4	3	(1)
Sale of materials, produce, scrap etc.	68	17	27	10	20	21	28	7
Biomass RHI &EDFE FIT charges	37	37	14	(23)	52	52	52	-
Wage Subsidy	133	118	122	4	115	147	196	49
Insurance Claims	4	-	-	-	-	-	-	-
Thrive@D&A Donations	38	-	48	48	-	-	55	55
Bank Interest	53	64	77	13	25	75	100	25
Other misc.	68	38	49	11	49	53	62	9
<b>Catering &amp; other income</b>	<b>2,150</b>	<b>1,623</b>	<b>1,761</b>	<b>138</b>	<b>2,093</b>	<b>2,041</b>	<b>2,188</b>	<b>148</b>

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Dundee and Angus College  
Management Accounts for the year to 31 July 2024  
Summary Analysis - Expenditure  
Month 9, April 2024

	Prior Year	Month 9, April 2024			Full Year 2023/24				Year 2024/25	
	Actual	Q3 Forecast	Actual	Variance from Forecast	Budget	F'cast Q2	F'cast Q3	Variance from last forecast	Budget	Variance from latest 23/24 forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Mileage	111	77	87	(10)	111	125	107	18	102	5
Travel & Accommodation	29	16	17	(1)	30	30	25	5	26	(1)
Overseas Travel	2	7.00	(7)	0	-	-	(7)	7	7	(14)
Staff welfare and other expenses	21	23	20	3	24	24	28	(4)	24	4
Recruitment	3	3	-	3	4	4	4	-	5	(1)
Organisational Development	124	102	99	3	130	130	129	1	143	(14)
<b>Staff related costs</b>	<b>290</b>	<b>214</b>	<b>216</b>	<b>(2)</b>	<b>299</b>	<b>313</b>	<b>286</b>	<b>27</b>	<b>307</b>	<b>(21)</b>
Course Consumables etc.	378	299	289	10	354	389	383	6	366	17
Project Materials, Equipment etc.	111	142	426	(284)	72	557	477	80	281	196
Catering supplies	574	500	521	(21)	575	481	582	(101)	615	(33)
Library	29	18	10	8	32	32	26	6	23	3
Stationery & Printing	15	13	8	5	22	21	17	4	13	4
Equipment purchase & maintenance	265	177	151	26	490	492	479	13	318	161
Other misc.	38	31	33	(2)	41	41	42	(1)	46	(4)
<b>Consumables and Equipment</b>	<b>1,410</b>	<b>1,180</b>	<b>1,438</b>	<b>(258)</b>	<b>1,586</b>	<b>2,013</b>	<b>2,006</b>	<b>7</b>	<b>1,662</b>	<b>344</b>
SQA Fees	453	422	413	9	447	447	447	-	440	7
Other fees	168	151	121	30	180	180	177	3	147	30
Accred/Regn/Assess/Verification	105	87	34	53	113	124	151	(27)	162	(11)
<b>Exam Fees</b>	<b>726</b>	<b>660</b>	<b>568</b>	<b>92</b>	<b>740</b>	<b>751</b>	<b>775</b>	<b>(24)</b>	<b>749</b>	<b>26</b>
Residentials, travel etc.	26	27	15	12	28	37	39	(2)	36	3
Student placement costs	6	2	1	1	6	6	1	5	1	-
Student Counselling	23	15	14	1	21	21	17	4	17	-
Student Support costs	31	35	40	(5)	30	40	40	-	35	5
Student Bursary materials	-	-	16	(16)	-	-	-	-	-	-
Student Funds subsidy	-	-	-	-	-	-	20	(20)	-	20
Miscellaneous costs (inc.PVG)	85	66	54	12	75	84	77	7	70	7
<b>Student related costs</b>	<b>171</b>	<b>145</b>	<b>140</b>	<b>5</b>	<b>160</b>	<b>188</b>	<b>194</b>	<b>(6)</b>	<b>159</b>	<b>35</b>
Maintenance, minor works, etc.	1,567	2,033	1,971	62	1,765	2,186	2,311	(125)	1,294	1,017
Building rentals and rates	324	302	299	3	378	407	410	(3)	424	(14)
Utilities	1,383	1,260	1,272	(12)	1,575	1,555	1,569	(14)	1,567	2
Cleaning, waste management etc.	204	118	126	(8)	160	161	158	3	173	(15)
Transport costs	87	44	45	(1)	33	47	54	(7)	44	10
Health & Safety costs	20	10	4	6	10	12	12	-	12	-
Other	16	8	11	(3)	14	13	13	-	14	(1)
<b>Property Cost</b>	<b>3,601</b>	<b>3,775</b>	<b>3,728</b>	<b>47</b>	<b>3,935</b>	<b>4,381</b>	<b>4,527</b>	<b>(146)</b>	<b>3,528</b>	<b>999</b>
ICT hardware, software, etc.	976	769	723	46	1,087	895	890	5	504	386
ICT Maintenance & Licenses	625	478	475	3	612	640	640	-	634	6
Web Development	8	11	1	10	15	15	15	-	-	15
Telephony & data line rentals	74	69	69	0	79	91	85	6	71	14
<b>ICT &amp; Telephony</b>	<b>1683</b>	<b>1,327</b>	<b>1,268</b>	<b>59</b>	<b>1793</b>	<b>1,641</b>	<b>1,630</b>	<b>11</b>	<b>1,209</b>	<b>421</b>
Consultancy (Inc. Projects)	26	16	7	9	22	22	24	(2)	17	7
Audit Services	60	0	3	3	66	66	62	4	72	(10)
Bad Debts and collection fees	-43	23	22	1	30	30	29	1	30	(1)
Legal & other professional fees	41	65	50	15	73	206	210	(4)	42	168
<b>Professional fees</b>	<b>84</b>	<b>104</b>	<b>82</b>	<b>22</b>	<b>191</b>	<b>324</b>	<b>325</b>	<b>(1)</b>	<b>161</b>	<b>164</b>
Photocopying, copyright & postage	98	73	76	(3)	114	104	89	15	96	(7)
Sponsorship, subscriptions, Licences	121	99	75	24	126	130	130	-	126	4
Hospitality and events	57	27	24	3	40	66	83	(17)	80	3
Miscellaneous and other	26	15	20	(5)	17	20	20	0	18	2
<b>General Overheads</b>	<b>302</b>	<b>214</b>	<b>195</b>	<b>19</b>	<b>297</b>	<b>320</b>	<b>322</b>	<b>(2)</b>	<b>320</b>	<b>2</b>

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

Income/Expenditure Category	Latest Forecast £000's	Possible Cash		Controllable?	Adverse Risk Assessment			Comments and mitigations
		Favourable £000's	Adverse £000's		Likelihood £000's	Impact £000's	Overall £000's	
SFC Credit income	31,691	-	-	Controllable in terms of activity delivered but not fully in control of demand.	Low	Low	Low	Credit Target has been achieved and will be surpassed, leaving a margin for any possible reduction at audit.
SFC Capital Maintenance grants	3,038	-	300	Provision of funding is uncontrollable but College must manage grant conditions	Mid	Mid	Mid	SFC continue to advise that funding provided for FY24/25 can only be used for capital expenditure. Our budget assumed that £800K, now reduced to £600K, would be recognised as income to cover revenue expenditure. If no flexibility is provided efforts will be made to capitalise as much expenditure as possible. Whilst potential may have limitations, the supportive approach from auditors provided a high degree of reassurance.
Other SFC grants	682	50	50	Provision of funding is uncontrollable but College can stimulate demand or manage utilisation	Low	Low	Low	Grant funding for increased pension costs of circa £150K has not been confirmed but any shortfall is likely to be low value.
Tuition Fees	3,283	50	50	Yes, in terms of marketing, recruitment delivery and retention but limited influence over demand.	Low	Low	Low	The bulk of this year's fees are now received or invoiced and any further movement should be minimal.
Non-Core income	4,616	100	100	Partly; varies across such a disparate category ranging from apprentice income to Trust funding.	Low	Low	Low	Within such a broad range of activities, some volatility remains possible but the larger movements, particularly within project activity, are usually matched by equivalent costs and net impact therefore limited.
Catering & other income	2,188	50	50	Yes	Low	Low	Low	Forecasts are relatively stable and material movements unlikely.
Total Pay (exc. VSS & unfunded pensions)	33,036	100	100	Largely yes but subject to pay and conditions negotiated centrally.	Low	Mid	Mid	Although the final pay offer made to both teaching and support staff has yet to be accepted, it is unlikely to be increased and savings made in this quarter appear secure. Given that the pay forecast is now reliant upon only a further three months, the scope for substantial deviation is reduced.
VSS	300	50	300	Yes	Mid	High	High	With a further enabling scheme recently opened to applicants, significant favourable movement is unlikely. Significant adverse movement is yet possible depending upon both potential for savings and budget predictions.
Property cost	4,527	100	100	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	This quarterly update has produced some over spend and consequently further significant adverse movement by July is unlikely. Similarly, substantive savings are also unlikely given commitment to planned projects. Utility costs account for a large portion of costs but less so within the final months, and we now have price certainty from April 24 through to following March.
Non-pay costs excluding property	7,356	100	100	Yes, with limited exceptions, but inflationary pressures have increased risk of over spend.	Low	Low	Low	We have seen a relatively small net adverse movement in this forecast. At this stage in the year, the risk of exceeding the latest forecast is limited.

Dundee and Angus College  
Income and Expenditure Report  
Cash Flow Forecast

	2022/23	2023/24					2024/25
	Actual	Actual to April 2024	Budget - year	Q1 Forecast - year	Q2 Forecast - year	Q3 Forecast - year	Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Cash backed surplus/(deficit)</b>	<b>(553)</b>	<b>1,412</b>	<b>(15)</b>	<b>131</b>	<b>523</b>	<b>547</b>	<b>(981)</b>
Loan repayment	(457)	(457)	(457)	(457)	(457)	(457)	(457)
Capital Expenditure	675	-	-	-	-	(400)	
Capital funding	(675)	-	-	-	-	400	
Asset Disposals		-	260	260	260	35	
Working capital movements	294	(1,438)	(200)	(2,400)	(2,400)	(2,400)	
<b>Net Movement in cash balances</b>	<b>(716)</b>	<b>(483)</b>	<b>(412)</b>	<b>(2,466)</b>	<b>(2,074)</b>	<b>(2,275)</b>	<b>(1,438)</b>
Opening cash balances	6,248	5,532	2,979	5,532	5,532	5,532	3,257
<b>Closing cash balances</b>	<b>5,532</b>	<b>5,049</b>	<b>2,567</b>	<b>3,066</b>	<b>3,458</b>	<b>3,257</b>	<b>1,819</b>

**Note**

We hold restricted cash funds of £3.3m at Month 9 (£3.2m at 31 July 2023), due primarily to the provision for pay award backdated to September 2022. This net value could be enhanced by the £457K loan repayment falling due on 1st August.

**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**

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**GOVERNANCE ITEMS**

**12.1- BOARD EVALUATION & DEVELOPMENT  
PLAN**

**PAPER L**

# BOARD OF MANAGEMENT

Tuesday 18 June 2024



## Board Evaluation and Development Plan Update

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### *Paper for information*

#### 1. Introduction

This paper summarises progress made in respect of the actions arising from the evaluation of the effectiveness of the operation of the Board of Management conducted in May 2022 and proposes steps required to progress an independently facilitated evaluation of the effectiveness of the operation of the Board of Management to be conducted during the period August – December 2024.

#### 2. Board of Management Evaluation

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

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

The previous externally facilitated review was completed in December 2020 and the approach adopted in respect of the evaluation of the effectiveness of the operation of the Board meets the above requirements.

#### 3. Development Plan Update

The evaluation undertaken in May 2022 was comprehensive and encompassed a detailed self-evaluation meeting completed through the Chairs Committee alongside feedback from the individual appraisal meetings held with each Board member.

This was undertaken relative to the key components of the Code of Good Governance and the self-evaluation framework adopted by the Board.

The Board Self-Evaluation report resulted in completion of a series of action points which together formed the Development plan. Progress in respect of these action points as at year 2 is summarised in appendix 1 below.

#### 4. Externally Facilitated Review

It is planned that an independently facilitated evaluation of the effectiveness of the operation of the Board of Management be undertaken during the period August – December 2024.

The methodology for this review will be as follows:

- Review of Dundee and Angus College Board of Management self-evaluation;



- Review of Board and Committee papers and minutes for academic session 2023-24;
- Observing four Committee meetings during August – December 2024;
- Observing the Board of Management meeting on 1 October 2024;
- One to one interviews with Board Members including the Chair, the Principal, staff, student, trade union and other members; and
- Interview with the Board Secretary.

This is a significant piece of work to be undertaken and it is proposed that the operational arrangements required by managed by the Secretary to the Board and Board Administrator.

## **5. Approval**

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

- Approval of the updated Board Development Plan (see appendix 1).
- Approval for the Board Secretary to progress with the independently facilitated evaluation

## **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:

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

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



**BOARD DEVELOPMENT PLAN UPDATE AS AT 18 JUNE 2024**

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

Action	Responsibility	Timescale
1. Promoting diversity of Board membership should remain as a key feature in all future recruitment arrangements.	Chair/Secretary	Next and future recruitment
<b>Incorporated into arrangements and 50:50 M/F split maintained. Recruitment to continually seek to address other diversity indicators</b>		
2. Staff Board members will be encouraged to provide wider reflections of staff experience at Board level.	Chair	As required
<b>Discussion progressed with staff Board members, will inform future appraisal sessions/inputs.</b>		
3. Strategic visioning and strategy development looking beyond 2025 to be incorporated into Board strategic sessions.	Chair / Principal	December 2022
<b>Initial strategic session held and clear arrangements planned for creation of the 2030 Our College strategy</b>		
4. Further clarity to be sought at a national level to better inform future campus development strategy for Kingsway.	Chair / Principal	December 2022
<b>Estates Vision underway and leading to Strategic Options process to inform potential for future funding.</b>		

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

Internal Audit Actions	Responsibility	Timescale
1. The Board should consider and establish what the College's high-level risk appetite is for each defined risk category, and residual risks on the SRR should be formally considered for compatibility with this stated risk appetite. The UK Government Orange Book guidance note on risk appetite can be used for reference, particularly in relation to documenting the risk appetite	Chair/Secretary	Sept 2024
<b>Planned as part of September 2024 Strategic Development session</b>		
2. A plan should be implemented to ensure that periodic risk management training is provided for Board members	Chair/Secretary	Sept 2024
<b>Planned as part of September 2024 Strategic Development session</b>		

**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**

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**GOVERNANCE ITEMS**

**12.2- MEMBERSHIP UPDATE**

**PAPER M**

# BOARD OF MANAGEMENT

Tuesday 18 June 2024

## Membership Update



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### *Paper for approval*

#### 1. Introduction

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

#### 2 Board of Management Membership

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

To operate within the terms of the legislation the Board of Management must 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 Students' Association Nominees

Following the expiry of his tenure as Students' Association President, the Board membership of Colin Ogilvie will expire over the summer. The new Students' Association President, Kara Ramsay, will join the Board in August 2024 alongside Vice President Adele Lawrence.

Thanks are offered to Colin for his input over the past year.

#### 4 Board Vacancy

Following the resignation of Kevin Ditcham, arrangements are progressing for the recruitment and selection of a replacement to fill this vacancy. Initial interviews did not identify a candidate and further interviews were scheduled for 10 June 2024. A further update will be provided for members on 18 June 2024.

#### 5 Co-option to Finance & Property Committee

As Board members may be aware, Donna Fordyce has had to step away from her Board commitments for a period of time due to family circumstances. Given the critical work of the Finance and Property Committee it is proposed that an additional member be co-opted onto this Committee.

Arrangements will progress with this, with members asked to endorse the identified co-optee by e-mail prior to end August 2024.

## **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:

- 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 June 2024

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. Kara Ramsay	August 2024	31/08/2025	Student Member
20. Adele Lawrence	March 2024	31/08/2025	Student Member

\* eligible for reappointment

**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**

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**GOVERNANCE ITEMS**

**12.3- BOARD METRICS**

**PAPER N**



# BOARD OF MANAGEMENT

Tuesday 18 June 2024

## Board Metrics



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### *Paper for information*

#### **1 Introduction**

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

#### **2 Board Metrics Report**

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

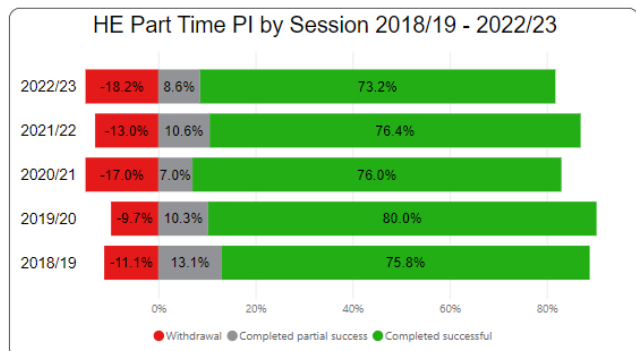
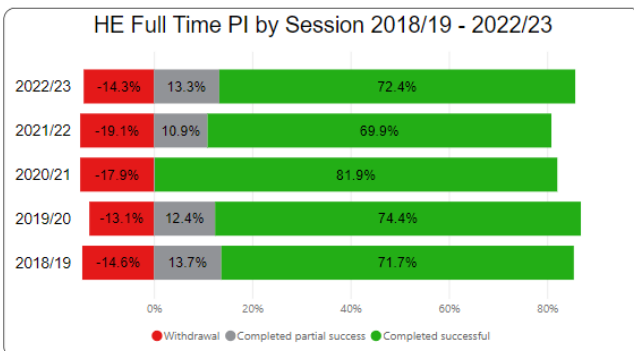
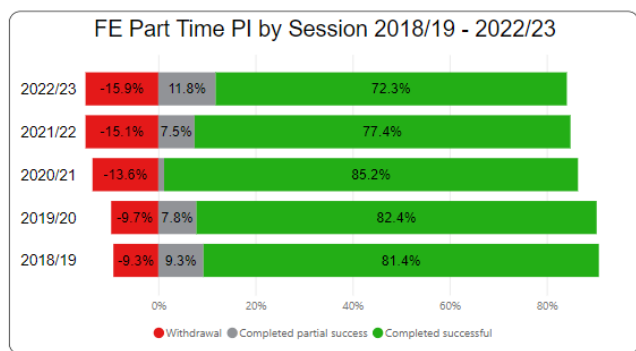
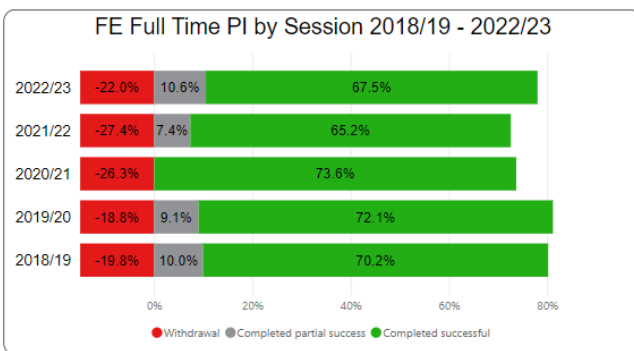
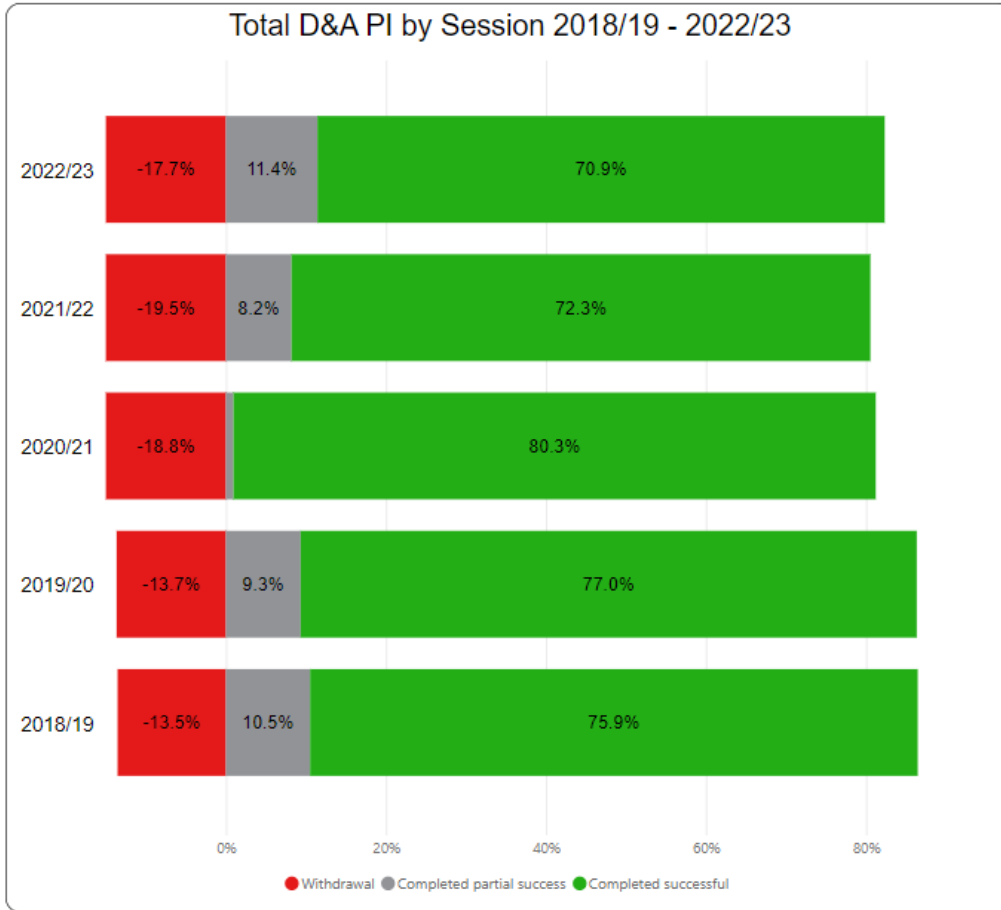
#### **3 Link to Strategic Risk Register**

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

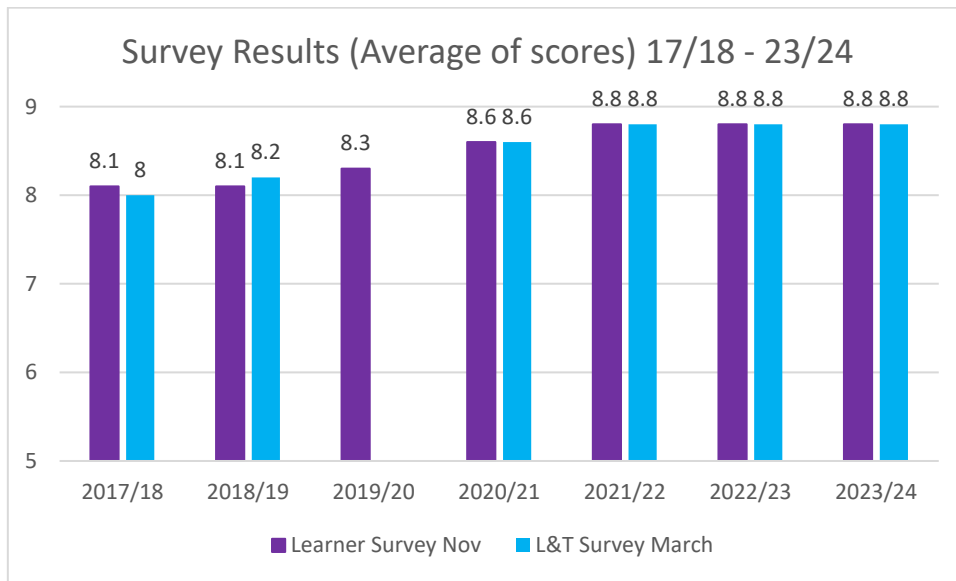
- 1.1 – Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)
- 2.2 – Failure to achieve institutional sustainability
- 3.1 – Failure to reach aspirational standards in learning, teaching and service delivery
- 3.3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

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

Performance Indicators (2022/23 PIs in the following graphics are now final)



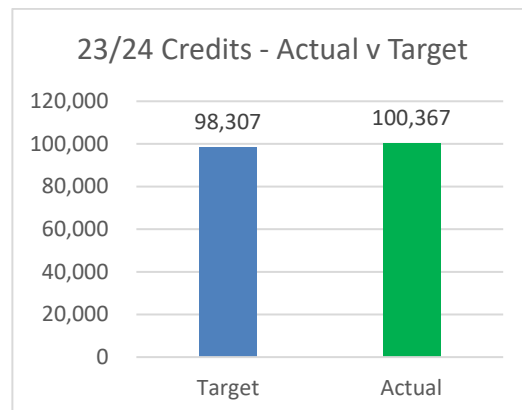
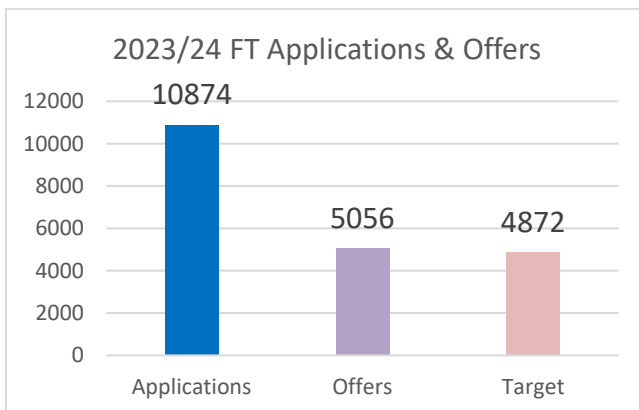
## Student Survey Results



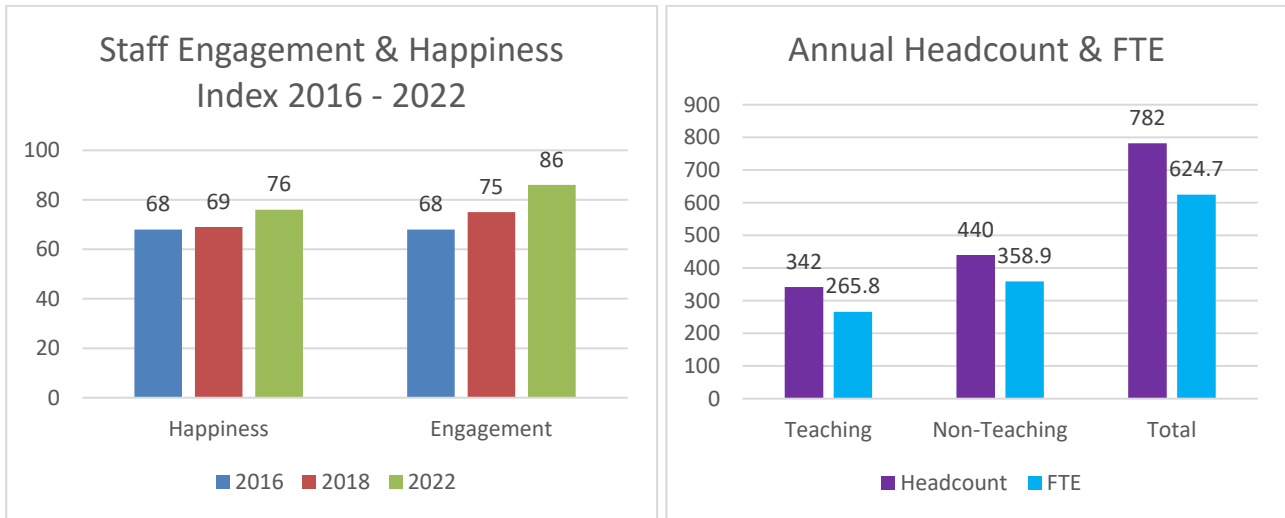
Note: The 2019/20 L&T Survey was not completed. The Learner Survey is now scored out of 5 but the results are scaled up to be consistent with prior years. The overall 2023/24 Spring survey score was 8.8 (4.4 out of 5).

## SFC Student Satisfaction & Engagement Survey – Positive response rate

	D&A	National
Overall Satisfaction 2020/21	92.4%	85.9%
Overall Satisfaction 2021/22	96.3%	90.2%
Overall Satisfaction 2022/23	96.7%	93.4%

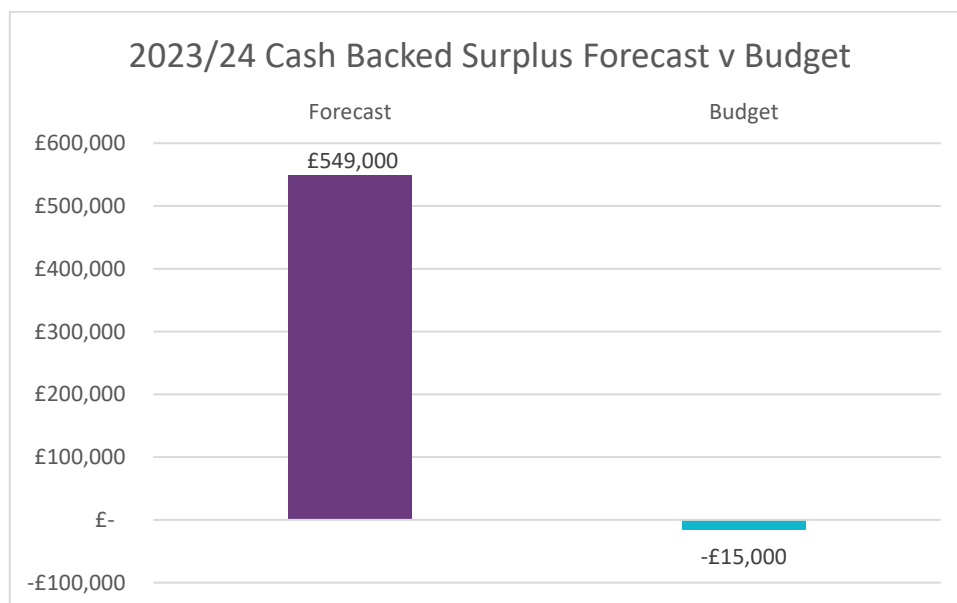


## Staff – Engagement and Happiness Index, FTE & Headcount and Absence



	Staff Absence Rolling Year to 22/4/24	Staff Absence Rolling Year to 31/1/24
<b>Average working days lost per headcount</b>	<b>10.0 days</b>	<b>9.4 days</b>
<b>Working time lost</b>	<b>3.85%</b>	<b>3.62%</b>
<b>Comparison with sector/national rates</b>	3.3% (2.6% CIPD 2020)	
UK All Sector rate (CIPD 2016)	3.4%	
UK Public Sector rate (Unison 2016)		

## Finance – Surplus/Deficit v Planned Budget out-turn



	2023/24	2022/23
RIDDOR – Reportable Accidents	5	4

2023/24	Completed	Planned
Audits Completed v Planned	4	7

**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**



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**MINUTES OF COMMITTEE MEETINGS**

**PAPER O**

**13.1- LEARNING, TEACHING & QUALITY- 24 APRIL 2024**

**13.2- HUMAN RESOURCES & DEVELOPMENT- 2 MAY 2024**

**13.3- FINANCE & PROPERTY- 27 FEBRUARY 2024 & 28 MAY 2024**

**13.4- AUDIT & RISK- 5 MARCH 2024 & 4 JUNE 2024**

# BOARD OF MANAGEMENT



## Learning, Teaching and Quality Committee Wednesday 24 April 2024

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### *Draft*

Minute of the Learning, Teaching and Quality Committee meeting held on Wednesday 24 April 2024 at 5.00pm in Room A625 Kingsway campus and via Microsoft Teams.

**PRESENT:**

N Lowden	D Smith
L O'Donnell	K McIntosh
H Honeyman	A Lawrence
S Oakley	C Ogilvie
S Middleton	

**IN ATTENDANCE:** S Taylor (Vice Principal / Secretary to the Board)  
J Grace (Vice Principal Curriculum & Partnerships)  
J Roscoe & S Toms & L Lappin (Directors of Curriculum and Partnerships)  
L Crichton (Director of Student Experience)  
P Muir (Board Administrator)  
N Weston-Gokalp (Head of Curriculum & Quality, ELTT)  
A Smith & P Yorston (Curriculum and Quality Leaders, ELTT)

### **1. WELCOME**

N Lowden welcomed Committee members, A Lawrence, S Ogilvie and K McIntosh to their first Learning, Teaching & Quality Committee Meeting.

### **2. APOLOGIES**

Apologies were received from M Williamson, S Hewitt, 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 February 2024 was approved as an accurate record.

### **5. MATTERS ARISING**

S Taylor noted that the change in survey reporting would be enacted from the next survey report.

## **6. CURRICULUM REPORT – SUPPORTING ESOL LEARNERS AS A COLLEGE OF SANCTUARY**

N Weston-Gokalp presented her comprehensive curriculum report, which focused on supporting over 250 refugees and asylum seekers across 16 departments in the College, with a primary emphasis on English for Speakers of Other Languages (ESOL). Nicola summarised the challenges and barriers encountered by asylum seekers, particularly in terms of remaining in education, and highlighted the significance of incorporating real-life experiences into educational frameworks whilst recognising the significant trauma that many of their learners had suffered.

N Weston-Gokalp emphasised the important role of the College as a place for individuals to embark on a journey of personal transformation out of their previous circumstances. The College was noted for offering a diverse range of resources, including routine, structure, human contact, and a profound sense of belonging. This culture and approach played a crucial role in empowering individuals to reshape their lives positively.

N Weston-Gokalp outlined how the team and staff had developed the curriculum and approaches they offer to accommodate both part-time and full-time students, alongside a collaborative partnership with Dundee City Council. Additionally, the College has conducted supported application sessions to assist individuals lacking the necessary facilities for application procedures.

N Weston-Gokalp highlighted the significant diversity within the student demographic, spanning an age range from 16 to 74 years and covering many different nationalities, religions and cultures. This broad spectrum underscores the inclusive nature of the courses and services offered.

N Weston-Gokalp noted that the College fosters a safe environment where individuals can express themselves, feel valued, and build confidence in language acquisition and personal development. The classes within the College are inclusive, welcoming learners of all backgrounds and statuses, providing necessary resources such as books and materials that were a barrier to education for many due to their lack of funds and funding entitlements. Emphasis is placed on interactive communication and equipping learners with the language proficiency and practical skills required for engagement beyond the classroom setting.

ESOL staff were commended for their dedication in creating a positive learning environment, with a commitment to reviewing and adapting learning materials to suit the needs of students. Furthermore, group tutors were praised for fostering strong relationships with learners, contributing to a supportive and inclusive educational community.

N Weston-Gokalp highlighted the College's focus on awareness and support for vulnerable students who have experienced trauma, with aspirations for the College to be recognised as a "College of Sanctuary." This designation acknowledges and celebrates the College's commitment to supporting refugees and asylum seekers, while fostering a culture of inclusivity and welcome.

An application for this recognition was submitted in December 2023 and was under review, with an assessment scheduled for 20 May 2024 by the sanctuary panel, which will include focus group meetings with students and staff. It was noted that the College could potentially be the first in Scotland to be recognised as a college of sanctuary.

During the meeting, S Oakley raised a query regarding the referral process for students in need of additional support and inquired about their support network. N Weston-Gokalp responded by affirming that students could be referred for the usual College support and noted that there was also significant engagement with social worker specialists and third sector bodies supporting refugees.



K McIntosh asked about challenges, particularly concerning young individuals who are not transitioning from school to college and asked what could be done to assist these individuals to engage and be supported to attend college. N Weston-Gokalp noted that this could be an issue, noting that some young people could slip through support networks. Discussion around what could be possible to support this jointly between the College and Angus Council were noted.

L O'Donnell commended the presentation, describing it as inspirational, and sought clarification on the availability of funding. J Grace clarified that the funding is facilitated through the normal credit funding route and that supporting this would remain a priority for both the College and the community. She emphasised the shared responsibility with local authorities and stressed the importance of ongoing discussions to address demand through community planned partnerships.

N Lowden expressed the gratitude of the Committee for the informative presentation.

## 7. STUDENTS' ASSOCIATION REPORT

C Ogilvie and A Lawrence presented their report.

A Lawrence highlighted that the Department Representatives had established the Student Congress and have contributed to future planning and operational decisions for the Students' Association. The team structure had been reviewed and confirmed that they wished to continue with one President and three campus specific Vice Presidents, each assigned a specific project or role focus, such as Wellbeing or Events. A session on the Student Partnership Agreement is scheduled for May 2024 and the first draft of the SMHA has been sent for comments to Think Positive.

A Lawrence highlighted that the 2024 Election season has commenced with the Student's Association Team actively engaging with students about the elections and disseminating information to both staff and students through the dedicated Election Hub on SharePoint and election walls at each of the offices. This was encouraging greater engagement with the election process

C Ogilvie summarised ongoing work and emphasised that DASA are successfully capturing a diverse and inclusive range of student voices. This includes conducting student representation sessions across different areas and collaborating with individual classes and departments to ensure broad engagement for full and part-time students. In addition to this, he highlighted the teams ongoing dedication to attending and facilitating various initiatives such as Breakfast Clubs, Feedback Friday, and Student Voice sessions.

A Lawrence and C Ogilvie noted the winner of the D&A tartan design competition was an Arbroath Art & Design student. The winning design was shared with the Committee.

K McIntosh noted her interest in feedback from senior phase pupils attending the College and stated that she was happy to facilitate time being allocated for senior pupils to provide feedback on their experience. This was welcomed and would be picked up separately. **J Grace to progress.**

Work to support improvements in behaviours in and around campus was noted and L O' Donnell raised the issue of litter picking and proposed a proactive approach from DASA focused on preventing littering. This was noted.

The broad range of LGBTQ+ events was discussed, alongside issues surrounding potential hate crime within the College community. S Taylor noted that whilst the College could never be complacent there were very few issues or complaints of this type raised.

N Lowden praised the report and thanked C Ogilvie and A Lawrence.

## **8. CURRICULUM & PARTNERSHIPS REPORT**

J Grace presented the report for noting.

It was noted that recruitment for Session 2024-25 full-time courses is progressing satisfactorily. Presently, 4000 offers have been extended to candidates, while an additional 1700 applicants are in various stages of progression through the selection/interview process.

It was also noted that applications for part-time and commercial courses are scheduled to open for bookings from early May 2024.

J Grace highlighted the project to implement the new student management system (REMS) to be in place for 2024-25. This had necessitated a considerable amount of effort from the project team to ensure a seamless integration as possible for students. It was emphasised that early feedback received from both staff and applicants regarding the new system has been encouragingly positive, but that there was still significant work to be done.

J Grace highlighted that retention continues to present challenges, notably for those with erratic attendance patterns. However, efforts are being made to provide as much support as possible to support students through to the end of the semester. Significant efforts were also now focused on minimising partial success.

J Grace noted the refurbishment of the Animals, Land, and Environment area in Arbroath has been successfully completed. The refurbished spaces are more aligned with the types of workplaces typically found in the animal care industry. This enhancement is expected to provide students with a more realistic and practical learning environment, better preparing them for their future careers in the animal care sector.

S Oakley enquired about the status of the REMS implementation. J Grace provided an update on the ongoing progress of the system, informing the Committee that significant efforts are underway, with a core project team leading the implementation process. Additionally, staff members have been seconded into the project to ensure its success. Feedback from applicants has been positive, with many noting that the system is simpler to use and provides better support for students.

S Oakley asked about other potential changes or adaptations to the system and J Grace stated that other colleges are also adopting REMS system, with this group of colleges collaborating with the company to further develop and improve its capabilities. It was noted that the project was on track, with all applications successfully processed, and data migration for 2024-25 in progress.

N Lowden thanked J Grace for the report.

## **9. 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.

## **10. LT&Q METRICS**

The range of LT&Q metrics were noted.

S Taylor highlighted that typically, a range of national data and an update on course leavers would be available for this meeting. However changes in publication dates by SFC meant that these would not be available until Autumn 2024.

H Honeyman asked about the increase in partial success data. J Grace noted that some of this was attributed to the impact of the COVID-19 adaptations to assessment and arrangements for deferrals. This skewed the 2020, 2021, and 2022 data, with the 2018/19 year providing the most appropriate comparison.

It was noted that there was a focused effort from teams on addressing partial success, with targeted input and significant work being undertaken. Further clarification was sought on the definition of partial success and S Taylor noted that this was where a student completed the whole course but did not achieve the full course outcome. This could be a student that was one unit short of completion, or significantly more and work was focused by teams on supporting those that were close to a successful outcome to help them to do what was required to 'get over the line'.

N Lowden welcomed the update.

## 11. DATE OF NEXT MEETING

Wednesday 28 August 2024 at 5.00pm in room A625, Kingsway campus.

### **Action Point Summary**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
Discussion and planning on arrangements to support senior phase pupils to engage in providing feedback on their College learning.	J Grace	28 August 2024

# BOARD OF MANAGEMENT

## Human Resources and Development Committee



Thursday 2 May 2024 at 5.00pm Room A625,  
Kingsway Campus

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Minute of the Human Resources and Development Committee meeting held on Thursday 2 May 2024 at 5.00pm, in Room A625, Kingsway Campus.

**PRESENT:**

Donald Mackenzie	Stephen Oakley
Brian Lawrie	Simon Hewitt
Neil Lowden	Matthew Beattie
Carri Cusick	

**IN ATTENDANCE:** Steven Taylor (Vice Principal Support Services and Operations)  
Karen Buchan (HR Manager)      Billy Grace (Head of Estates)  
Penny Muir (Board Administrator)

### 1. WELCOME

D Mackenzie welcomed committee members to the Human Resources & Development Committee meeting.

### 2. APOLOGIES

Apologies received from Julie Grace, Jackie Buchanan and Daniel Rosie.

### 3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of interest or connection.

### 4. APPOINTMENT OF A VICE CHAIR

One nomination was received from S Oakley for the position of the Vice Chair. The Committee approved this nomination.

### 5. MINUTE OF THE PREVIOUS MEETING

The minute of the meeting held on 15 February 2024 was approved as an accurate record.

### 6. MATTERS ARISING

There were no matters arising.

### 7. PEOPLE, OD & COMMUNICATIONS REPORT

S Taylor summarised the paper, noting that it remained important for the College to achieve savings and manage costs and that the voluntary severance scheme has been reopened from the end of April 2024, until the end of the academic session.

S Taylor summarised the application numbers and savings achieved to date and noted that further work on this would progress over the coming weeks.

S Taylor highlighted the Digital Strategy & Development Support progressing over recent months and stated that efforts have been concentrated on exploring opportunities particularly for teams and subjects where there has been a notable reliance on photocopying and paper assessments.

S Taylor highlighted that efforts are underway to enhance staff proficiency and familiarity with the adoption of new technologies. This initiative includes promoting Artificial Intelligence and systems such as Power Automate to streamline work processes, as well as the utilisation of Power BI to strengthen the foundation for data-driven analysis and decision-making.

It was noted that a Special Interest Group was focusing on Artificial Intelligence and was exploring the appropriate application of AI within educational and business contexts, delineating its potential uses, as well as establishing guidance and good practice regarding its use.

D Mackenzie noted the rapid evolution of technological developments and asked about the challenges of ensuring that student work had not been created by AI. S Taylor noted that this could be a challenge and that AI generated text did not always show up on anti-plagiarism tools. S Taylor noted that the key to this was around the interaction between staff and their students and teaching staff being aware of the level of knowledge and development that their students were showing so that any change would be recognised. This included the use of discussion and active questioning with students.

S Oakley stated that he agreed with this and noted that it was very clear where assessment work was presented that differed from what was being seen in the class or through discussion and interaction with students.

S Taylor noted that the staff survey had closed that day, with c470 responses achieved and high level results similar to previous surveys. It was acknowledged that while there are areas of strength, there is also a need for concerted efforts in other areas to address lower scores and some persistent areas of feedback.

B Lawrie enquired whether the results of the survey could prompt adjustments to the people strategy and S Hewitt confirmed that this was the case and emphasised the flexibility of the strategy to adapt and address the identified needs and priorities highlighted from the survey results.

S Taylor emphasised the continued progress of CPD activities and support initiatives facilitated by the Academic Development Teams and Learning and Teaching Mentors. This included plans to undertake an online survey with academic and support staff groups. The survey aims to identify areas for development and gather insights into preferences regarding the delivery and provision of CPD support.

S Taylor noted that the annual staff awards ceremony is scheduled for June 20th and extended an invitation to Board members who may be interested in attending.

The report and update on key points and developments was welcomed.

## **8. REVISED PEOPLE STRATEGY**

S Taylor noted that the final draft of the updated strategy had been provided to help inform discussion alongside the presentation.

S Taylor stated that the People Strategy was currently undergoing updating and would be subject to future change upon the implementation of the new College strategy.

S Taylor provided an overview of the People Strategy highlighting its purpose to support and align the overall delivery of the college's objectives. The strategy aims to enhance the staff experience, provide guidance and support for Organisational Development (OD) and People Team services, and establish a clear direction for the College, focusing on two main areas. Improving staff experience to contribute to the overall delivery of the college's objectives and ensuring the delivery of high-quality HR and OD services by the team.

S Taylor outlined the key themes from the People Strategy, and highlighted the range of strategic objectives and key tasks that would support achievement of these.

Monitoring progress and outcomes was also essential, with an emphasis placed on ensuring that the HR metrics and reporting already in place highlighted the information and data needed to assess the success of the strategy. S Taylor noted that this reporting should be easily seen in reports around activities such as the staff survey outcomes, Joint Consultative Forum (JCF) minutes, HR metrics, Board reports and ultimately in the overall College outcomes and student results.

C Cusick expressed appreciation for the detailed overview provided and asked about the focus on diversity, stating that she would like to see more explicit and active inclusion activity highlighted in the document. S Taylor acknowledged this, noting that it was in the strategy but could be outlined more clearly.

C Cusick stated that she felt that the references to the importance of staff efficiency and productivity suggesting a need for strengthened language in acknowledging efforts related to staff reward, recognition, flexibility, and professionalism. S Taylor noted this feedback and agreed to revisit the wording in both sections to ensure it accurately reflects the organisation's commitment to these aspects. **S Taylor to progress.**

D Mackenzie asked about the steps the team should take to validate its effectiveness. In response, S Taylor emphasised that validation would occur through reporting and monitoring processes, ultimately aligning with the achievement of the overall College strategy and outcomes. K Buchan added that the People Strategy group are actively involved in this development and has committed to examining the data to assess the effectiveness.

D Mackenzie thanked S Taylor for the update.

## **9. NATIONAL BARGAINING UPDATE**

S Taylor highlighted this report, noting that despite on-going national discussions, no settlements have yet been reached.

Since the last update, funding allocations have been released and that the funding remains flat cash, with the removal of all additional funds such as the Flexible Workforce Fund and funding for addressing digital poverty and student counsellors. S Taylor clarified that both the unions and employers had been told that there will be no additional funding from the Government.

S Taylor highlighted the on-going industrial action, with College engagement standing at around 20% of staff on each strike day. Unison has announced a strike day for Monday the 13<sup>th</sup> of May, while EIS has declared a further 9 strike days from May into June.

Expressing frustrations, S Hewitt underscored the ongoing challenges in finding a short-term solution, noting the Scottish Government's assertion that there is no additional funding to be made available. It is apparent that flat cash funding is the best-case scenario, and planning for this over the next few years is necessary and essential.

D Mackenzie asked about the mood within the College and S Taylor highlighted the desire from staff was mainly for the deal to be settled, the strikes to stop and payment of the increases to be made.

C Cusick raised concerns about the impasse and the on-going impact of strike action of students and also staff. S Taylor highlighted with flat cash decisions become incredibly challenging. He stated that there needed to be a change of approach or different intervention to change things nationally and stated that lessons needed to be learned from past experiences, including appointing a neutral chair for national bargaining. However, opinions on this varied. S Taylor noted that some element of compromise on all sides is crucial to progress.

S Oakley highlighted the positive relationship between trade unions and the College locally, emphasising that there was open communication and collaborative problem-solving.

D Mackenzie noted the concern of the Committee at the lack of national progress, but welcomed the comments regarding local arrangements and thanked S Taylor for the detailed update.

## 10. STRATEGIC RISK REGISTER

S Taylor summarised the paper presented, noting that there were no changes to the risks allocated to the Human Resources & Development Committee.

B Lawrie noted the new risk added in March 2024 (3.12) and asked if this should be allocated to the Human Resources & Development Committee. It was confirmed that it should, and this would be updated. **S Taylor to progress.**

The paper was approved.

## 11. HR METRICS

S Taylor highlighted that an error had been found in the FTE data resulting in the comparative data being inaccurate. This would be updated for the next meeting. **S Taylor to progress.**

C Cusick questioned the increase in work related stress absences within the HR Metrics, rising from 12 to 19 cases. S Taylor explained that while these numbers did fluctuate over time and gave an assurance that there were active conversations and ongoing input through the People Team to pick up on and resolve issues, with progress being continuously reviewed.

K Buchan stated that stress at work typically results from a combination of factors, with very few cases solely attributed to work-related issues.

C Cusick asked about the General Data Protection Regulation (GDPR) training completion rate, which stood at 73% of staff, leaving a quarter of the staff yet to complete it. S Taylor acknowledged that this completion rate was not high enough and noted that this would be picked up when this training came around again on the usual rolling cycle.

D Mackenzie asked about engagement and completion of Development Reviews activities. S Taylor confirmed that this was an annual rolling cycle of reviews, with follow-ups conducted as necessary. It was noted that work was progressing to transfer the process online which would streamline operations for staff, managers and the OD and People Team. Moving to an online system would facilitate easier tracking and enable targeted support or encouragement in specific areas.

K Buchan emphasised a shift towards prioritising quality conversations to support staff, rather than the focus on completing paperwork and noted that the system in place was designed to encourage a natural flow of discussions, allowing managers to engage with individuals when it suited them, without becoming overly focused on the documentation.

The Committee noted the range of HR Metrics.

## 12. MEETING MINUTES/UPDATES

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

B Grace reported that Health and Safety training among managers and staff was nearly complete, with significant engagement and positive feedback. B Grace noted that it was planned that Sandy Fowler, the Health & Safety Officer be invited to the next meeting to present on the work being progressed around Health, Safety and Wellbeing.

B Lawrie stated that he welcomed the minutes and the range of areas and issues they covered. He noted that he also liked the use of full names in the attendance list (rather than just first initials) and asked that this be adopted for Board papers, S Taylor noted that this could be done. **S Taylor to progress.**

## 13. DATE OF NEXT MEETING

Thursday 5 September 2024 at 5.00pm in Room A625, Kingsway Campus

### **Action Point Summary**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
Revise the People Strategy	S Taylor / K Buchan	31 May 2024
Allocate responsibility for risk 3.12 to the HR&D Committee	S Taylor	5 June 2024
Correct comparative FTE in HR metrics and reissue	S Taylor	31 May 2024
Display full names in the attendance section of minutes	S Taylor	28 May 2024



# BOARD OF MANAGEMENT



## Finance & Property Committee

Tuesday 27 February 2024 at 5.00pm Room A625, Kingsway Campus and via MS Teams

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Minute of the Finance & Property Committee meeting held on Tuesday 27 February 2024 at 5.00pm in Room A625 Kingsway Campus and via Microsoft Teams

**PRESENT:**

D Fordyce	L O'Donnell
B Lawrie	S Hewitt
C Cusick	D Rosie
M Beattie	R McLellan

**IN ATTENDANCE:** S Taylor (Vice Principal Support Services and Operations)  
J Grace (Vice Principal Curriculum and Partnerships)  
A Ross (Director of Infrastructure)                      B Grace (Head of Estates)  
N Anderson (Director of Finance)                      B Ferguson (Head of Finance)  
P Muir (Board Administrator)

### 1. WELCOME

D Fordyce welcomed everyone to the meeting and welcomed N Anderson as the new Director of Finance.

### 2. APOLOGIES

Apologies were received from D Smith.

### 3. DECLARATIONS OF CONNECTION & INTEREST

No declarations were noted.

### 4. MINUTE OF THE PREVIOUS MEETING – 5 December 2023

The minute of the Finance & Property Committee meeting held on 5 of December 2023 was approved as an accurate record.

### 5. MATTERS ARISING

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

#### FINANCE

##### (i) Financial Sustainability

S Hewitt summarised updates since the previous meeting and noted that the overall Scottish budget showed an 8.4% reduction in sector funding compared with the previous year. This had, however, to be adjusted for the removal of the £26 million never received and resulted in a c4.7% overall reduction.

S Hewitt stated that allowing for changes in student support funds and the removal of the Flexible Workforce Development Fund (FWDF) it was anticipated that the funding available for main teaching grant would be flat cash for 2024/25.

In respect of the FWDF, J Grace highlighted that the college is working with the Tay City Deals SME project to seek to mitigate some of the funding lost to companies. Other discussions were progressing with both local Economic Development teams to seek support for company training that was already committed or planned.

D Fordyce asked if the loss of the Flexible Workforce Development Fund would impact on the College staffing involved in managing this. J Grace informed the Committee that the withdrawal of the fund had resulted in the removal of a current vacancy, but that employer engagement work would progress using College advisors and through the advisors employed as part of the Tay Cities project.

D Rosie asked if there was a difference in funding between the Flexible Workforce Development Fund and the Tay Cities Deal funds. J Grace clarified that the contribution from both funds was the same and stated that there was a change request in process for the Tay Cities Deal project to help to better support companies given the loss of the Flexible Workforce Development Fund.

S Hewitt acknowledged that the upcoming academic year 2024/25 is expected to be financially challenging, but that – whilst still looking at opportunities to make savings - the College was in a good position.

S Hewitt highlighted that the Voluntary Severance (VS) scheme was open, operating under an enabling framework. It was noted that the VS scheme has yielded some savings, consequently improving the colleges financial standing.

R McLellan asked about any progress on pay negotiations. S Taylor stated there had been no progress so far but that conversations are ongoing with trade unions, emphasising that an agreement must be reached by all parties.

D Fordyce thanked S Hewitt and others for the update.

## **(ii) Management Accounts & Forecast Outturn**

B Ferguson provided a summary of the Management Accounts & Forecast Outturn. It was highlighted that the Scottish Funding Council (SFC) confirmed there would be no further funding for the Flexible Workforce Development for both 2023/24 and 2024/25.

B Ferguson confirmed that the Scottish Funding Council (SFC) will not initiate a clawback of grant funding for the previous year. Consequently, the provision of £320K allocated in July 2023 is deemed unnecessary, thus, will result in a non-recurrent boost to the operating position for this year, bringing the forecast up to a surplus of £538k.

B Ferguson highlighted the unresolved pay awards for both academic and support staff with industrial action imminent from the academic union, EIS/FELA. Dundee & Angus college intends to provide for an award in line with the current, and final, offer extending three years from September 2022 through to August 2025. It was noted that the Voluntary Scheme (VS) provision remains unchanged at £300K.

B Ferguson stated the Scottish Funding Council (SFC) will provide funding allocations towards the end of March 2024, and then the full extent of required savings will be determined.

B Ferguson highlighted to the Committee of a potential threat which has emerged regarding the allocation of Capital Maintenance funding received from the Scottish Funding Council (SFC) who have said that they are under pressure from the Scottish Government to utilise the entire sector allocation of £31m as capital expenditure (CDEL) rather than a combination of capital and revenue (RDEL). Discussions are ongoing with SFC assuring colleges of engagement with the Government to secure necessary flexibility around this matter. B Ferguson highlighted this risk is a sector wide concern impacting all colleges to varying extents. The removal of this flexibility could, however, be significant in respect of the future funding of maintenance and improvement works. Efforts are underway which are led by College Scotland to address this through intense lobbying.

B Ferguson noted that an error had been identified within the Management accounts paper and he will update the document and reissue. **B Ferguson to progress.**

S. Hewitt expressed appreciation and recognition for the dedication and hard work exhibited by the team and staff across the college in maintaining its financial sustainability.

D Fordyce praised the report and the improved forecast.

## **INFRASTRUCTURE**

### **(i) Future Infrastructure Vision**

S Hewitt highlighted his paper giving an outline of work currently progressing to inform and create a long term infrastructure vision for the College and emphasised that the infrastructure plan aims to not only meet the aspirations of Dundee & Angus College students / staff but also to align with local, regional, and national priorities.

S Hewitt stated that in December 2023, the SFC introduced the College Infrastructure Strategy Delivery Plan and noted that the work progressing would also align with this national strategy.

S Hewitt highlighted the importance of a Future Infrastructure Vision and tackling the immediate challenges within our current infrastructure as well as creating a vision and plan to move forward with should substantial capital funds become accessible.

The report was welcomed by the Committee.

### **(ii) Estates Update**

B Grace summarised this report highlighting that the Estates Project team has now completed almost all of the planned projects across all 3 campuses over what has been an extremely busy year.

B Grace highlighted a comprehensive survey of the RAAC which was conducted by the college appointed Structural Engineer- Christie Gillespie. Their final report submitted to the college illustrated the RAAC survey now includes recommendations for Stage 5- Management and Remediation Strategy.

D Fordyce asked if there was a sector assessment of issues and costs associated with the RAAC issue. In response, B Grace clarified that this information was starting to become available on the [Scottish Funding Council website](#).

B Grace highlighted the progress on the Gardyne LED Lighting Project, which is nearing completion, with more than 3000 out of the 3500 fittings already replaced.

This project is poised to make a substantial difference in the electrical energy consumption of Dundee & Angus College, with an estimated reduction of 260,000 kWh/year. Furthermore, it is expected to result in a carbon reduction of approximately 155 tons of CO2 per year and generate a financial saving of £60,000 annually.

L O'Donnell commended the Estates Team for their dedication and hard work.

### **(iii) Post Project Evaluation – Kingsway Development**

A Ross provided a positive update on the Hair & Beauty Project, highlighting the provision of state-of-the-art facilities aimed at enhancing student's real-life working experiences as part of their learning. The project was successfully completed within the revised budget and timeline back in April 2022.

A Ross also shared the outcomes of the Student Satisfaction Survey finalised in November 2023. Hair & Beauty rated their overall satisfaction at 4.5 out of 5 marking it as the second-highest rating in the college. This represents an improvement from the previous survey in November 2019.

Although A Ross acknowledged the financial challenges encountered during the refurbishment of the project, he reassured the Committee that these challenges were effectively managed and kept within the allocated revised budget. D Fordyce commended the Estates Team for their efforts in overcoming the numerous challenges within the project.

D Rosie asked how the new facility and the opportunities it offered were being marketed. J Grace highlighted that student recruitment in the area was very buoyant and that the focus on marketing and promotional activity was focused more on the utilisation of the Hair & Beauty Salon from industry and its status as a facility for hire.

S Hewitt noted that there was on-going employer stakeholder engagement in all areas of the curriculum.

The Committee welcomed this paper and the approach to post project evaluation that it covered.

## **6. GARDYNE THEATRE REVIEW**

S Hewitt presented the paper to the Committee for noting. He provided an update on the operation of Gardyne Theatre Limited (GTL), stating that discussions have been continuing around the financial sustainability of the theatre. Conversations were had regarding the investment needs, understanding the underlying costs and how to make it more financially sustainable to meet the needs of the College.

N Anderson summaries the financial position and what future steps would be taken to support a more sustainable operating position. Further information on future options would be brought to the May meeting. **N Anderson to progress.**

The paper was noted by the Committee and it was agreed that this was not for publication given the commercial details included in it.

## **7. PROCUREMENT UPDATE**

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

The Committee confirmed their approval for the relevant items.

The improved score for the College in the recent Procurement and Commercial Improvement Programme (PCIP) assessment was noted.

## 8. STRATEGIC RISK REGISTER

S Taylor summarised the Risk Register paper for approval, highlighting amendment to the risk associated with credit activity and the additional risks that have been added to the Strategic Risk Register as per the recommendations from the Audit & Risk Committee and recent risk management audit.

The amendments were approved for final consideration by the Audit & Risk Committee.

## 9. CORPORATE SERVICES REPORT

N Anderson provided a summary of the report, acknowledging the excellent work being carried out by various teams across the College. She informed the Committee that work has commenced on the draft budget for academic year 2024/25, accompanied by a draft timetable and budget guidance.

The aim of this budgeting process is to incrementally build the budget to identify baseline costs and assess the cost implications of delivering operational plans. This approach will enable the Senior Leadership Team to better prioritise initiatives and identify any necessary cost-saving measures to ensure a balanced budget for 2024/25.

N Anderson stated that it would be useful to get feedback from the Committee on developments and proposals and it was agreed that a short session be organised before the next meeting to engage Committee members in the proposed changes. **N Anderson to progress.**

The committee noted the paper.

## 10. DATE OF THE NEXT MEETING

Tuesday 28 May 2024 at 5.00pm in Room A625, Kingsway campus.

### Action Point Summary

Action	Responsibility	Date
Correction to minor error in management accounts to be made and paper reissued.	B Ferguson	22 March 2024
Options paper on GTL to be discussed	N Anderson	28 May 2024
Discussion session on revised budget process to be arranged	N Anderson	28 May 2024

# BOARD OF MANAGEMENT

## Finance & Property Committee



Tuesday 28 May 2024 at 5.00pm Room A625, Kingsway  
Campus and via MS Teams

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Minute of the Finance & Property Committee meeting held on Tuesday 28 May 2024 at 5.00pm in Room A625 Kingsway Campus and via Microsoft Teams

**PRESENT:**

Brian Lawrie	Laurie O'Donnell
Matthew Beattie	Danies Rosie
Carri Cusick	Simon Hewitt

**IN ATTENDANCE:** Steve Taylor (Vice Principal Support Services and Operations)  
Julie Grace (Vice Principal Curriculum and Partnerships)  
Andy Ross (Director of Infrastructure) Billy Grace (Head of Estates)  
Nicky Anderson (Director of Finance) Penny Muir (Board Administrator)

### 1. WELCOME

B Lawrie welcomed everyone to the Finance & Property Committee meeting whilst taking on the role of Chair in the absence of D Fordyce.

### 2. APOLOGIES

Apologies were received from D Fordyce, R McLellan, S Oakley, D Smith, and D Mackenzie.

### 3. DECLARATIONS OF CONNECTION & INTEREST

No declarations were noted.

### 4. MINUTE OF THE PREVIOUS MEETING – 27 February 2024

The minute of the Finance & Property Committee meeting held on the 27<sup>th</sup> of February 2024 was approved as an accurate record.

### 5. MATTERS ARISING

All matters arising had been closed and included within the meeting agenda.

### 6. FINANCE

#### (i) Financial Sustainability

S Hewitt provided a summary of the current situation, highlighting they are still awaiting final figures for the expected funding allocations. The projections and plans have been made based on these anticipated allocations. All indications suggest that funding will remain flat cash for the next three years. Consequently, the College will need to focus on financial sustainability for an extended period, making it a priority.

Regarding the ongoing pay award discussions, there is a consideration of moving from a three-year to a four-year offer. There has been some debate among the management side, with some members hesitant to progress with the four-year deal. The Scottish Government is maintaining its current stance, with no likelihood of additional funding.

Significant efforts have been undertaken to ensure sustainability through additional income and S Hewitt stated that more funds are anticipated in the near future, although there is a consensus that the College should not become overly reliant on these and still needed to explore its own financial sustainability solutions. The Voluntary Severance (VS) scheme had received only a small number of applications, which wasn't a surprise given the number of schemes offered in the recent past.

2023/24 was the first year of the reduced credit target and the full effect of this is still to be seen in terms of changes to recruitment and the credit guidance. Strategies are being developed to enhance the College's sustainability and financial reviews are ongoing in areas such as GTL, the Nursery and the Sports Centre.

S Hewitt stated an allocation of £2 million is being directed towards Tay Cities Deals within a skills pot, contributing to both capital and revenue contributions for the College. This initiative builds on the existing platform, reinforcing financial and infrastructural development.

S Taylor highlighted that Unison is currently balloting support staff on a three-year deal, with the ballot closing on the 30th of May 2024, with the vote expected to be in favour. For academic staff, the conditions for years 1, 2 and 3 remain unchanged, however, there is a potential escalation of industrial action towards the end of June, increasing to four days a week.

S Taylor emphasised the importance of continuing to 'micromanage' every new post request and change. This level of detailed management is deemed crucial to ensure effective handling of the ongoing budget and financial planning processes, particularly if the funding remains flat.

B Lawrie thanked S Hewitt for the report.

## **(ii) Management Accounts & Forecast Outturn**

N Anderson provided a financial update, noting the projected year-end cash-backed surplus. In February 2024, an emerging risk was reported regarding the use of the capital budget. The Scottish Government and the Scottish Funding Council (SFC) indicated that, from April 2024, all college sector capital and maintenance funding must be spent as capital expenditure rather than the previous mix of capital and revenue expenditure. For the fiscal year 2023/24, apart from a loan repayment of £457,000, all spending from the capital budget is expected to be that of a revenue nature. The SFC has since agreed to provide flexibility for 2023/24, however, significant challenges remained for the 2024/25 capital budget. Discussions have been ongoing with the SFC, the Finance Directors' Network, and auditors to identify ways to mitigate this risk, with a likely solution found.

N Anderson highlighted that the college is in a positive position with a cash-backed surplus of £549K, an increase of £26K from the last forecast, which had already improved from a budgeted deficit of £15K.

B Lawrie expressed concern regarding the Service Design Academy's (SDA) lower income projections and whether this is a future concern. J Grace explained that the removal of the flexible workforce development fund has impacted on SDA activity, however, the business plan is being revisited to set ambitious yet realistic targets, and staffing profiles are being adjusted accordingly.

B Lawrie enquired about the pension costs being funded by the Scottish Government. N Anderson reported positive discussions, although the exact funding has not yet been confirmed nor allocated.

B Lawrie asked about the update on the two properties currently still up for sale. B Grace provided an update on the movement with the Kirriemuir property, stating this was moving to closing and would be sold shortly. The Montrose property has made slow progress, with very limited interest. It was noted that the price may be lowered to see if this attracted further interest.

B Lawrie concluded by appreciating the thorough report and the improved financial position. While acknowledging some areas of risk, he noted that they do not have a significant impact.

### **(iii) 2024/25 Draft Budget**

N Anderson highlighted the report, stating the 2024/25 draft budget reflects a deficit of £464,000. A surplus of £457,000 is required to meet the annual loan repayment.

N Anderson also noted a positive reduction in the non-staff budget, with non-staff expenditure reduced by £2.465 million in 2024/25. Utility suppliers have indicated a reduction in costs for 2024/25, expected to save approximately £400,000 compared to 2023/24.

B Lawrie addressed the budget deficit, highlighting the impact of international student demand and the need to clarify budget changes and their reasons. B Lawrie asked if there was any demographic profiling related to future planning. S Hewitt confirmed extensive demographic work was conducted, while J Grace explained that they consider the number of young people and those in employment during curriculum planning, incorporating these factors into scenario modelling. B Lawrie emphasised the importance of reviewing the financial position continuously and amending spend as needed to improve on the projected deficit. This was recognised.

N Anderson stated that once the budget is agreed there will be a further review for September 2024, as further work was progressing on the detail of staff costs as these accounted for over 80% of expenditure. This includes detailed costing of individual staff and building a more robust staff cost structure. Non-staff and staff costs will be reviewed, particularly around the Sports Centre, Gardyne Theatre, Nursery and Service Design Projects. A revised budget will be presented to the Committee in Autumn, aligning budget plans alongside operational plans.

N Anderson highlighted that the 2024/25 indicative capital budget is set at £2.530m. The Scottish Government identified £1.5 million, with strict controls on revenue spending. This limitation on capital spending has created stress, prompting lobbying efforts with the Scottish Council. The SFC and financial directors, including auditors from Mazars, are working together to review the capitalisation threshold and approach. The Finance Directors' Conference and Audit Scotland's response indicated that colleges should not suffer due to accounting treatment. N Anderson stated that Mazars (our external auditors) support this approach and it was felt that a solution to the capital-revenue risk would be achieved. N Anderson expressed satisfaction with the auditors' response.

The Committee approved the draft budget for presentation to the June Board meeting, and that there will be a detailed update available at the September meeting. **N Anderson to progress.**

### **(iv) Financial Forecast Return (FFR)**

N Anderson provided a verbal update on the FFR timescale, with the details expected from SFC by the end of May.



## 7. INFRASTRUCTURE

### (i) Future Infrastructure Vision

S Hewitt provided a verbal update on the Future Infrastructure Vision of the College, he noted the efforts to build a solid foundation to address the challenges and opportunities faced by the College. S Hewitt noted discussions are occurring in collaboration with various partners to develop and inform this vision. S Hewitt highlighted that feedback is welcomed, and approval is sought to advance this development to a more detailed Board discussion.

The Committee approved this proposal.

### (ii) Estates Update

B Grace highlighted this report for noting.

B Lawrie noticed that the budget figure was incorrectly recorded and should have read £2.53 million, B Grace will adjust this.

B Grace highlighted that the Estates team are currently dealing with a variety of Backlog Maintenance and Infrastructure Improvement Projects. He stated £1.22 million of the allocation will be used to tackle these projects.

He noted two projects for which the College received funding for have been completed. These include pre-capital funding for an Energy Audit and Feasibility work to identify potential decarbonisation and energy-saving projects across the College estate, and capital funding for the LED lighting replacement project at the Gardyne Campus.

B Lawrie thanked B Grace for the report.

## 8. GARDYNE THEATRE REVIEW

N Anderson reported that efforts are being made to review the business plan for GTL with a five-year plan going ahead. The work is progressing well, with advice sought from Henderson Loggie on the most advantageous type of organisation for the Theatre. This includes advice on potential direct tax and VAT implications of the available legal forms.

N Anderson highlighted the proposal for the Theatre to become a Charitable Company as this charity status offers the ability to attract additional arts charity income. Charitable status also means that admission charges would be exempt from VAT and any profits made by the Theatre may be able to be gift aided back to the College.

N Anderson anticipated that work on the business case and obtaining charitable status will be completed by the end of the current calendar year. This work will be undertaken concurrently with the creation of a sustainable business plan, implementation of a marketing strategy, and identification of cost savings and further income generation opportunities. It is anticipated that the draft business plan will be completed by September 2024. A further review of the business position will be undertaken and brought to the Committee in September 2025.

D Rosie noted that the new business plan and charitable status brings substantial funding opportunities but emphasised the need for a commercial approach moving forward. He enquired about the operational status of other theatres like Dundee Rep. N Anderson noted that most theatre venues operated as charities with few operating purely commercially.

The Committee approved the plan, acknowledging that this will also require approval by the GTL Board. **N Anderson to progress.**

## 9. PROCUREMENT UPDATE

N Anderson summarised the procurement update to the Committee and asked for their approval for the items noted. The Committee approved these including a non-competitive action request for submission to SFC.

## 10. STRATEGIC RISK REGISTER

S Taylor summarised the change proposed to the Strategic Risk Register and inclusion of reference to the capital – revenue issue. This amendment was approved for final consideration by the Audit & Risk Committee.

## 11. CORPORATE SERVICES REPORT

N Anderson summarised this report. She highlighted the significant progress and update made with the Service Design Academy and the progress of the Business Partnership Team.

S Taylor provided an update on the HE Hardship fund, noting that the College had allocated up to £50k to underwrite the fund as the late announcement of the amount and eligibility had impacted adversely on a number of students.

B Lawrie thanked N Anderson for this report.

## 12. DATE OF NEXT MEETING

Tuesday 10 September 2024 at 5.00pm in Room A625, Kingsway Campus

### **Action Point Summary**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
Draft budget to be finalised for submission to the June Board meeting	N Anderson	18 June 2024
Change to charitable status for GTL to be progressed (subject to GTL Board approval)	N Anderson	10 September 2024

# BOARD OF MANAGEMENT



## Audit and Risk Committee

Tuesday 5 March 2024 at 5.00pm Room A625,  
Kingsway Campus and MS Teams

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Minute of the Audit & Risk Committee meeting held on Tuesday 5 March 2024 at 5.00pm in Room A605 Kingsway Campus and via Microsoft Teams

**PRESENT:** H Honeyman (Chair) S Middleton

**IN ATTENDANCE:** S Taylor (Vice Principal Support Service and Operations)  
D Archibald (Henderson Loggie) M Speight (Mazars)  
N Anderson (Director of Finance) A Ross (Director of Infrastructure)  
D Robertson (HEFESTIS) P Muir, Board Administrator

### 1. WELCOME

H Honeyman welcomed all members to the Audit & Risk Committee and welcomed N Anderson and A Ross from the College along with D Robertson from HEFESTIS.

### 2. APOLOGIES

Apologies were received from R McLellan, M Williamson, and J Buchanan.

### 3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations.

### 4. MINUTE OF THE PREVIOUS A&R AND JOINT A&R / F&P MEETINGS – 5 December 2023

The minutes of the previous Audit & Risk and Joint Audit & Risk/Finance & Property meetings on 5 December 2023 were approved.

### 5. MATTERS ARISING

All matters arising had been closed out or were included within the meeting agenda.

### 6. HEFESTIS ANNUAL CYBER SECURITY RISK & MATURITY REPORT

D Robertson presented the cyber security report covering the period from October 2022 to November 2023, outlining significant advancements in Information and Cyber Security (ICS) Maturity and Risk Management at Dundee & Angus College.

D Robertson highlighted the substantial strengthening of the ICS Maturity and Risk Management activities performed at the College. The report emphasised the dedication of staff involved in ensuring the security of the organisation and the enforcement of key performance steps to mitigate cyber security risks.

D Robertson also highlighted that various technical policies have been implemented to address any identified risks. He stated there were 5 recommendations highlighted from the report for continued good practice, in addition to maintaining a high level of security posture, which has since improved from the year 2022.

Ongoing discussions are taking place to further improve and maintain this high security posture. While the report was commended overall, minor areas for improvement were identified, particularly within the physical security aspects such as CCTV.

H Honeyman asked about the physical and environmental aspects of security and enquired about how these were identified within an audit perspective. D Robertson clarified that these findings are documented within the report and that the recommendation made was of a low level.

D Robertson praised and highlighted that Dundee and Angus College had reached a position of advanced information and cyber security resilience.

H Honeyman expressed gratitude to D Robertson for his presentation and positive feedback and asked that the thanks of the Committee be passed on to the staff responsible. **S Taylor to progress.**

## **7. INTERNAL AUDIT**

### **7.1. Risk Management & Business Continuity**

D Archibald presented his report on Risk Management & Business Continuity, providing details on the identification, control, mitigation, reporting and discussion of key risks within the organisation. He highlighted the detailed involvement of the Senior Leadership Team in monitoring and mitigating risks significant to the College and noted that the Strategic Risk Register is reviewed and updated quarterly through the Audit & Risk Committee.

D Archibald commended the effective reporting processes at Dundee & Angus College and praised the positive communication of risks to other Board Committees. The report included a significant range of good practices alongside recommendations that had been accepted by the College.

Improvement recommendations included enhancing risk descriptions in the Risk Management policy and progressing training and risk appetite discussions with the Board.

Details of the report were discussed and H Honeyman acknowledged the significant amount of work undertaken in addressing risks across the different Committees.

D Archibald noted that the approaches in place in respect of business continuity were thorough and (unusually in his experience) had been subject to real and desktop testing. This experience had strengthened the Colleges awareness and ability to manage business continuity issues.

In respect of the training and risk appetite recommendations for the Board, S Middleton proposed consolidating these discussions into a single training session. This was agreed as a good way forward.

The positive practice and approaches outlined in the report were welcomed and the audit approved.

### **7.2. 2023/24 Progress Report**

D Archibald provided a summary of the current year plan outlining the progress made with the Sports Centre review at Gardyn Campus.

D Archibald stated that the other review work was scheduled for later in March and April 2024, and the outcomes of these reviews will be presented at the June Audit & Risk Committee meeting.

H Honeyman thanked D Archibald for his report.

### **7.3. Follow Up Summary**

S Taylor noted to the Committee the slight change to the report to highlight and include all recommendations.

S Taylor discussed the recommendation to review the student invoicing and debt management policy. It was noted that the sign-off for this recommendation had been overtaken by a more significant review of all arrangements surrounding student debt. This review has been conducted with the implementation of the REMS student management and revised payments system project. The completion of this work is anticipated by 31 August 2024. Chloe Hendrie, the new Business Transformation Officer will investigate the processes and arrangements related to Student Debt & Invoicing.

It was proposed that this action be removed from future reporting. The Committee agreed to close and remove this action from the listing.

## **8. STRATEGIC RISK REGISTER**

S Taylor summarised the Risk Register paper and Strategic Risk Register for approval.

S Taylor noted that discussions between Colleges Scotland, the Scottish Government, and the Scottish Funding Council (SFC) regarding sector-wide flexibilities had progressed and that the risk of clawback in funding from 2022/23 had now been removed and confirmed in writing by SFC. Additionally, national discussions are progressing concerning 2024/25 and beyond, focusing on enhancing sector engagement and providing advance warning of future changes.

S Taylor highlighted the most recent management accounts and budget monitoring reports, as reviewed by the Finance & Property Committee, affirm that the college is on course to achieve a small surplus for the 2023/24 financial year and reducing risk in respect of Financial Sustainability.

S Taylor provided an update regarding additional risks that have been added to The Strategic Risk Register as per the discussions at the previous meeting and the recommendations of the risk management audit. Following discussion, it was agreed that reference would be made to handover arrangements in respect of the new staff recruitment/retention risk.

The Committee approved the changes proposed in the Strategic Risk Register.

## **9. EXTERNAL AUDIT**

M Speight noted that there weren't any specific points to report at this stage in the year but noted that he would reach out to N Anderson to discuss any areas or ideas for improvement in planning for the 2023/24 audit. N Anderson welcomed this.

## **10. DATE OF NEXT MEETING**

Tuesday 4<sup>th</sup> June 2024, Kingsway Campus, Room A625.

## Action Point Summary

Action	Responsibility	Date
The thanks of the Committee to be passed on to the Cyber Security Team for the positive audit outcome achieved.	S Taylor	15 March 2024

# BOARD OF MANAGEMENT

## Audit and Risk Committee

Tuesday 4 June 2024 at 5.00pm via MS Teams



Minute of the Audit & Risk Committee meeting held on Tuesday 4 June 2024 at 5.00pm via Microsoft Teams.

**PRESENT:** Helen Honeyman (Chair) Margo Williamson  
Derek Smith Matthew Beattie

**IN ATTENDANCE:** Steve Taylor (Vice Principal Support Service and Operations)  
Stuart Inglis (Henderson Loggie) Michael Speight (Mazars)  
Nicky Anderson (Director of Finance) Bridget Mauro (Mazars)  
Penny Muir (Board Administrator)

### 1. WELCOME

H Honeyman welcomed D Smith and M Beattie as new members of the Committee and B Mauro (Audit Manager) from Mazars to her first Audit & Risk Committee.

### 2. APOLOGIES

Apologies were received from Roy McLellan, Sally Middleton, and Jackie Buchanan.

### 3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations or interest.

### 4. MINUTE OF THE PREVIOUS MEETING – 5 March 2024

The meeting held on the 5<sup>th</sup> of March 2024 has been approved as an accurate minute.

### 5. MATTERS ARISING

The matters arising are now closed.

### 6. INTERNAL AUDIT

#### 6.1. Procurement and Creditors / Purchasing

S Inglis presented the Procurement and Creditors/Purchasing report.

He summarised the background in the report noting that the Head of Procurement requested funding for an additional full-time staff member. However, the Senior Leadership Team noted that this request could not be supported due to the financial constraints and necessary cuts across all services to maintain the College's financial sustainability.

S Inglis highlighted internal controls and the payment of invoices, emphasising the importance of adhering to the procurement strategy to ensure best value and overall assurance. While some areas showed improvement, he highlighted the procurement strategy's strengths and areas for attention. S Inglis noted the latest Procurement and Commercial Improvement Programme (PCIP) assessment completed for the College in January 2024 scored 77%, placing the College in the highest possible performance band of 'Gold.' This marked a significant improvement over the previous assessment conducted in 2019, reflecting improvement to monitor compliance.

S Inglis noted the strengths from the report which included effective collaborative procurement frameworks. However, weaknesses were identified where it was noted that 35% of the procurement exercises did not fully comply with College procedures.

Training issues were highlighted, with induction or refresher training provided for new budget holders identified as an area for improvement. Standalone testing showed that out of 20 purchases, 8 were not fully compliant with current procedures and purchase orders were not always completed where relevant.

S Inglis highlighted that supplier data procedures required evidence during changes and control checks. Currently, changes could occur without proper checking, creating an area of potential risk.

M Williamson welcomed the report and noted that it was less positive than the usual reports received and asked if this had come as a surprise to the College. S Taylor acknowledged the issues and noted ongoing efforts to address them, including discussions about additional staffing and procurement processes. S Taylor stated that the findings were not a surprise, but were useful in identifying areas and priorities for improvement, he also mentioned challenges with the current procurement approaches and relationships, emphasising the need for a more efficient framework and collegiate working from the College and procurement team.

M Williamson raised concerns about training, questioning whether annual training was required and recorded for procurement staff. N Anderson responded that plans were in place to reintroduce training and to record it, highlighting collaboration was progressing with the senior APUC team to develop a more sustainable procurement strategy that maximises practical impact within current financial constraints. N Anderson stated a meeting with APUC executives was planned to finalise this plan moving forward.

H Honeyman noted that these were the first amber audits seen in a long time, emphasising the importance of making training user-friendly and creative to encourage engagement.

M Williamson enquired about the financial controls action. N Anderson responded that the College is reviewing its current processes, including a simple method to better manage changes to suppliers and the appropriate authorisation levels. Internal controls have been identified and are being worked on, with discussions on how to maintain organisational and individual safety through training.

S Inglis added that the procurement process includes raising purchase orders, approval, and verifying receipt of goods or services at the invoice stage and noted that there was no concern that goods or services were being paid for in error or in an uncontrolled way.

N Anderson stressed the importance of initiating purchase orders from the beginning and supporting managers to ensure compliance. They are considering a "No PO, No Pay" approach to tighten the process. H Honeyman acknowledged the challenges but emphasised the need for action without burdening the College with significant additional bureaucracy. N Anderson agreed, noting the necessity and importance of moving forward with these changes and having practical and pragmatic discussions and outcomes.



H Honeyman thanked everyone involved and stressed the need to improve compliance with purchase orders. S Inglis noted that whilst 10 out of 20 transactions lacked purchase orders, and 35% of expenditures did not fully comply with current procurement procedures, there were good reasons for this in most cases.

H Honeyman asked if the changes planned could be implemented without additional procurement resources or staffing. S Taylor responded that while more resources might be needed, the focus should be on balancing the system's rigor and supporting practical procurement activities in the first instance, ultimately aiming to save through effective procurement without overspending on gold standard 'back of house' services.

M Williamson expressed concern about familiar issues and slippages in the report, suggesting a refocus on procurement practices without needing significant resources. S Inglis acknowledged the need for improvements, especially in procurement processes that did not go through the proper channels. An example of which was a £22K purchase that bypassed the procurement team, highlighting the need for clearer procedures and awareness.

The discussion included the importance of behavioural changes in procurement practices, with S Taylor mentioning ongoing conversations about operational improvements and resource challenges. Ensuring the right arrangements are in place alongside APUC and finding the right balance to address these challenges is crucial.

H Honeyman thanked S Inglis for the report and noted that , given the audit scoring, it would be appropriate for an update on action to be brought to the next Audit & Risk committee.

**S Taylor to progress.**

## **6.2. Environmental Sustainability**

S Inglis presented a more positive report on the College's current position concerning strategic plans and relevant legislation, noting progress towards the College's net-zero ambitions and targets. S Inglis stated that all objectives have been met without any recommendations. He highlighted the College's positive commitment to achieving the infrastructure vision and sustainability in line with good practice, as well as compliance with Scottish Government reporting requirements, with significant progress made.

S Inglis also highlighted that sustainability is being embedded in curriculum and the College has met its emissions reduction target. By 2023, the College had achieved a 47% reduction in CO<sub>2</sub> emissions but it is evident that, due to the age of the current estate, significant improvements in energy conservation and carbon reduction will require substantial capital investment. S Inglis noted the reconciliation of these significant future achievements will come down to funding and the amount invested to make necessary changes.

H Honeyman acknowledged the tension between delivering objectives and budget constraints, noting the significant financial issues involved. S Taylor highlighted opportunities available for bidding for funds related to net zero and carbon reduction, such as replacing lighting at the Gardyne campus to reduce electricity use. He emphasised the need for big investments to make substantial changes in the campus infrastructure but noted ongoing efforts to improve energy efficiencies across the College. He praised the team's efforts in embedding sustainability within the curriculum.

H Honeyman expressed gratitude to those involved, noting the importance of the estates' team role and asked that these thanks be shared with the team involved. **S Taylor to progress.**

M Williamson commended the report, acknowledging the College's good work and its sustainable budget management as a great achievement.

S Taylor informed the committee that B Grace, Head of Estates, will present a new climate emergency action plan to the Board of Management in October 2024.

### **6.3. 2023/24 Progress Report**

S Inglis apologised for the outstanding Sports Centre Operations report, which has been delayed. He highlighted that the closure meeting has been held and will present this report at the Audit & Risk Committee in September 2024. All other audit activity was on schedule.

### **6.4. Follow Up Summary**

S Taylor summarised the range of actions from previous audits, noting no actions behind schedule. He highlighted that points arising from the procurement audit will be addressed over the summer and early next academic year.

H Honeyman questioned an audit recommendation dated March 2024 and asked if this should be removed from the list. S Taylor stated any outstanding items marked as 'complete' are removed from the report once reviewed by the members of the Committee.

H Honeyman thanked S Taylor for the report and the Committee noted its progress.

## **7. STRATEGIC RISK REGISTER**

S Taylor summarised the Risk Register paper and Strategic Risk Register for approval.

S Taylor summarised the change proposed to the Strategic Risk Register and inclusion of reference to the capital – revenue issue.

Following previous updates regarding the reduction in full-time student recruitment in 2021/22 and 2022/23, activity levels in 2023/24 have ensured there is no risk of funding clawback, as activity targets will be achieved. This aspect will remain under review, but it is not anticipated that it will need to feature in future Strategic Risk Register updates unless there is a further substantive change in student demand or credit targets.

Financial sustainability remains a red risk and is an item on the agenda of every Board meeting and through underpinning discussions at the Finance & Property and HR & Development Committees.

S Taylor highlighted significant activities were reported regarding the Thrive with D&A project to support students and staff with the challenges posed by the cost-of-living crisis. This work has continued throughout 2023/24, and a decision on arrangements for the 2024/25 academic year will be made before the end of the current academic year.

In respect of the RAAC present within the Kingsway Campus, there is no change in respect of the needs or arrangements associated with the monitoring of condition. The infrastructure vision will be presented to the Board meeting in June.

The Committee approved the changes proposed in the Strategic Risk Register.

## **8. 2023/24 EXTERNAL AUDIT PLAN**

M Speight provided the annual audit plan, highlighting some changes since the last audit; however, the document remains similar to last year's report.

M Speight introduced B Mauro as the Audit Manager.

Audit planning commenced earlier this year within the finance team, allowing for more time to work on the audit. Three main areas were considered significant risks: override controls, revenue recognition, and the local government pension fund. Revenue recognition was identified as a mandatory risk that could potentially be mitigated from one year to the next.

The local government pension fund was recognised as a significant factor, with a focus on the liability aspect, particularly early retirement within the liability section of the report. For valuation of land and buildings, the approach this year will require an indexing rather than full revaluation review,

M Speight stated there were no additional issues identified in respect of financial sustainability but it remains a consideration and would include an element of review of procurement given the internal audit finding reported

S Inglis noted that procurement from a financial management perspective involves low-level items, which should not represent significant issues. M Speight also stated the extent of single tenement waivers will be considered to ensure compliance with legislation.

M Speight highlighted that the audit fees are included within the report as per Audit Scotland's directives. He stated the fees have increased slightly.

H Honeyman thanked B Mauro and M Speight for their report.

## 9. DATE OF NEXT MEETING

Tuesday 17 September 2024 at 5.00pm in Room A625, Kingsway Campus

## Action Point Summary

Action	Responsibility	Date
Update on actions arising from the Procurement and Creditors / Purchasing report.	S Taylor / N Anderson	17 Sept 2024
Committee thanks to be expressed to staff involved in the work underpinning the Environmental Sustainability Audit	S Taylor	14 June 2024

**BOARD OF MANAGEMENT**

**Tuesday 18 June 2024**



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**CORRESPONDENCE**

**PAPER P**

# BOARD OF MANAGEMENT

## Tuesday 18 June 2024



### Correspondence – SFC Communications

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#### *Paper P for information*

<b>Reports and Publications Listing</b>	
FE Student Support Discretionary Funding 2024-25 SFC/GD/06/2024 5 June 2024	The conditions for use by colleges of SFC's Further Education student support Discretionary funding for Academic Year 2024-25.
National Policy for FE Student Support Bursaries 2024-25 SFC/GD/05/2024 5 June 2024	Explanation of the conditions of use of SFC Further Education student support bursary funds allocated to colleges for Academic Year (AY) 2024-25.
Financial Forecast Return for Colleges 2023-24 to 2026-27 SFC/CI/04/2024 31 May 2024	This Call for Information requests colleges to complete a medium-term financial forecast return for the period 2023-24 to 2026-27.
College Final Funding Allocations 2024-25 SFC/AN/09/2024 30 May 2024	Announcement of college final funding allocations for Academic Year (AY) 2024-25.
College Performance Indicators 2022-23 SFC/ST/03/2024 29 May 2024	Overview of college performance indicators from 2013-14 to 2022-23.
FES Guidance Notes 2024-25 SFC/GD/04/2024 22 April 2024	Guidance notes and code lists for completion of Further Education Statistics (FES) course / programme data: Academic year 2024-25.

College Indicative Funding Allocations 2024-25 SFC/AN/04/2024 28 March 2024	Announcement of indicative funding allocation for colleges for Academic Year (AY) 2024-25.
College Staffing Data 2022-23 SFC/ST/02/2024 26 March 2024	Overview of staff employed in the college education sector in Scotland from 2014-15 to 2022-23.
In-year redistribution of student support funds 2023-24 SFC/AN/02/2024 13 March 2024	Announcement of the in-year redistribution of student support funds to colleges for AY 2023-24; detailing the recovery of unspent funds from AY 2022-23 and the reallocation of funds for AY 2023-24.
College Leaver Destinations Guidance 2022-23 SFC/GD/02/2024 12 March 2024	Guidance notes and code lists for completion of First Destination of College Leavers data: Academic year 2022-23 student cohort.

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 18 June 2024**



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**DATE OF NEXT MEETING**

**Tuesday 1 October 2024 at 5.00pm, in Arbroath Campus, Isla Seminar Room 5**