# BOARD OF MANAGEMENT

## Tuesday 1 October 2024 at 5.00pm in Room A-IS-103 (Seminar Room 5) Arbroath Campus and Hybrid on Teams

## AGENDA

| | | | | |
|---|---|---|---|---|
| **1.** | **WELCOME** | | | |
| **2.** | **APOLOGIES** | | | |
| **3.** | **DECLARATIONS OF INTEREST OR CONNECTION** | | | |
| **4.** | **MINUTE OF LAST MEETING – 18 JUNE 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 | 2030 Strategy Development Update | Paper C for approval | SH |
| | 7.2 | Strategic Projects Update | Paper D for information | JG |
| | 7.3 | Board Workshop – 22 October 2024 | Verbal update | LO |
| | 7.4 | Future Infrastructure Vision & Investment Request | Paper E for approval | SH |
| **8.** | **STUDENTS' ASSOCIATION REPORT** | | Paper F for information | KR/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 | 2023/24 Outturn Forecast (for information only) | Paper I noting only | |
| **12.** | **GOVERNANCE ITEMS** | | | |
| | 12.1 | Voluntary Severance Scheme | Paper J for approval | ST |
| | 12.2 | Strategic Risk Register | Paper K for information | ST |
| | 12.3 | Membership Update | Paper L for approval | ST |
| | 12.4 | Board Metrics | Paper M for information | ST |
| **13.** | **MINUTES OF COMMITTEE MEETINGS** | | Paper N for information | LO |
| | 13.1 | Learning, Teaching & Quality – 28 August 2024 | | |
| | 13.2 | Human Resource & Development – 5 Sept 2024 | | |
| | 13.3 | Finance & Property – 10 Sept 2024 | | |
| | 13.4 | Audit & Risk 17 Sept 2024 | | |
| **14.** | **CORRESPONDENCE** | | Paper O for information | |

**15.** **DATE OF NEXT MEETING** Tuesday 17 December 2024 at 5.00pm subject to discussion on Board Christmas lunch

Date Reminder – Graduation Friday 1 November from 1.30 in Caird Hall Dundee

*Agenda Item 4.0*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## MINUTE OF LAST MEETING

## PAPER A

# BOARD OF MANAGEMENT

## Tuesday 18 June 2024 at 5.00pm in Room A605 Kingsway Campus and Hybrid on Teams

***Draft confirmed by Chair***

| | | |
|---|---|---|
| **PRESENT:** | Laurie O'Donnell (Chair) | Sally Middleton |
| | Derek Smith | Simon Hewitt |
| | Adele Lawrence | Helen Honeyman |
| | Neil Lowden | Carri Cusick |
| | Brian Lawrie | Stephen Oakley |
| | Roy McLellan | Margo Williamson |
| | Matthew Beattie | |

**IN ATTENDANCE:** Julie Grace (Vice Principal Curriculum and Partnerships)
Steve Taylor (Vice Principal Support Services and Operations)
Penny Muir (Board Administrator)
Nicky Anderson (Director of Finance)
Kara Ramsay (incoming Student President)

### 1. WELCOME

L O'Donnell welcomed everyone to the Board of Management Meeting and welcomed Kara Ramsay to her first Board of Management meeting as incoming Student President.

### 2. APOLOGIES

Apologies were received from Donna Fordyce, Daniel Rosie, Jackie Buchanan, Donald Mackenzie and Colin Ogilvie.

### 3. DECLARATIONS OF INTEREST OR CONNECTION

There were no declarations of interest or connection.

### 4. MINUTE OF LAST MEETING – 12 MARCH 2024

The minute of the Board of Management meeting held on 12 March 2024 was approved as an accurate record.

### 5. MATTERS ARISING

One item remains open and will be addressed at the Board Strategy Development Day in September 2024. All other matters arising were complete or on the agenda.

### 6. NATIONAL ACTIVITY UPDATE

L O'Donnell provided a verbal update highlighting the current general election and potential impact of a change in UK government but that there was little prospect of additional funding irrespective of the election outcome.

Chairs for the colleges met with the Minister for FE & HE for further conversations. National bargaining was discussed, and the Minister noted to other chairs that his first meeting with D&A College was positive, highlighting the good relationships being built between managers, unions and the Students' Association.

S Hewitt reported there is a strong indication of an upcoming announcement regarding changes in funding for apprenticeships and foundation apprenticeships, which should benefit the college sector although the specifics of this funding are yet to be established.

S Hewitt also highlighted the changes within the Scottish Qualifications Authority (SQA), which will be rebranded to Qualification Scotland. The implications of this change are still being explored.

S Hewitt mentioned that The Scottish Funding Council (SFC) has appointed a new interim Chief Executive.

## 7. STRATEGIC ITEMS

### 7.1 Strategic Projects Update

J Grace reported that all major projects had been pulled together in terms of oversight and reporting. She was pleased to note that out of the 23 bids submitted, 15 were successful, equivalent to over £10 million of income to the College of the duration of the different project activities.

J Grace noted that clear arrangements were in place around governance, particularly to meet the stringent requirements necessary for Tay Cities deal funds.

J Grace highlighted the SME Skills Project, noting that the first-year target was achieved by August 2023.She also noted that Tay Cities is under pressure to save funds and that some funding may no longer be available. The Tay Cities Engineering Partnership (TCEP) project continues to progress well with regular partnership board meetings and ongoing work towards meeting project objectives. She stated the partnership agreement has now been signed by all partners involved.

J Grace highlighted The Decarbonisation of Transport project has been successful in obtaining funding, which will allow students to be upskilled with an EV Technician qualification.

S Hewitt talked about student enhancement within the College, stating the only way to enhance the student experience is by pursuing strategic goals, identifying desired outcomes, and securing funding like the range of projects outlined. He commended the team for their efforts and passed on his thanks.

S Oakley noted the variety of opportunities available to students and enquired about feedback from unsuccessful bids. J Grace responded that for the two unsuccessful projects, feedback was requested but not provided due to the high volume of bids, and that feedback is always sought to inform improvement.

C Cusick noted the low uptake of SME skills among businesses in Fife and asked why this was the case J Grace noted that the bid only covered Northeast fife and noted that there were fewer businesses to engage with within that geographical boundary. There had also been a staff vacancy for a period of time but efforts are ongoing to work with Fife using existing courses and collaboration opportunities.

J Grace highlighted there has been a recent change request submitted to the Scottish Government regarding the measure of S3 girls to be engaged during the TCEP project initiative.

M Williamson questioned if it was limited to girls in S3 only. J Grace stated that it was felt that the focus only on S3 was too restrictive (and too late to inform subject interest and choices) so the change was focused on reaching out to primary school girls. The recent event with Seaview Primary School was noted as a good example of this. N Lowden remarked on the positive reception from school staff and pupils at this event, highlighting the outstanding engagement and enthusiasm.

D Smith stated that College staff had also been very positive about the event.

The report was welcomed.

### 7.2 2030 Strategy Development Update

L O'Donnell introduced draft strategy noting that this followed on from previous Board input through the strategy days.

S Hewitt highlighted the draft strategy followed on from this work, pulling these together into key themes that would inform operational priorities for the 2025 – 2023 period.

M Williamson welcomed the overall document , but commented that she felt that the mission statement was overly wordy and noted that Theme 4's actions tended to repeat the objectives, indicating the need for further refinement. She stated that she had some thoughts and notes on these that she would share with S Hewitt.

Regarding the vision statement, there was a discussion about whether it fully reflected the College's activities, with L O'Donnell suggesting an edit to align this better the College's core focus.

C Cusick welcomed the draft and noted that it may be beneficial to refer to values-based leadership in the document. This was noted and C Cusick also asked about the realism and achievability of the campus maintenance and facilitation goals within the given time frame.

N Lowden praised the first draft and suggested incorporating the vision into the graphic for clarity. S Hewitt noted that this would be taken forward as a final design once the final draft of the wording was complete.

S Hewitt agreed that the section on impact needed further work and welcomed the feedback received.

L O'Donnell encouraged Board members to share any additional thoughts with S Hewitt. Feedback will be considered, and a final draft of the document including initial metrics will be presented at the October Board meeting. **S Hewitt to progress.**

### 7.3 Board Strategy Day – September 2024

L O'Donnell highlighted plans for a board development session in September, suggesting a 3.00 – 7.00pm session.

S Taylor discussed the upcoming Development Strategy Day, highlighting several strategic and development areas, and the importance of understanding the governance framework around these.

S Taylor noted that if the College was moving forward with major infrastructure projects, it is crucial to understand the governance needs underpinning these. S Taylor noted that there was also planned input around the report from Audit Scotland, focussing primarily on the future of public funding in Scotland

S Taylor highlighted there was also a need to focus on Risk Management and Risk Appetite as a refresher or introduction for Board members to address the recent audit recommendations. This was welcomed by H Honeyman.

P Muir had contacted Board members to identify a suitable date and would confirm arrangements as soon as practicable.

### 7.4 Future Infrastructure Vision & Next Steps

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 that work would progress over the coming weeks to move the vision forward.

Discussion around the next steps and requirements was held and the developments and direction of travel noted.

## 8. STUDENTS' ASSOCIATION REPORT

### 8.1 Activity Report

L O'Donnell stated C Oglivie expressed his gratitude to the Board as his term on the Board was coming to an end.

A Lawrence reported that the Students Association team is now fully staffed with elected officers, representing a 20% increase in votes compared to last year. She also noted that the new Constitution has been submitted for approval by the Board. Additionally, the new Student Partnership Agreement is being developed by the team over the summer.

In line with the D&A Decade Celebrations and community service, each member committed an hour weekly to litter picking around the campus to create a clean and safe environment for people and wildlife. Furthermore, A Lawrence noted that all profits from the D&A Decade merchandise will be donated to Thrive.

S Oakley enquired about micro-donations and the possibility of rounding up bills for investment. This was noted and would be looked at.

C Cusick congratulated the team on their hard work and success over the year.

L O'Donnell thanked A Lawrence and K Ramsay for their report.

### 8.2 DASA Constitution

Board members approved the Constitution. S Taylor stated the changes were minimal, focusing on updates and modernisation.

## 9. PRINCIPAL'S REPORT

S Hewitt presented the paper for noting.

M Williamson commented that it was an interesting read, highlighting the accomplishments of the College. She asked for clarification on the survey feedback and S Hewitt explained that the goals and strategy feedback was linked to survey questions about the future of the College. S Hewitt noted that a more detailed survey update was planned for the autumn.

L O'Donnell noted that the survey and report were very positive, noting that it resisted the negative narrative surrounding the sector and outlined strong work being taken forward for the future.
S Oakley mentioned that negative comments were in the minority, with a more positive atmosphere prevailing. He attributed this improvement to effective leadership and communication, which have significantly benefited the staff's perspective.

L O'Donnell thanked S Hewitt for the report.

## 10. NATIONAL BARGAINING UPDATE

S Taylor summarised the paper noting that the ongoing pay award discussions for Academic staff had not reached a resolution with consideration now focused on 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.

Following further national discussions for support staff, Unison agreed to put a revised three-year offer to a membership ballot. This reworded offer was overwhelmingly accepted and arrangements have progressed to implement the payment of the deal in July 2024. The resolution of this deal was very welcome.

L O'Donnell thanked S Taylor for the report.

## 11. FINANCE & INFRASTRUCTURE ITEMS

### 11.1 Financial Sustainability

S Hewitt provided a summary of the current situation, highlighting that College Funding Allocations and Credit Thresholds were published by the Scottish Funding Council on 30 May 2024, with the credit threshold remaining unchanged from 2023/24.

S Hewitt highlighted that 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 financial sustainability, with close management of all costs likely to be required for the foreseeable future.

B Lawrie noted the budget discussion at the Finance and Property Committee meeting, welcoming the revised approach to the structure of the management accounts and budgeting process and improved management of employee costs. He noted that building the budget with a long-term focus, rather than a single-year perspective, is beneficial for the future. He emphasised that starting the future without a deficit and ending with a surplus is crucial, and underspending can be as problematic as overspending.

The update was noted.

### 11.2 2024/25 Budget

N Anderson highlighted the draft budget for approval.

N Anderson stated 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 utility costs expected to reduce by approximately £400,000 compared to 2023/24.

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 work would include 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.

N Anderson and S Taylor noted that work was progressing on the Financial Forecast Return (FFR) with this due to be submitted to the Scottish Funding Council by the end of June. It was agreed that this could be approved by the Chair of the Board and by B Lawrie (acting in place of the Chair of Finance & Property). The finalised FFR would be discussed at the next Board meeting. **N Anderson to progress.**

The draft budget was approved.

### 11.3 Climate Emergency Action Plan Update

S Taylor summarised the progress report, noting that excellent progress had been made across the full range of climate emergency actions. This had been reflected in the very positive internal report considered at the recent Audit & Risk Committee meeting.

The Board noted the progress made and thanked all involved.

S Taylor noted that work was progressing on the next action plan, with this coming to the Board in due course.

### 11.4 Management Accounts (for information only)

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.

The report was noted.

## 12. GOVERNANCE ITEMS

### 12.1 Board Evaluation & Development Plan

S Taylor provided an update on the Board development plan, noting good progress on a range of identified points, he highlighted to the Board that steps are required to progress an independently facilitated evaluation of the effectiveness of the Board of Management's operations, which will be conducted during the period from August to December 2024.

M Williamson asked if someone had been identified to undertake the evaluation and S Taylor noted that nobody had been identified yet and that there was a need to identify an individual with appropriate knowledge and experience in both governance and the sector.

It was agreed that arrangements for this be progressed **L O'Donnell and S Taylor to progress.**

### 12.2 Membership Update

S Taylor noted following the expiry of his tenure as Students' Association President, the Board membership of Colin Ogilvie will conclude over the summer. The new Students' Association President, Kara Ramsay, will join the Board in August 2024, alongside Vice President Adele Lawrence. The Board extended its thanks to Colin for his contributions over the past year. S Taylor updated the Board, stating that interviews for the vacancy position had been conducted and a candidate has been identified. However, this appointment will require approval by the Scottish Government in due course.

S Taylor highlighted that D Fordyce has had to step away from her Board commitments for a period of time due to family circumstances, with B Lawrie stepping in as temporary Chair of the Finance and Property Committee. Given the critical work of the Finance and Property Committee it was also proposed that an additional member be co-opted onto this Committee. Arrangements will progress, with members asked to endorse the identified co-opted by e-mail prior to end August 2024. This was agreed. **S Taylor to progress.**

### 12.3 Board Metrics

S Taylor noted the usual range of Board metrics.

M Williamson stated that it would be helpful for Board members to be aware of some of the details in respect of RIDDOR reportable incidents. S Taylor confirmed that these can be provided for future meetings. **S Taylor to progress.**

## 13. MINUTES OF COMMITTEE MEETINGS

Updates from the Committees were noted.

## 14. CORRESPONDENCE

The list of recent correspondence was noted.

## 15. DATE OF NEXT MEETING

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

**Action Point Summary**

| Action | Responsibility | Date |
|---|---|---|
| Final draft strategy to be developed incorporating board comments and planned metrics | S Hewitt | 1 October 2024 |
| Final FFR to be approved by L O'Donnell and B Lawrie | N Anderson | 30 June 2024 |
| Arrangements for externally Facilitated Board Review to be progressed | L O'Donnell & S Taylor | August 2024 |
| Summary of RIDDOR reportable incidents to be included in Board metrics | S Taylor | 1 October 2024 |

*Agenda Item 5.0*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## MATTERS ARISING

## PAPER B

# BOARD OF MANAGEMENT

# Tuesday 1 October 2024

## Matters Arising

***Paper B for information***

The following actions were noted from Tuesday 18 June 2024 Board of Management Meeting:

| Agenda Item No | Action | Current Status | Open/Closed |
|---|---|---|---|
| **7.2** | Final draft strategy to be developed incorporating board comments and planned metrics. **S Hewitt** | Draft included in agenda | Closed |
| **11.2** | Final FFR to be approved by L O'Donnell and B Lawrie. **N Anderson** | Approved and submitted | Closed |
| **12.1** | Arrangements for externally Facilitated Board Review to be progressed. **L O'Donnell, S Taylor** | Arrangements progressed | Closed |
| **12.3** | Summary of RIDDOR reportable incidents to be included in Board metrics. **S Taylor** | Report updated and included in metrics paper | Closed |

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. **L O'Donnell, S Taylor** | Scheduled for October 2024 development day | Open |

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

*Agenda Item 7.1*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## STRATEGIC ITEMS

## 7.1- 2030 STRATEGY DEVELOPMENT UPDATE PAPER C

# BOARD OF MANAGEMENT
# Tuesday 1 October 2024

## 2030 Strategy Development 'Our College' Update

***Paper for approval***

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### 1. Progress to Date: Our College 2030

Following two significant Board strategy events on the 5 May 2023 and the 22 January 2024, the 'Our College' concept was firstly 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.

A first draft was presented to the Board on 18th June 2024 and included four overarching themes, objectives for each theme, as well as some key, high level actions and deliverables. The themes were:

1. Our Students
2. Our Staff
3. Our Campuses
4. Our Impact

### 2. Board of Management Initial Feedback & Amendments

The feedback on the initial first draft presented in June recognised the progress made from the first initial Strategy events and welcomed the overarching approach, concept and themes highlighted. Following discussions, a range of comments and suggestions were made. These are noted below, along with amendments that have been made in the updated version:

| Feedback/Comments | Amendments |
|---|---|
| • The vision and mission statement needed to be streamlined and more aligned to the core purpose of the College. | • Both the vision and mission shortened, simplified and focused on the core of what Our College provides and achieves. |
| • The key actions highlighted within Theme 4 (Our Impact) were too similar to the Objectives section. | • Objectives and actions within theme 4 (Our Impact) reviewed and updated. |
| • One of the College strengths is its values, there should be a reference to how we maintain and enhance the values-based leadership over the time of the strategy. | • This has been added to the actions within Theme 2 (Our Staff). |
| • Concerns were raised on the realism and achievability of the campus maintenance and facilitation goals within the given time frame. | • Wording amended whilst still maintaining aspirations for what our students and staff deserve. |
| • Creating a more visual version of the strategy that should be encapsulated in a graphic/logo/brand | • This will be incorporated into the final draft version to be presented at the December Board |

A number of other over-arching and broader amendments were made to the first draft, they include:

| Other Amendments |
| --- |
| • The five values weaved throughout the objectives<br>• The objectives outlined within each theme have been amended to be more action orientated to better signify what we want to achieve<br>• Wording throughout reviewed and updated/amended |

## 3. Measurements

Below are a range of suggested areas of measurement for each theme. Once the broad areas are agreed, specific metrics will be detailed in the final version presented to the December Board:

| Our Students | Our Staff | Our Campuses | Our Impact |
| --- | --- | --- | --- |
| • Attainment<br>• Retention<br>• Progression<br>• Satisfaction<br>• Part Time/Work Based Portfolio Growth | • Satisfaction<br>• CPD Engagement<br>• HR Metrics<br>• D&A Leadership Programme | • Carbon Emissions<br>• Funding Secured<br>• Student/Staff Satisfaction<br>• Enhancement of AI | • Customer Satisfaction<br>• Income Generation<br>• Contribution to Regional Targets |

## 4. Recommendation

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

1. Discuss and approve the amendments to the high-level vision, mission and themes.
2. Discuss any gaps/suggestions in the areas of measurement
3. Approve the strategy development to move to the final version to be presented at the December Board.

## 5. Link to Strategic Risk Register

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

1.1 Failure of College strategy to meet the needs of the D&A Region and/or national priorities (e.g. 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 (Version 2)*

## Vision

"To empower, inspire and enable our students and staff to thrive and succeed."

## Mission

To deliver high-quality, inspirational education, skills, training and support that is accessible, inclusive and aligned to the needs of students, staff, industry and communities.

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## Theme 1: Our Students

### Objectives

1. **Enable Student Success**: Enhance student satisfaction and success rates by providing an inspiring, enabling and engaging learning environment.

2. **Provide 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. **Develop Career Readiness**: Equip our students with the skills, experience and attributes needed for successful careers in their chosen fields.

### Key Actions

- Expand our part time and work-based learning options and pathways that meet the diverse needs of our region.

- Develop and enhance the wrap-around support services our students need to succeed, integrating resilience and respect within course planning and delivery.

- Build on our partnerships with businesses and organisations to provide our students with inspirational learning experiences that are aligned with industry needs

- 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.

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## Theme 2: Our Staff

### Objectives

1. **Champion Professional Development**: Enhance the skills, growth and futures of our staff through delivery of comprehensive and career long professional development.

2. **Promote Wellbeing and Support**: Co-create a supportive work environment that prioritises staff wellbeing and enhances our D&A community.

3. **Role Model Leadership and Culture**: Create and encourage a collaborative, proactive and confident leadership culture that encourages innovation, ownership, accountability and aspiration.

### Key Actions

- Provide and promote effective CPD programmes and development opportunities that meet the needs of the diverse roles and aspirations within our college.

- 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.

- Deliver leadership programmes within our college that develops future leaders from within our existing staff and promotes a value-based ethos and culture.

- Co-create with staff a comprehensive staff wellbeing programme that supports them to thrive.

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## Theme 3: Our Campuses

### Objectives

1. **Aspire to a Modern Infrastructure**: Create and maintain digitally enbabled, state-of-the-art facilities that engage our staff and students and support innovative teaching and learning.

2. **Promote Sustainability**: Ensure our campuses and activities are sustainable, energy-efficient and meet our net-zero ambitions laid out within our Climate Emergency Action Plan.

3. **Be Accessible by Design**: Make our campuses inclusive, accessible and welcoming to all students, staff and visitors by continuing to encourage a Service Design approach.

### Key Actions

- Secure funding and complete key infrastructure developments, including the delivery of our 10-year infrastructure vision.
- 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.
- Improve signage and wayfinding, ensure digital accessibility, provide assistive technologies and adopt inclusive policies to ensure our students and staff feel supported and safe.
- Refresh the Digital Strategy and align with future technologies such as AI and Automation

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## Theme 4: Our Impact

### Objectives

1. **Strengthen Community Connections:** Deepen our college's relationships with local communities by fostering partnerships and collaborative projects that address shared needs and opportunities.
2. **Drive Economic Growth**: 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. **Be Trusted and Respected throughout Scotland**: Increase the regional and national reputation and visibility of our college for the benefit of our staff and students.

### Key Actions

- Grow and sustain strategic partnerships with local organisations, schools and community groups that improve the lives, opportunities and outcomes of our students. Tackling key regional issues such as poverty, economic activity and participation
- Develop new income streams through strategic decision making and prioritisation of involvement or local/national projects.
- Add significant additional value to our region through initiatives and offers aimed at addressing local economic challenges and supporting economic growth and transformation.

- Promote the success and capabilities of our college, enhancing its reputation regionally and nationally through the implementation of strategic marketing, communication and engagement plans.

*Agenda Item 7.2*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## STRATEGIC ITEMS

## 7.2- STRATEGIC PROJECTS UPDATE PAPER D

# BOARD OF MANAGEMENT

# 1 October 2024

# STRATEGIC PROJECTS UPDATE

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***Paper D for noting***

## 1. Project Governance

The internal Project Steering Group (PSG) continues to provide governance and oversight of the strategic project portfolio. A new Project Delivery Group (PDG) has been established and will focus on the detailed planning, execution, and delivery of strategic projects. The first meeting of the PDG will take place on 30 October and will be chaired on a rotating basis by one of the Directors of Curriculum and Partnerships. The PDG will be responsible for ensuring projects are delivered on time, within scope, and on budget, and that they align with the strategic objectives overseen by the PSG.

## 2. Tay Cities Deal (TCD) Projects

### 2.1. Tay Cities Engineering Partnership (TCEP)

The TCEP project is progressing well in relation to the project plan with the Advisory Board fully operational. The TCEP Partnership Manager, is actively engaging with partners to ensure full participation in the partnership board and the timely receipt of project reporting on milestones. Links with TCD LSBMT are being made to maximise resources, share contacts and collaborate on activities for the benefit of both projects.

Procurement planning for the mobile unit is well underway with additional procurement resource reducing any risk to the delivery timeline. Detailed options have been identified and final selection will take place at the upcoming partnership board meeting. Alternative leverage sources are being considered following Inchcape advising they would not be in a position to offer funding until well into 2025. Conversations are ongoing with 2 other potential sources.

The TCEP project website is now live and can be viewed here

### 2.2. Life Sciences, Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech Sectors (LSBMT)

The project continues to be fully active, and engagement with industry and schools is progressing well. Work is progressing on the development of new courses including a new course in Animal Science, one in Vertical Farming, an HNC Biosciences as well as four courses which will be piloted in Dundee schools and then rolled out to Angus schools. The project team is working on the promotion of Modern Apprenticeships and is actively engaging with a number of companies in the region. Discussions are also ongoing with schools to increase numbers of Foundation Apprenticeships in the Tayside region.

The LSBMT Project Manager presented alongside colleagues from University of Dundee to the Dundee Inclusive Growth Steering Group in September. The presentation was well received and highlighted the effective collaboration between the College and the University alongside the outcomes and synergies between the TCD funded Life Sciences capital build project and the TCD LSBMT Skills project.

The Curriculum Steering group continues to have active engagement from partners and the next meeting will take place at The James Hutton Institute. The sub legal agreement is finalised and will be signed off imminently.

A new cell culture room has been set up in the Science department as a result of project funding which will enhance the students' practical learning. A STEM careers event, aimed at school age children, is planned in October in partnership with the TCD TCEP project.

The development of a website to promote the project has been commissioned now that all partners are participating and the project is underway. The launch event for the project is planned in November to coincide with the project website going live. The project will be branded as "Science Futures" for external purposes but will retain the above title as required for TCD reporting purposes.

### 2.3. Supporting SME Skills

The TCD Skills Advisors are continuing to work proactively with business to achieve their targets and demand for training as part of the SME Skills project continues to be strong. The value of training committed in this financial year is £243,815, exceeding target by £43,815. The drawdown for quarter 2 (July - September) is slightly lower than forecast as it falls within the main summer holiday period and many companies which had applications approved did not want training to commence until September.

In quarter 2, a further 15 businesses have competed training and a total of 71 courses have been delivered to 575 delegates. The range of training continues to be varied, and courses continue to make a good contribution to the college with a minimum 30% markup on the cost of delivery.

Progress with the delivery partners in UHI Perth and Fife College is slower than anticipated due to restructuring within each organisation. However, UHI Perth are now fully up and running and are expected to achieve their £100,000 approved target in the next quarter. A meeting has been scheduled with senior staff in Fife College to explore the challenges and agree solutions to enable their allocation to be achieved.

The Tay Cities SME Skills Marketing and Communications plan is being implemented and work on case studies to demonstrate impact is underway. Project reporting continues to be burdensome however the TCD Skills Programme Manager is continuing to provide support.

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

### 3.1. Multiply

The Multiply project is achieving significant outcomes for both the Angus and Dundee regions. Both contracts are due to conclude in March 2025 and to date, 85% of planned courses have now been fully developed and are open for application. The team is focused on engaging as many learners as possible with current figures sitting at 70% of planned target numbers.

The parent and secondary school age children Maths homework clubs in Angus remain extremely successful. The success has been recognised by Angus Council who have provided additional funding of £40,000 to enable increased provision. The number of locations for the October classes will be increased from 2 to 3 and increased further in January to 4 with the course length increasing from 8 weeks to 12. The classes currently open for application have had over 100 applications to date.

Maths Anxiety sessions have been launched for college student groups and are proving very popular. The key focus of the sessions is on how to overcome negative feelings towards previous experiences or beliefs and a how to adopt a positive approach to Numeracy learning. Feedback so far has been excellent with many learners reporting that they felt more confident and receptive after taking part. We commenced delivery in the Health and Social Care and Children and Young People curriculum areas and it is hoped that this is reflected in increased positive results in the Numeracy unit outcomes which is delivered in Semester 2.

The Multiply team is about to embark on support for Perth Council with their Multiply contract. This will involve technical input for set up, registration, maintenance and certification of 8 online Skillsboost courses including the creation and development of Perth Multiply specific social media channels. A proposal for staff to work with Perth Prison delivering contextualised Maths sessions around Construction and Landscaping has also been submitted.

### 3.2. Digital Projects

The College has utilised UKSPF funding to support the digital skills requirements in the Dundee region and has led on 2 specific projects:

**Data is Everyone's Business –** This project aimed to upskill participants in the presentation, analysis, and use of data for effective decision making. Three unique courses were developed in partnership with The Data Lab, there were Data for All, Data for Leaders and Women in Data. In total, 12 courses were delivered to 100 participants.

**Bridging the Coding Gap –** This project aimed to address the coding skills gap by providing coding education through a mix of practical and project-based learning over a period of 4 weeks. The target group was long term unemployed with little or no technical experience and 12 participants commenced the course in June 2024.

## 4. Approvals

The Board is asked to:

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

## 5. Link to Strategic Risk Register

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

**1.1** Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)

**1.4** Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on:

- Ability of the College to meet key regional strategies/objectives
- Financial loss or unmanageable financial risk
- Reputational loss

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

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

*Agenda Item 7.4*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## STRATEGIC ITEMS

## 7.4- FUTURE INFRASTRUCTURE VISION & INVESTMENT REQUEST

## PAPER E

# BOARD of MANAGEMENT
# Tuesday 1 October 2024

# Bid to Dundee & Angus Foundation
# Strategic Investment: Infrastructure Planning

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***For approval***

## 1. Introduction

Since August 2023, the College has been developing a strategic vision for significant investment in the modernisation and replacement of our campus infrastructure.

This has resulted in the creation of a 10-year strategic case outlining an ambitious vision for the creation of two purpose built new campus buildings in Dundee and Arbroath. These plans would replace two current campuses, alongside required development works to support curriculum movements at our Gardyne campus.

Whilst there has been no commitment of any funding, initial engagement with a range of key stakeholders including the Scottish Government and Scottish Funding Council (SFC) has proven to be very favourable. This includes encouragement by both to continue with this work in line with the SFC Infrastructure Strategy for Colleges.

All work to date has been completed by the College, with professional support provided by BDP Ltd (funded from normal budgets). Whilst this has operated effectively the College is clear that as arrangements progress, the time and specialist input required will increase exponentially and this will necessitate significant additional investment.

Given this, the College is seeking approval from the College's Board of Management to submit a bid for funding up to £276k, to Dundee & Angus Foundation to support the necessary investment to progress work towards creation of an outline and then final business case.

## 2. Recommendation

Members are asked to approve that a bid for funding up to £276k is submitted to Dundee & Angus Foundation to support specialist staff input to manage the next stages of the Infrastructure Vision and support creation of the required Outline and Final Business Cases.

## 3. Capital Funding Limitations

The current value of capital funding received by the College has remained relatively static for many years. At c£2.5 million per annum, this funding covers the costs of smaller scale development and refurbishment projects, planned and unplanned capital maintenance, major ICT developments, and (in recent years) repayment of the annual loan costs associated with the 2011 Gardyne Campus development.

Given significant increases in construction and other costs, the current capital funds available to the College consistently fall short of the demands for capital works and enhancements and the College has sought (and been successful with) many external funding opportunities to take forward developments and enhance the student experience.

Whilst efforts on this will continue, it is not anticipated that significant additional funding will be available to support the progression of the College infrastructure strategy and related business case work.

## 4. Key Tasks to be Funded

The College has made excellent progress in terms of developing a strong and coherent 10-year infrastructure vision. This vision is ambitious in terms of the direction of travel for the future campus infrastructure of the College, whilst also fitting clearly within the Scottish Government Public Sector Reform Agenda.

The strategy developed to date also addresses significant and persistent needs in respect of skills development and employability within the D&A Region and offers a clear pathway to support enhanced regeneration of town and city centres.

All of this work has received positive endorsement from a broad range of key stakeholders and dovetails with a wide range of education and economic priorities of both the Scottish and UK governments. This alignment has underpinned the positive feedback on the direction of travel received to date.

The work undertaken to date will support the completion of the Strategic Outline Case required by SFC as the initial stage of the infrastructure development process. Once this stage is reached, the work involved will intensify as the College will be required to progress to a more detailed Outline Business Case and (if appropriate approval is achieved) a significantly more detailed Full Business Case. To underpin this work, the following key inputs and activities are necessary to take forward the infrastructure vision up to the final approval stage.

**i.** Creation and appointment of an overall project management role. This role will assume responsibility for progression of the current infrastructure vision and strategy and developing this into a fully-fledged infrastructure project. This will include identification and development of potential funding models and routes to underpin the strategy alongside the creation of the key documents necessary to support project approval and progression. In the initial stages it is anticipated that this role will be part-time, with work scaling up as project deliverables progress and the likelihood of future project approval and funding becomes clearer.

**ii.** Development of the operating model to underpin the reform and reset of skills and employability services within a College hub. This will involve input from College staff, stakeholders, and service users to identify enhanced joint working and integration of service outcomes to deliver a step change in skills and employability services for the region.

**iii.** Identification, engagement, and liaison with the specialist architectural and related and professional services necessary to support the creation of the outline and full business cases. This will include the identification of service needs and the procurement and deployment of specialist services to underpin project needs. NB the full costs of the specialist works required are likely to be significant and are not covered within this funding bid. Identification of the funding necessary to support the full costs of this element of works will be included within the overall funding plan necessary for completion of the project.

**iv.** Identification, engagement, and liaison with economic specialists to develop an independent assessment of the economic impact of the planned development. This will include the procurement and deployment of services to deliver a clear and independent assessment of economic impact.

The summary of anticipated costs associated with the above key task is as follows.

**Investment Necessary**: **£276k**

- Project Management (inc employers on-costs) over a 2-year period (part-time) £80k
- Release of D&A staffing to support project and stakeholder activities £40k
- Specialist architectural services and support outline and full business case development £120k + VAT
- Specialist review of economic impact £10k + VAT

The proposal is to approach Dundee & Angus Foundation to support the investment in the above requirements up to £276k and the College would seek to identify alternative sources to meet a proportion of these costs. If alternative funding were available that would further reduce the Foundation's commitment to support the project, we would only seek to draw down the funds necessary.

## 5. Timescales and Key Risks

The funding requested is to cover a two-year period through to December 2026. This is felt to be a reasonable timescale to complete the activities required, but it is recognised that significant elements of this work / key decision making are out with the control of the College. This is specifically the case in respect of the speed of consideration and approval at each of the 'gateway' stages of the project, including approval to progress to outline business case, followed by progression to full business case stage.

Similarly, the availability of significant capital funds, and a route to funding is also out with College control.

Given these risks, the project timeline and costs will be managed closely, and project activities may be stepped up or down to meet with the timelines necessary.

It is forecast that the Project Management Costs will be required and expended within the two-year period and the costs associated with the specialist economic impact will be incurred in the early stages of the work (total c 92k). Other costs (total c£184k) will be variable in line with the identified timelines for creation and submission of business case documentation.

Claims for funding will only be made for work undertaken and the College will remain in close communication with the D&A Foundation so that they are aware of the timelines and progress of key activities.

## 6. Evaluating Success

The success of the investment we are seeking from the Foundation will be clear in respect of the project deliverables and progression (and ultimately approval) of the Colleges ambitious infrastructure strategy.

**Authors:** Steven Taylor, Vice Principal Support services & Operations
**Executive Sponsor:** Simon Hewitt, Principal

*Agenda Item 8.0*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## STUDENTS ASSOCIATION REPORT PAPER F

# Board of Management

## DASA UPDATE SEPTEMBER 2024

# TEAM UPDATE

Our newly elected team started their role mid June. This sadly meant saying goodbye to Colin Ogilvie. We also sadly said goodbye to Cher Meldrum at the beginning of September who has been part of the team since January 2019. We are happy to announce that Norma Payne will remain with the team for another year, stepping into the Representation Assistant role.

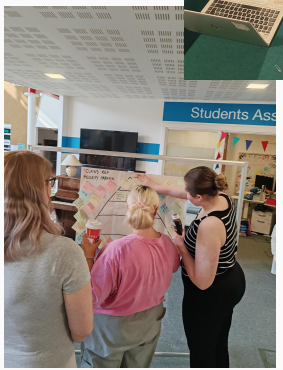
DASA Students' Association Dundee and Angus College

# 2024/25 CLASS & DEPARTMENT REPS

With the feedback from the previous cohort of reps we designed our 2024/25 Class rep training. Focusing on enhancing the practical skills they need for the role and fully understanding why the student voice is so valuable. The 4 key themes included are:

- Representation
- Communication
- Partnerships
- Feedback

We have scheduled training and meetings for the year ahead so all students and staff know what the expectation is of the role and the time commitment needed.  We have created a digital handbook for all reps this year that includes role descriptions, timeline, tasks and more. The marketing team are in the process of designing the layout for us.



# THRIVE

Thrive will still be a big part of what we do in the upcoming year. We plan to host breakfast club at least three morning a week on each campus, more where we can. The Thrive shops will continue to be on each campus to offer free items that students and staff may need to ease financial worries.

September will see a return of ‘Thrive Drive’ to encourage donations from staff and students, but also external partners. We have already kindly received donations from community champions at ASDA Kirkton and Sainsbury’s Dundee for stationary items for Freshers week.

Over the summer we hosted a school clothes pop up shop on each campus to help any student/staff parents/carers.

The team have also been thinking of fundraising ideas for Thrive for throughout the year so watch this space.

# STAFF AWARDS WINNERS 2024

Lecturer of the year

- Arbroath - Daniel Radke
- Gardyne - Ross Law
- Kingsway - Kichelle Williams-Robinson

Support staff  of the year

- Arbroath - Janette Whyte
- Gardyne - Andy McCormack
- Kingsway  - Rona Jack

Heart of the College - Claire Halliday

Hidden Gem - Norma Payne

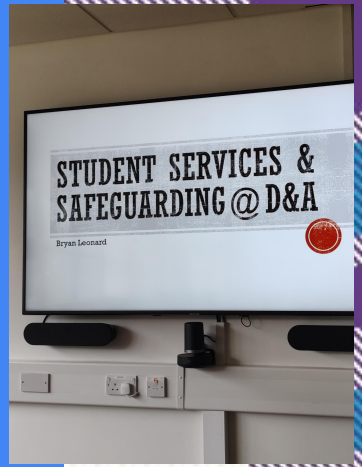
# TEAM DEVELOPMENT

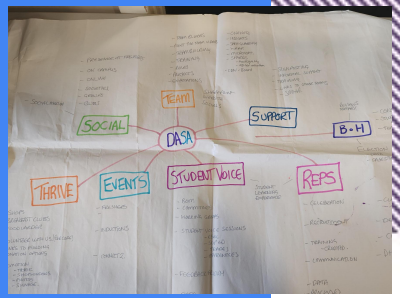
The summer break was DASA's time to grow and develop, not only as individuals in new roles but also as a team and our overarching priority to be ready and confident as a team when the student return. Over the break we did:

- Team building
- Insights training
- Safeguarding training
- Co-design sessions on the DASA offer
- Digital skills training
- Strategic & Operational Planning
- Meeting & learning about various staff teams
- Summer activities for students

The team attended SPARQS That's Quality in August to network with other SA's and learn more about what is happening nationally in the sector. Amy got the opportunity to help facilitate the training as a group tutor. Overall it was a great chance to see where other SA's are sitting in comparison to DASA, share some good practise and barrier, and of course learning more about the new Student Learning Experience Model (SLE) and new review method fast approaching the sector.

# TEAM DEVELOPMENT

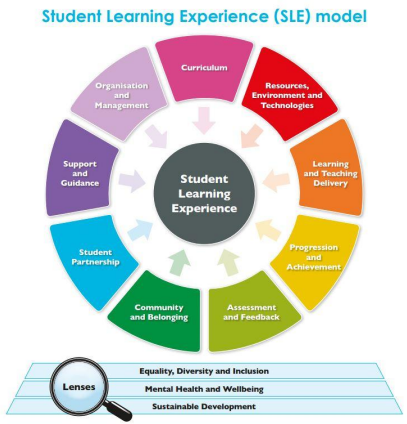




# STUDENT LEARNING EXPERIENCE MODEL (SLE)

Co-designed by SPARQS and students over the past 2 years the new SLE model is being used as a tool nationally by College and University Students' Associations/Unions to help elected officers and staff capture and record all aspects of the learner experience. We aim to use it to engage  people and start conversations.

As a team we have come up with different ways to utlise the tool to not only to help gather data and evidence throughout the year via Class rep tasks, Feedback Friday etc. But also show student how their feedback and input feeds into bigger picture. The SLE is also mapped to the incoming Tertiary Quality Enhancement Framework, therefore working with staff, Directors Exec and Quality department and of course student we can begin to prepare for review and self-evaluation.

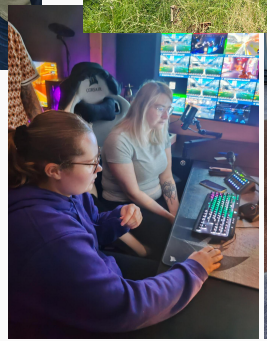



[Student Learning Experience model (spargs.ac.uk)]

# SUMMER STUDENT ACTIVITIES

As in previous year the DASA team are keen to offer support to new/returning students over the summer break so they can still be engaged in College life, get onto campus for the first time when it's quieter, meet some friendly faces. These included:

- Online Crochet Club, Cuppy & chat and quiz nights
- Dungeons & Dragons
- Esports
- Arts & Crafts
- Daily mile
- Games Club
- Connect 2



# ACTIVE INDUCTIONS

The induction offer from DASA this year has two parts.

Firstly, a great partnership with the Learning & Community Engagement team, mainly Jade Fox ,and our Active Campus Coordinator Lauren Simpson. We are calling them 'Active Inductions'.

Secondly an interactive in class session by just the DASA team which suited some class groups better as they got to remain in a familiar environment with their peers.

# INDUCTIONS 2024

**60 ACTIVE**
**40 IN CLASS**

**18 DEPARTMENTS**
*14 ACTIVE, remaining had in class DASA induction.

**1700+ STUDENTS**
*1000+ ACTIVE/700+ IN CLASS

**4.72/5 STARS**
**STUDENT FEEDBACK**
*671 RESPONSES

**45 HOURS**
*OVER 4 WEEKS, 30h ACTIVE/ 15h IN CLASS

## STUDENT FEEDBACK "I LIKED..."

- How friendly and welcoming it was.
- **Really fun! Just got me off my feet and stayed positive.**
- That it was interactive and we were able to get involved and participate. Our opinions were noticed and heard, it was a fun experience overall.
- The engagement, involvement and interaction. It really makes the introduction more memorable.
- How welcoming they were. Very friendly and their games were rather original!
- the enthusiasm the team had and it made us excited to take part and listen.

## STUDENT FEEDBACK "I LEARNED..."

- How to access help and support.
- **More about the community/ wellbeing support.**
- I learned about the help with free breakfasts and free items in the canteen.
- that student voice matters and there is always someone there to listen if you need it.
- That there was loads of different activities that I can get involved in
- The availability and options. There are many helpful options

## STUDENT FEEDBACK "I SUGGEST..."

- That you come over to The Space more often.
- **Doing more fun activities with the class it's a real ice breaker for everyone.**
- I suggest they keep having that positive energy and warmth. They seemed so kind and lovely that's what you want in the support team.
- More advertising of college activities.
- More team members to expand the opportunities
- More free pizza!

# OUR CHARTER

Another exciting collaboration with the Positive Behaviour Steering Group and Quality has been the co-design on the College values based student charter - ‘Our Charter’.

Through student feedback on the values working together to create a living guiding document for staff and students to use in relation to expectations, boundaries and relationship building.

# STUDENT CLUBS

Lots of groups up and running across the three campuses as well as online!

# D&A DECADE CHALLENGE
# FREAKY FRIDAY

On Friday, 13th September 2024, as part of the D&A Decade challenges, D&A staff stepped into the shoes of our students for a unique experience we called Freaky Friday. This simulation seen staff members adopting student personas for an entire day, allowing them to fully engage with the daily challenges and routines faced by our students.

From managing finances and navigating travel logistics to making dietary choices and focusing on overall wellbeing, this event aimed to provide a comprehensive understanding of the student experience at D&A. 11 staff members from support and academic, and various department took part. Amy is working on a case study.

Here is some of their feedback:

"Experience a day in the life of a D&A Student!"

"Brilliant!! An excellent exercise that could be rolled out to others"

"Would be good to have this as part of a staff development day or as a challenge on a day when students aren't in to fully immerse into the experience - could get given a learning task of some kind to do amongst it to properly highlight how the stress impacts learning"

"I took from today how much for granted we take things. Being away from frontline with students has unknown to me, not been forgotten but by any means but clouded my memory of the daily challenges students and staff face. Thank you for that gentle reminder and push."

"It has been quite disturbing at times to see the disruptions coming in and to put myself in the shoes of our students in reacting to this. Really worthwhile"

"The number of considerations someone with different circumstances and additional needs have to make throughout the day, and how plans only work when everything goes smoothly."

# COMING SOON…

Class Rep Training

Safe/Quiet Spaces

Feedback Friday

Department Rep Recruitment

Personal Passion Projects

# THANK YOU

ANY QUESTIONS?

*Agenda Item 9.0*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## PRINCIPAL'S REPORT

## PAPER G

# BOARD OF MANAGEMENT

# Tuesday 1st October 2024
# Principal's Report

***Paper for information***

## 1. Introduction

The following paper summarises key projects and recent activities currently being progressed and have been aligned to the three core pillars of the new 2025 More Successful Students strategy (*Effective Partnerships, Future Focused & Thriving Community*).

## 2. Recommendation

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

## 3. Effective Partnerships

3.1. Kingspark partners with D&A – The College has entered into a partnership with Kingspark School to broaden opportunities for young people with disabilities. Pupils from Kingspark will attend college once a week to gain experience in barista skills and customer service at the College's Café Bar at the Kingsway Campus. Senior pupils will also develop horticultural skills, with sessions designed to support the development of the school's vegetable garden. The horticulture programme has been tailored to be accessible for students with additional needs and will support the school-based enterprise project by providing ingredients for their café.

3.2. Leading Learning for Employment and Progression (LEAP) Project – The LEAP Project, a collaboration between the College and Angus Council, has significantly impacted young learners and the community. Launched last August, it re-engages high school students facing various challenges, often worsened by the Covid-19 pandemic. Of the 12 students who joined, 9 completed the programme, achieving 70-100% attendance and securing positive futures. The project's informal learning environment and personalised support have enabled students to earn qualifications and build essential skills, fostering motivation and positive relationships.

3.3. Service Design Academy (SDA) Partnerships – SDA has been working with Dumfries and Galloway Local Employability Partnership project on a community-based project to train a Lived Experience Panel in participatory budget design, this was completed in late June. This is the 4th project with this partner, with potential for a new project in Annan in 24/25 as well as a referral, on D&G's recommendation, to Borders Council. SDA has also been working with Zero Waste Scotland, QAA, Developing the Young Workforce (DYW) on a range of other potential projects and opportunities.

3.4. D&A College & Esports Scotland – The College is thrilled to announce an exclusive educational collaboration Esports Scotland, managed and owned by eRena Sports. This partnership aims to build on existing work, but also to enhance the learning opportunities for esports students by integrating formal educational pathways with

practical industry exposure. The initial joint venture will involve the revival of the Scottish Esports League (SEL) Tournament series, with the dates for SEL 6 set to be revealed shortly. Operated by the College on behalf of Esports Scotland, the SEL series will enable college students to acquire modern industry skills, unlocking a plethora of new career avenues, internships, job placements, hands-on experiences, and cutting-edge skills to kickstart their professional journeys.

## 4. Future Focused

4.1. Supporting the D&A Green Business Economy – The College has secured funding through the Dundee UK Shared Prosperity Fund (UKSPF) to deliver training for business in "Decarbonisation of Transport". The courses on offer are: Electric Vehicle Maintenance and Servicing (Levels 1-3); Hydrogen Fuel Basics; Electric Chargepoint Installation and planning to Decarbonise your Fleet delivered by the Service Design Academy. Businesses can access the fully-funded training to create a workforce that can drive a sustainable economy. The launch event took place in The Skills Academy on Thursday 22 August 2024 and was well attended by local businesses.

4.2. AI in Education Trial – At the end of last academic session, staff were invited to participant in an AI trial. The initiative aimed at integrating advanced artificial intelligence into our daily operations to enhance efficiency, innovation, and decision-making. We selected both Copilot's additional licenses and bundled versions and TeacherMatic so we could evaluate impact and review needed investment. Many volunteers came forward from both academic and support departments which resulted in the over 80 staff members involved. The pilot will last this full academic year with evaluation occurring every two months throughout the year. Staff engaging in the pilot are encouraged to share information on the good practice they are discovering, as well as what challenges they are coming up across Learning and Teaching. AI is a key theme for the College this year.

4.3. SME Skills Fund (D&A delivery Income) – We are now in quarter 2 of year 2 of operational delivery and the fund has been live for 6 months. In that time, we have committed £271,853 worth of training to the business community. We have approved applications for 57 businesses, scheduling 187 courses for 894 candidates. We are now ahead of target on signups and the project is well received at Tay Cities management board level with the offer of enhancing the amount of allocation. The forecast drawdown for quarter 2 for D&A is £80,952.06.

4.4. New Quality Arrangements – In July, SFC published their new Guidance on Quality for Colleges and Universities AY 2024-25 to AY 2030-31, which now brings together quality arrangements across the whole tertiary sector. The new Tertiary Quality Enhancement Framework (TQEF) has been developed to deliver on the sectors vision for a more coherent and streamlined tertiary education system that delivers the best learning experience for students. Representatives from D&A have been heavily involved, at all levels, in developing the approach and implementation of the framework, and we are excited to see how this will enhance the sector in the future.

4.5. D&A Climate Engagement Project – As part of Scotland's Climate Week, 23rd to 29th September, D&A is excited to announce the launch of a new climate project, 'Sunrise Solutions', an initiative supported by the Scottish Government's Climate Engagement Fund. This year's climate week theme is 'Stories for Change,' focusing on celebrating and promoting climate action. During this national week, the College is using the funds to raise awareness about climate issues, involve the local community, and show its support for Scotland's Net Zero goals.

## 5. Thriving Community

5.1. 2024 Staff Development Day – Building on feedback from staff last year and key points arising from the staff survey, a slightly different approach was taken forward in respect of the all staff development day on Thursday 15 August 2024. With around 450 staff attending, the day started with a welcome from the Executive, followed by a panel discussion with key stakeholders from DYW, Angus Council, SDS and Dundee City Council. Further sessions were held on AI and Building the College Community. Initial feedback on the format and approach to the day has been positive and an evaluation survey is currently out with staff. Feedback from this survey will inform arrangements for the next all staff development day planned for 14 November 2024.

5.2. The D&A Community Kitchen – The Community Kitchen Programme, funded by the Angus Local Employability Partnership, has positively impacted over 24 low-income families in Angus by offering education and employability opportunities. The 12-week programme provided hands-on cooking sessions to help families prepare and cook simple, nutritious, affordable meals, and address food poverty through promoting healthy relationships with food. The programme also included employment-related skills including barista training, food hygiene and first aid certification, and aims to build confidence and provide pathways to employment or further education.

5.3. #JustOneHour – To encourage engagement in wellbeing events and activities the College has created the #JustOneHour programme. This is based on staff feedback and, in particular comments from staff who have said it can be challenging finding the time to engage in activities alongside concerns from some staff around the need for permission to attend wellbeing opportunities. #JustOneHour is designed to support and encourage staff to allocate an hour a month to focus on their wellbeing, with this backed by the College. This builds upon the approach used at the all staff day and will be rolled out alongside a mixed range of wellbeing opportunities on an on-going basis across the year.

5.4. Leadership Coaching – Supported by the Academic Development Team, the College will begin support for a cohort of leadership coaching sessions in November 2024. This programme will run for the remainder of the academic session and will support c.20 current staff with leadership coaching skills. This input is not just focused on those with management responsibilities and will support coaching skills for leadership in all its forms.

5.5. 2024 Student Prize Giving – On Wednesday 4th September, more than 86 students, along with their friends, family, college staff, and local businesses, gathered to celebrate their exceptional accomplishments at Dundee & Angus College's annual Prize-giving ceremony. The event was a vibrant celebration of student dedication and success over the past year. Prizes were awarded to students from all departments across our College, recognising their academic achievements and commitment to balancing home life, work, and studies. It was a moment to celebrate the achievements of the past year and to inspire continued success in the future.

5.6. 2024 CDN Awards – D&A has been shortlisted for five awards at the 2024 College Development Network College Awards, the annual celebration of innovation taking place in colleges across the country. In the College Community Learning category, we have been recognised for our input into the Linlathen Community project. In the Employer Connections category, D&A has achieved two shortlist places in the same category. The first is a project with Balhousie Care Group and our Hospitality and Professional Cookey department, where they are setting new standards in care through bespoke culinary training. The second is our DFN Project SEARCH

programme that has created employment pathways for young adults with learning disabilities or autism. The fourth area is the Inclusive College category for our amazing work to create and be recognised as a College of Sanctuary, and lastly in the Skills Development category, the Multiply Team has been recognised for revolutionising maths education. The event will be held in Glasgow on 14th November.

## 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

*Agenda Item 10.0*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## NATIONAL BARGAINING UPDATE

## PAPER H

# BOARD OF MANAGEMENT

# Tuesday 1 October 2024

## National Bargaining Update

***Paper for information***

### 1. Introduction & Context

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

### 2. Academic Staff Negotiations

Since the previous update there have been further national discussions between the Colleges Employers Association and EIS-FELA. These discussions have reaffirmed the three year offer for the period 2022 – 2025, with both union and CES negotiators aligned in terms of the monetary value of this offer in each of the three years.

As discussions progressed, arrangements for year 4 of a deal were included and agreement reached on this (with some support from the Scottish Government following further engagement with the Minister). Discussions have also included wording around compulsory redundancy.

These discussions resulted in an offer of 4.14% being made for the 2025/26 academic year (year 4). The full 4 year offer (see appendix a) was put to ballot of EIS/FELA members, with a result of 95% of those voting in favour of the deal.

This has now been ratified at a national level and arrangements in place for payment of the increased salaries and backpay in the October 2024 pay run. Individual arrangements to support staff in receipt of Universal Credit or other benefits are available for staff on a case by case basis.

The resolution of the pay dispute has removed the threat of strikes and resolved the issues relating to action short of strike action (ASOS).

### 3. Academic Staff National Agreement on GTCS Registration

Arrangements have been agreed nationally under Circular 02/24 in respect of the mandatory membership of the General Teaching Council for Scotland (GTCS) by lecturing staff. Given the numbers involved in the registration process and the limited resources available via GTCS to process applications, these arrangements will be phased in over a 10 year period through to 31 December 2024.

### 4. Support Staff Negotiations

Unison agreed to put a revised three year offer out to a membership ballot and the 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 approved by all three nationally recognised unions the revised payment amounts were progressed in the July 2024 payroll, including substantial back pay elements for many staff.

Individual arrangements to support staff in receipt of Universal Credit impacted by the level of back pay were enacted for a small number of staff on a case by case basis.

## 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. Discussions around the accounting treatment of this change are taking place nationally.

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 continue to progress 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

**appendix a**

# Circular STL 03/24 – Lecturing Staff Pay Agreement 2022-26

## Technical Implementation Note

This Circular is issued under the provisions of the National Joint Negotiating Committee (NJNC) and is binding on the signatories of the National Recognition and Procedures Agreement (NRPA). Non-NRPA colleges are encouraged to shadow the Agreement.

This Circular implements the 1 September 2022 – 31 August 2026 NJNC – Side Table (Lecturing) Pay Agreement.

**Pay**

## Year 1 – 1 September 2022 – 31 August 2023

A consolidated Pay Award of £2,000 for all unpromoted and promoted lecturer scale points, effective from 1st September 2022.

## Year 2 – 1 September 2023 – 31 August 2024

A consolidated Pay Award of £1,500 for all unpromoted and promoted lecturer scale points, effective from 1st September 2023.

## Year 3 – 1 September 2024 – 31 August 2025

A consolidated Pay Award of £1,500 for all unpromoted and promoted lecturer scale points, effective from 1st September 2024.

## Year 4 – 1 September 2025 – 31 August 2026

Following a commitment from the Scottish Government, a consolidated Pay Award of 4.14% for all unpromoted and promoted lecturer scale points, effective from 1st September 2025.

## Pay Scales/Fixed Points

From 1st September 2022, 2023, 2024 and 2025 the **Lecturers' Pay Scale** will be:

| **National Scale Point** | **1 September 2021 £k** | **1 September 2022 £k** | **1 September 2023 £k** | **1 September 2024 £k** | **1 September 2025 £k** |
|---|---|---|---|---|---|
| **Point 1** | 35,170 | 37,170 | 38,670 | 40,170 | 41,833 |
| **Point 2** | 37,217 | 39,217 | 40,717 | 42,217 | 43,965 |

| | | | | | |
|---|---|---|---|---|---|
| **Point 3** | 39,264 | 41,264 | 42,764 | 44,264 | 46,097 |
| **Point 4** | 41,310 | 43,310 | 44,810 | 46,310 | 48,227 |
| **Point 5** | 43,357 | 45,357 | 46,857 | 48,357 | 50,359 |

From 1st September 2022, 2023, 2024 and 2025 the **Promoted Lecturer Fixed Points** will be:

| **National Fixed Points** | **1 September 2021 £k** | **1 September 2022 £k** | **1 September 2023 £k** | **1 September 2024 £k** | **1 September 2025 £k** |
|---|---|---|---|---|---|
| **Fixed Point 1** | 47,257 | 49,257 | 50,757 | 52,257 | 54,420 |
| **Fixed Point 2** | 50,394 | 52,394 | 53,894 | 55,394 | 57,687 |
| **Fixed Point 3** | 53,530 | 55,530 | 57,030 | 58,530 | 60,953 |

The Pay Award will be applied pro rata to part time employees and staff who commence or leave employment part way through this period.

Entrants to the sector after 1 September 2022 will be appointed to the revised salary scales and any backdating applied to their date of start as appropriate.

Those who have left the sector between 1 September 2022 and the date of issue of this Circular, who have not received the Pay Award, will be entitled to the part of the Pay Award relating to the period up to the date of termination of their employment unless for any reason they have signed a settlement agreement and/or COT3 waiving all claims against their college employer. All individuals who have left the sector between 1 September 2022 and the date of issue of this Circular should write to their former college and request payment.

Colleges should apply the Pay Award in the earliest possible pay period.

The Pay Award will not apply to staff on existing conserved salaries, unless the provisions of Circular 01/18 apply.

The next pay settlement date will be 1 September 2026.

## Job Security

This Agreement ensures that any compulsory redundancies will be as a last resort after it has been determined by a college acting reasonably, that all other all other reasonably practicable options have been exhausted. There will be no compulsory redundancies in direct response to this Pay Award.

## Pay Deductions for Non-resulting

All lecturing staff, within ten working days of the Agreement (**Appendix 1**) being ratified, will input all outstanding student results withheld as part of the dispute, into the appropriate college system.

Colleges that made a local decision to deduct salary from lecturers' pay in response to their participation in the Action Short of Strike comprising the withholding of student results, have agreed, on this occasion, to make repayment of any such pay deductions, once all outstanding results are entered into the appropriate college system

Colleges should make these repayments in the earliest possible pay period.

## Implementation of Circulars

The employers are committed to ensuring the full implementation of Circulars 04/18 and 02/21. The Management Side will work closely with the EIS-FELA to ensure full implementation by the end of this Academic Year.

## Scope

The terms of this Circular will apply to all employees and new entrants to the profession, including those on a temporary, fixed term or non-permanent contract, covered by the NRPA.

If any clarification is sought, this should be directed to the Joint Secretaries, john.anderson@collegeemployersscotland.ac.uk and garry.ross@EIS.org.uk. A joint response will be provided to all points of clarification.

NJNC Joint Secretaries

John Anderson Garry Ross
4 September 2024

*Agenda Item 11.2*

**BOARD OF MANAGEMENT**

**Tuesday 1 October 2024**

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## FINANCE & INFRASTRUCTURE ITEMS

## 11.2 - 2023/24 OUTTURN FORECAST (FOR INFORMATION ONLY) — PAPER I

# Finance and Property Committee

# Tuesday 10 September 2024

# Forecast Outturn 2023/24

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***Paper for information***

**1. Introduction**

This report brings to the Committees attention the current projected outturn for the year 1 August 2023 to 31 July 2024.

The Annual Report and Accounts deadline is Monday 30th September when Mazars, our external auditors will begin the on-site audit of our 2023/24 Annual Report and Accounts.

Members are asked to note that the projected outturn position set out in this report is subject to likely change given work is still going on to finalise the accounts.

**2. Recommendation**

Members are asked to note the current projected 2023/24 outturn figures and note that this position will change as we finalise work on the annual accounts.

**3. Current projected outturn**

Appendix A to this report details the 2023/24 budget and Quarter 3 forecast for reference. The current outturn position (as at 3 September 2024) is compared to budget and a commentary on the reasons for any underspends or overspends is included.

Appendix A also includes an update on the final accounts work we have still to complete.

We endeavour to predict the final actual outturn as accurately as possible, but this remains subject to further adjustment and refinement as we complete our pre-audit checks. This will be particularly true of potential capitalisation of expenditure, although this has no effect upon cash generation, and is invariably subject to agreement with auditors.

The following projections are at risk of significant movement as work is on-going to complete the final accounts:

- SFC Teaching Grant – ESF potential clawback from 2020/21.
- Capital grant income – CDEL/RDEL switch, capitalisation and revaluation of assets.
- Project income and expenditure accruals and prepayments yet to be completed.

- Staffing – Final staffing figures including backdating of recent pay awards and voluntary severance are yet to be finalised.
- Final checking of accounting adjustments.

## 4. Conclusion

Members are asked to treat this draft outturn with caution as the final accounts position is incomplete at the time of writing this report. The final outturn is expected to be within the range of £547k surplus and £1.3m surplus, as detailed in Appendix A. These projections form the best case/worst case position at this stage in the annual accounts process.

## 5. Link to Strategic Risk Register

Managing the budget and reporting to the Finance & Property Committee supports the mitigation of the following risk identified within the Strategic Risk Register namely;

2.2 – failure to achieve institutional sustainability.

**Authors:** Nicky Anderson – Director of Finance
**Executive Sponsor:** Steve Taylor, Vice Principal – Support Services & Operations

*Agenda Item 12.1*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## GOVERNANCE ITEMS

## 12.1- VOLUNTARY SEVERANCE SCHEME PAPER J

# BOARD OF MANAGEMENT MEETING

# Tuesday 1 October 2024

## Voluntary Severance Scheme

***Paper for approval***

### 1 Background

This paper summarises proposal to renew the Voluntary Severance from 1 January 2025 onwards.

### 2 Voluntary Severance Scheme

The Board of Management approved the terms for a Voluntary Severance scheme at its December 2020 meeting.

Under the terms of the relevant SFC guidance, the terms of the scheme were also approved by SFC. This approval was sought (and granted) through until 31 December 2024. As this SFC approval is coming to an end, the Board is asked to confirm that it is comfortable for further SFC approval to be sought for a four-year period through until 31 December 2028.

The terms of the scheme supported payment of a maximum of 8 months' salary with payback required within a maximum 12-month period.

Given the likelihood of flat-cash funding in the foreseeable future and the resulting need for on-going efficiency and savings planning it is anticipated that voluntary severance will remain a feature of College operations throughout this period.

Flexibility around this is sought from the Board, with delegated authority to the Principal to open and close the scheme as necessary over this period. This would support changes on a rolling basis as requirements and as timescales become clearer.

In line with previous arrangements, all decisions would require strict cost savings and all costs will be managed to ensure that they do not impact negatively on the in-year cash position.

### 3 Approval

The Board of Management is asked to approve the reapproval of the voluntary severance scheme and related arrangements.

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

*Agenda Item 12.2*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## GOVERNANCE ITEMS

## 12.2- STRATEGIC RISK REGISTER PAPER K

# BOARD OF MANAGEMENT
# Audit and Risk Committee
# Tuesday 4 June 2024

## Strategic Risk Register Update

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***Paper for approval***

### 1. Strategic Risk Register

A copy of the June 2024 draft Strategic Risk Register is enclosed. This is noted for approval and incorporates the changes arising from discussion at the March 2024 Audit & Risk Committee meeting.

### 2. Capital and Revenue Funding Risks

As highlighted previously, in recent years the College has been afforded considerable flexibility in how we used our capital maintenance funding. This funding was designated specifically for lifecycle and high priority backlog maintenance, but this expenditure by its very nature is not always capitalised. As a result, we have generally capitalised on a small proportion of our capital budget (CDEL) spend.

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.

Since February 2024 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 fully offset the initial risk.

### 3. Credit Target/Funding Risks

Following on from previous updates in respect of the reduction in full-time student recruitment in 2021/22 and in 2022/23 it is clear that activity levels in 2023/24 will mean that there is no risk in respect of any clawback of funding as activity targets will be achieved.

This aspect of activity will remain under review but it is not anticipated that this will need to feature in future Strategic Risk Register updates unless there is a further substantive change in student demand or credit targets.

### 4. Financial Sustainability Risk

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

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

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

The appropriate curriculum, HR and financial plans and approaches underpinning the paper and progress around the proposals it contained have been discussed at each meeting of the Learning, Teaching and Quality; Human Resource & Development; and Finance & Property Committee over the past year.

The most recent management accounts and budget monitoring reports considered by the Finance and Property committee confirm that the College is on track to achieve a better than break even position for 2023/24 and the draft budget considered at the May 2024 Finance and Property Committee meeting highlighted that a sustainable (but deficit) budget will be possible for 2024/25.

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

## 5. Cost of Living Crisis

Significant activities were reported in respect of the Thrive with D&A project to support students and staff with the challenges faced by the cost of living crisis. This work has continued throughout 2023/24 and a decision on arrangements for AY 2024/25 will be made before the end of the current academic year.

## 6. Reinforced Autoclaved Aerated Concrete (RAAC) Risk

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. Updates have, however, been provided to the Finance and Property Committee on the future infrastructure vision for the whole College estate, including potential phasing of future developments to remove RAAC from our estate.

This vision and next steps in realising the vision will be shared at the June 2024 Board meeting.

## 7. Review of Strategic Risk Register

The draft June 2024 Strategic Risk Register is enclosed with one change proposed to risk 2.2 to incorporate recognition of the CDEL/RDEL risk as outlined above.

## 8. Approvals

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

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

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

# BOARD OF MANAGEMENT
# Audit and Risk Committee
# Tuesday 17 September 2024

## Strategic Risk Register Update

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***Paper for approval***

### 1. Strategic Risk Register

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### 3. Cost of Living Crisis

Significant activities were reported in respect of the Thrive with D&A project to support students and staff with the challenges faced by the cost of living crisis. This work will continue into 2024/25 supported by a contribution from the College and fundraising efforts from students and staff.

## 4. Reinforced Autoclaved Aerated Concrete (RAAC) Risk

An update on the most up to date picture regarding the RAAC present within the Kingsway Campus will be provided at the meeting.

Updates have also been shared with the Board on the future infrastructure vision for the whole College estate, including future developments to remove RAAC from our estate. A further update will be provided at the next Board meeting.

## 5. Evaluating the Impact of Public Audit

Committee members may be interested to note that Audit Scotland has published Public Audit in Scotland 2023-28 which sets out a vision for public audit to ensure that public money is well spent to meet the needs of Scotland's people.

This vision is underpinned by planned shared outcomes for public audit as follows:

- Public services in Scotland work better together to target resources more effectively.
- Financial planning and management are more effective across Scotland's public services.
- Public bodies deliver clearer and more transparent reporting.
- Our recommendations have a positive impact for people in Scotland.

Audit Scotland has published a new impact monitoring and evaluation framework to support this evaluation and are happy to take feedback as appropriate on how this is operating and will also seek feedback through audit activity on how these outcomes are being achieved through audit recommendations and activities.

## 6. Review of Strategic Risk Register

The draft September 2024 Strategic Risk Register is enclosed with no changes recommended in respect of Strategic risks. It is, however, recommended that a further review of risks be undertaken for the March 2025 meeting to reassess risks using the revised risk descriptions outlined within the Risk Management Policy. This review would also consider the outcomes of the risk training recommended for the Board Development Workshop in October 2024.

## 7. Approvals

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

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

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

DUNDEE AND ANGUS COLLEGE

# STRATEGIC RISK REGISTER

## 2023 - 2024

As at August 2024

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

| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS | | | | TREATMENT | POST MITIGATION EVALUATION | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Risks | Impact | Likelihood | Score | Mitigation Actions | Impact | Likelihood | Score | Monitoring | Lead Responsibility |
| **1 Strategic and Structural** | | | | | | | | | | |
| **1.1 LT&Q** | Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation) | 4 | 4 | 16 | • Robust strategic planning<br>• Effective environmental scanning<br>• Strong partnerships<br>• Clear links between strategy and practice<br>• Concerted demands for increased activity levels | 4 | 2 | 8 ↔ | • Robust monitoring via ROA<br>• Clear performance metrics<br>• Amendment of strategic direction/ plans<br>• Rolling curriculum review | Principal & Chair |
| **1.2 Board** | College may be disadvantaged by changes to either UK or Scottish Government policies | 4 | 3 | 12 | • Effective environmental scanning<br>• Negotiation/influence at national level | 4 | 3 | 12 ↔ | • Review of changes and amendment of strategic direction/plans<br>• Financial strategy sensitivities | Principal & Chair |

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

| Post Holders | | | | | Score | Impact | Likelihood |
|---|---|---|---|---|---|---|---|
| | ELT | Executive Leadership Team | Prin | Principal | | | |
| | SLT | Senior Leadership Team | DirC&A | Directors of Curriculum & Attainment | 1 | Routine | Remote |
| | Board | Board of Management | DirSE | Director of Student Experience | 2 | Minor | Unlikely |
| | VPSO | Vice Principal Support & Operations | DirFin | Director of Finance | 3 | Significant | Possible |
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| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS: Risks | Impact | Likelihood | Score | TREATMENT: Mitigation Actions | Impact | Likelihood | Score | POST MITIGATION EVALUATION: Monitoring | Lead Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|
| **1 Strategic and Structural** | | | | | | | | | | |
| **1.3 Board** | Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on:<br>• Ability of the College to meet key regional strategies/objectives<br>• Financial loss or unmanageable financial risk<br>• Reputational loss | 4 | 3 | 12 | • Effective project/activity management in place<br>• Clear governance structures<br>• Project/initiative finances clearly incorporated within College financial strategy and plans<br>• End of project and exit/contingency planning | 3 | 2 | 6 ↔ | • Regular project updates at Executive/Board level<br>• Monitoring of project activities, plans and outcomes<br>• Clear project Management arrangements in place<br>• Budget reporting and management | Principal, VPCP |
| **1.4 Board** | College disadvantaged as a result of changes arising from major national educational body reviews: SFC, SQA, EdS | 4 | 4 | 16 | • Negotiation/influence at national level<br>• Review of activities/ projects and response to new opportunities | 4 | 1 | 4 ↔ | • Robust monitoring via ROA<br>• Amendment of strategic direction/ plans<br>• Rolling curriculum review | Principal |

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| | ELT | Executive Leadership Team | Prin | Principal | | | |
| | SLT | Senior Leadership Team | DirC&A | Directors of Curriculum & Attainment | 1 | Routine | Remote |
| | Board | Board of Management | DirSE | Director of Student Experience | 2 | Minor | Unlikely |
| | VPSO | Vice Principal Support & Operations | DirFin | Director of Finance | 3 | Significant | Possible |
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| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS: Risks | Impact | Likelihood | Score | TREATMENT: Mitigation Actions | POST MITIGATION EVALUATION: Impact | Likelihood | Score | Monitoring | Lead Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|
| **1 Strategic and Structural** | | | | | | | | | | |
| **1.5 Board** | Failure of D&A plans and activities to deliver on required carbon reductions and sustainability actions necessary to meet national targets and achieve College climate emergency ambitions. | 4 | 3 | 12 | • Robust CEAP in place<br>• Multiple strands of activity/action<br>• Embedding sustainable practices in normal activity and ways of working<br>• Clear links between strategy and practice<br>• Planned investment in carbon reduction<br>• Sustainable procurement | 4 | 2 | 8 ↔ | • Robust monitoring and reporting of CEAP at SLT and Board level<br>• Clear performance metrics<br>• Amendment of strategic direction/ plans<br>• Monitoring of scope 3 emissions | VPSO, DirInf, HoE |

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

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| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS | | | | TREATMENT | POST MITIGATION EVALUATION | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Risks | Impact | Likelihood | Score | Mitigation Actions | Impact | Likelihood | Score | Monitoring | Responsibility |
| **2 Financial** | | | | | | | | | | |
| **2.1** **F&P** | Change in Funding Body and/or Funding Methodology and Allocation – Reduction or restriction in Funding | 3 | 4 | 12 | • Negotiation/influence at national level<br>• Contingency plans for amended funding levels or requirements | 3 | 3 | 9 ↔ | • Advance modelling of new funding requirements, methodologies, and allocations<br>• Monitoring impact of changes<br>• Amendment of strategic or operational direction / plans<br>• Financial strategy sensitivities | VPSO |
| **2.2** **F&P** | Failure to achieve institutional sustainability | 5 | 4 | 20 | • Protection of funding through dialogue with SFC and SG<br>• Input to create sector 'flexibilities'<br>• Robust annual budget-setting and multi-year financial strategic planning<br>• Effective budgetary control<br>• Where required, swift action to implement savings | 4 | 4 | 16 ↔ | • Monthly monitoring of budgets<br>• Regular review of financial strategy and non-core income sensitivity<br>• Effective use of sector 'flexibilities' to support sustainability<br>• Amendment of strategic priorities and timing to align with funding levels<br>• Review and amendment of activity and budget planning to address over/under performance against activity (credit) target<br>• Detailed monitoring of savings programmes<br>• Detailed monitoring & management of CDEL/RDEL risks | VPSO |

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

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| | Board | Board of Management | DirSE | Director of Student Experience | 2 | Minor | Unlikely |
| | VPSO | Vice Principal Support & Operations | DirFin | Director of Finance | 3 | Significant | Possible |
| | VPCP | Vice Principal Curriculum & Partnerships | HoE | Head of Estates | 4 | Major | Probable |
| | DirInf | Director of Infrastructure | Chair | Chair of the Board of Management | 5 | Critical | Very Likely |

| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS | | | | TREATMENT | POST MITIGATION EVALUATION | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Risks | Impact | Likelihood | Score | Mitigation Actions | Impact | Likelihood | Score | Monitoring | Lead Responsibility |
| **2 Financial (cont)** | | | | | | | | | | |
| **2.3** **F&P** | National outcomes on salaries and conditions of service outstrip ability to pay | 4 | 4 | 16 | • Influence within Employers Association<br>• Management of staffing expenditures | 4 | 3 | 12 ↔ | • Expenditure modelling<br>• On-going discussions with staff<br>• Financial strategy sensitivities<br>• Workforce planning | VPSO |
| **2.4** **A&R** | Financial Fraud | 4 | 3 | 12 | • Strong financial controls: segregation of duties and review of transactions.<br>• Review of impact of any changes in structure or duties<br>• Whistleblowing arrangements | 3 | 2 | 6 ↔ | • Continuous review of financial controls<br>• Internal Audit programme | VPSO |
| **2.5** **F&P** | D&A Foundation refuses/withholds funding for key College priorities | 5 | 3 | 15 | • On-going dialogue with Foundation Trustees<br>• Appropriate bid arrangements in place | 3 | 2 | 6 ↔ | • Monitor and advise Board of Management | Prin & VPSO |
| **2.6** **F&P** | Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services | 3 | 2 | 6 | • Multi-year estates strategy and capital planning<br>• Lobbying of SFC on capital and backlog maintenance funding<br>• Planning for D&A Foundation bids | 2 | 2 | 4 ↔ | • Monitoring of capital plans and expenditures<br>• Regular review of capital plans/timescales relative to funds | VPSO |

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

| Post Holders | | | | | Score | Impact | Likelihood |
|---|---|---|---|---|---|---|---|
| | ELT | Executive Leadership Team | Prin | Principal | | | |
| | SLT | Senior Leadership Team | DirC&A | Directors of Curriculum & Attainment | 1 | Routine | Remote |
| | Board | Board of Management | DirSE | Director of Student Experience | 2 | Minor | Unlikely |
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| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS | | | | TREATMENT | POST MITIGATION EVALUATION | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Risks | Impact | Likelihood | Score | Mitigation Actions | Impact | Likelihood | Score | Monitoring | Lead Responsibility |
| **3 People and Performance** | | | | | | | | | | |
| **3.1 LT&Q** | Failure to reach aspirational standards in learning, teaching, and service delivery | 4 | 3 | 12 | • Clear quality arrangements and priority actions<br>• Continuous self-evaluation and action planning<br>• Rigorous CPD arrangements in place<br>• Regular classroom observation and learner feedback arrangements | 3 | 2 | 6 ↔ | • Comprehensive monitoring of key PIs and student/staff feedback<br>• Regular Stop and Review events<br>• External review and validation findings | VPCP, VPSO DirC&A |
| **3.2 LT&Q** | Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit. | 4 | 3 | 12 | • Robust strategic planning and monitoring<br>• Effective environmental scanning<br>• Strong partnerships<br>• Clear links between strategy and practice<br>• Concerted demands for increased activity levels | 2 | 2 | 4 ↔ | • Effective internal monitoring/review/verification arrangements<br>• External review findings | VPCP, VPSO |
| **3.3 A&R** | Legal actions; serious accident; incident or civil/criminal breach | 4 | 5 | 20 | • Adherence to legislative and good practice requirements<br>• Positive Union relations and staff communication<br>• Effective management development programmes | 3 | 2 | 6 ↔ | • Monitoring and reporting in key areas – eg H&S, equalities, employee engagement<br>• Continuous professional development<br>• Internal audit programme<br>• Staff surveys | Prin, VPSO, HoE |

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

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| | DirInf | Director of Infrastructure | Chair | Chair of the Board of Management | 5 | Critical | Very Likely |

| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS: Risks | Impact | Likelihood | Score | TREATMENT: Mitigation Actions | POST MITIGATION EVALUATION: Impact | Likelihood | Score | Monitoring | Lead Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|
| **3 People and Performance (cont.)** | | | | | | | | | | |
| **3.4** **HR&D** | Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students | 3 | 4 | 12 | • Clear and proactive approaches to managing and promoting health, safety, and wellbeing<br>• Continuous self-evaluation and action planning<br>• Rigorous CPD arrangements in place<br>• Regular staff and learner feedback arrangements | 3 | 2 | 6 ↔ | • Regular employee engagement monitoring<br>• Open communication with staff<br>• Comprehensive monitoring of key PIs and student/staff feedback<br>• Regular union/management dialogue | VPSO |
| **3.5** **Board** | Reputational Risk – Loss of reputation with key stakeholders | 4 | 3 | 12 | • Marketing strategy<br>• Reputation plan<br>• Positive marketing approaches | 4 | 3 | 12 ↔ | • Stakeholder engagement<br>• Social media monitoring arrangements | VPCP, DirC&A |
| **3.6** **HR&D** | National bargaining outcomes impact adversely on College operations, activity, and flexibility | 4 | 4 | 16 | • Influence within Employers Association<br>• Management of bargaining outcomes and implementation | 4 | 3 | 12 ↔ | • Positive union relations and staff communication<br>• On-going discussions with staff<br>• Innovation in approaches | VPSO, VPC&A |

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

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| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS | | | | TREATMENT | POST MITIGATION EVALUATION | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Risks | Impact | Likelihood | Score | Mitigation Actions | Impact | Likelihood | Score | Monitoring | Lead Responsibility |
| **3 People and Performance (cont.)** | | | | | | | | | | |
| **3.7** **HR&D** | Industrial Relations Problems (including industrial action) | 4 | 5 | 20 | • Adherence to legislative and good practice requirements<br>• Positive Union relations and staff communication<br>• Effective management development programmes<br>• Industrial action continuity planning | 4 | 2 | 8 ↔ | • Regular union/management dialogue<br>• Regular employee engagement monitoring<br>• Open communication with staff<br>• Industrial action continuity planning | VPSO |
| **3.8** **A&R** | Breach of data security / data protection | 5 | 4 | 20 | • Effective management of GDPR compliance<br>• Mandatory staff CPD and awareness raising on data protection (relative to role) | 4 | 2 | 8 ↔ | • Active data protection monitoring and auditing<br>• Effective information and data security policies in operation<br>• Regular data security monitoring/testing<br>• GDPR Action Plan<br>• Staff CPD | VPCP, DirInf |
| **3.9** **HR&D** | Failure to meet Prevent and related obligations | 5 | 3 | 15 | • Prevent training<br>• Staff awareness and contingency planning<br>• Engagement/practice sharing with local agencies | 5 | 1 | 5 ↔ | • Business Continuity Plan including scenario testing<br>• Information sharing with local agencies | VPCP, VPSO |

| Post Holders | | | | | Score | Impact | Likelihood |
|---|---|---|---|---|---|---|---|
| | ELT | Executive Leadership Team | Prin | Principal | | | |
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|---|---|---|---|---|---|---|---|---|---|---|
| **3 People and Performance (cont.)** | | | | | | | | | | |
| **3.10** **HR&D** | College arrangements do not minimise risk associated with Modern Slavery | 4 | 3 | 12 | • Clear and compliant procurement arrangements and procedures<br>• Staff identity checking arrangements and use of PVG. | 4 | 1 | 4 ↔ | • Annual procurement monitoring/reporting<br>• Regular employee engagement monitoring<br>• Open communication with staff | VPCP, VPSO |
| **3.11** **Board** | Failure to plan or respond adequately to future pandemic illness. | 5 | 4 | 20 | • Monitoring and rapid response to WHO and UK/Scottish Government information and alerts<br>• Maintenance of COVID-19 good practice approaches to inform future use<br>• Effective business continuity planning in place | 4 | 2 | 8 ↔ | • Pandemic readiness / response included in business continuity plan reviews and testing<br>• COVID/Pandemic Response Group in place<br>• Active monitoring and rapid adoption of pandemic guidance / control measures | Principal |
| **3.12** **HR&D** | Failure to attract, engage, retain or develop appropriately qualified staff. | 4 | 3 | 12 | • Clear People Strategy and Workforce Planning in place<br>• Positive Union relations and staff communication<br>• Effective management development & CPD programmes<br>• Positive recruitment approaches and monitoring | 4 | 1 | 4 ↔ | • Absence & turnover monitoring<br>• Exit interviews<br>• Regular staff surveys 7 survey responding<br>• Monitoring and responding to staff concerns, union issues and employee relations concerns | VPSO |

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

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| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS: Risks | Impact | Likelihood | Score | TREATMENT: Mitigation Actions | POST MITIGATION EVALUATION: Impact | Likelihood | Score | Monitoring | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|
| **4 Infrastructure** | | | | | | | | | | |
| **4.1 A&R** | Major Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures, RAAC or similar infrastructure failure | 5 | 4 | 20 | • Sound systems of administration<br>• Clear fire and disaster recovery arrangements<br>• Staff CPD | 5 | 1 | 5 ↔ | • Business Continuity Plan including scenario testing | Principal, VPSO, DirInf |
| **4.2 F&P** | Failure to achieve ambitions of Digital strategy; strategy and development is ineffective | 4 | 3 | 12 | • Planning, careful phasing of changes to processes and systems<br>• Effective management of ICT arrangements<br>• Clear investment plan | 4 | 2 | 8 ↔ | • Regular review/reporting on milestones, systems effectiveness etc<br>• Regular CPD | VPSO, DirInf |
| **4.3 A&R** | Significant breach of ICT/Cyber security resulting in loss of service sufficient to impact College student / staff outcomes | 4 | 3 | 12 | • Effective management of ICT arrangements<br>• Active ICT/data security monitoring and cyber security policy | 4 | 2 | 8 ↔ | • Staff CPD on cyber security issues<br>• Regular security monitoring/testing<br>• Cyber resilience plan | VPSO, DirInf |
| **4.4 A&R** | ICT infrastructure fails to support effective data security / data protection | 5 | 3 | 15 | • Effective infrastructure and systems design and implementation<br>• Effective management of ICT arrangements and GDPR compliance | 4 | 2 | 8 ↔ | • Active data protection monitoring and auditing<br>• Effective information and data security policies in operation<br>• Regular data security monitoring/testing | VPSO, DirInf |

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

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| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS: Risks | Impact | Likelihood | Score | TREATMENT: Mitigation Actions | POST MITIGATION EVALUATION: Impact | Likelihood | Score | Monitoring | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|
| **4 Infrastructure** | | | | | | | | | | |
| **4.5 F&P** | Lack of investment in ageing / beyond serviceable life infrastructure (inc RAAC, Asbestos and M&E failure concerns) impacts on financial sustainability and/or delivery of learning and/or services | 4 | 4 | 16 | • Creation of long-term infrastructure principles and vision<br>• Multi-year estates strategy and capital planning<br>• Lobbying of SG and SFC on capital and backlog maintenance funding<br>• Identification of alternative funding routes<br>• Planning for D&A Foundation bids | 3 | 4 | 12 ↔ | • Lobbying of SG and SFC on campus vision and needs<br>• Prioritization of capital plans and expenditures<br>• Regular review of capital plans/timescales relative to funds | Principal VPSO |

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

*Agenda Item 12.3*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## GOVERNANCE ITEMS

## 12.3- MEMBERSHIP UPDATE PAPER L

# BOARD OF MANAGEMENT

# Tuesday 1 October 2024

## Membership Update

*Paper for approval*

### 1. Introduction

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

### 2 Board of Management Membership

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

To operate within the terms of the legislation the Board of Management must 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 Board Vacancies

Following the resignation of Kevin Ditcham, arrangements were progressed and Ged Bell appointed to fill this vacancy. As confirmed via e-mail over the summer, Ged has received Scottish Government approval and took up his Board role on 1 September 2024.

As reported at the June meeting, Sally Middleton has noted her desire to step down from full board membership due to work commitments. Sally has confirmed willingness to remain as a board member until a successor is identified and to remain as a co-optee on the Learning, Teaching and Quality Committee.

Arrangements to recruit to this forthcoming vacancy are underway and the board is asked to formally confirm delegation of these arrangements to the Chairs Committee as per normal practice.

### 4 Link to Strategic Risk Register

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

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

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

**Appendix A**

**Board of Management Membership and Skills Mix as at September 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. Ged Bell*** | September 2024 | 31/08/2028 | ICT/Digital, Public Sector Management |
| **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

*Agenda Item 12.4*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## GOVERNANCE ITEMS

## 12.4 - BOARD METRICS

## PAPER M

# BOARD OF MANAGEMENT

# Tuesday 1 October 2024

## Board Metrics

***Paper for information***

### 1 Introduction

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

### 2 Board Metrics Report

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

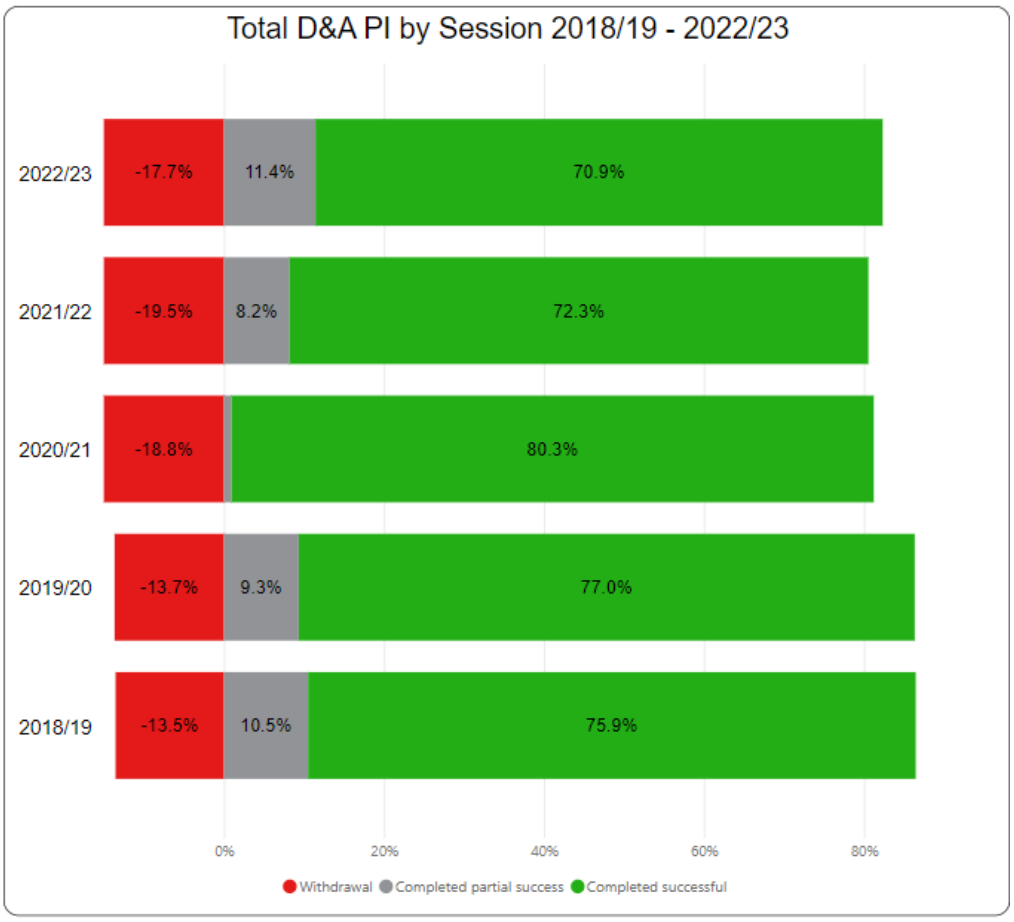
### 3 Link to Strategic Risk Register

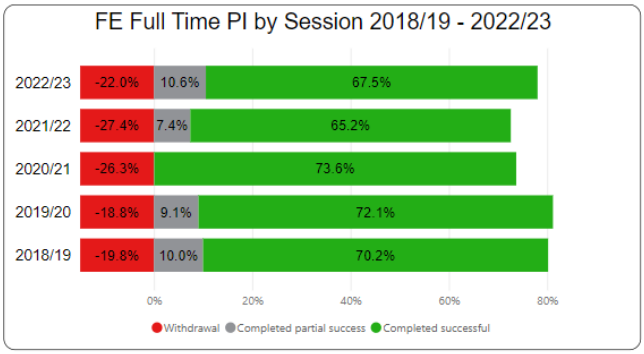
Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely;

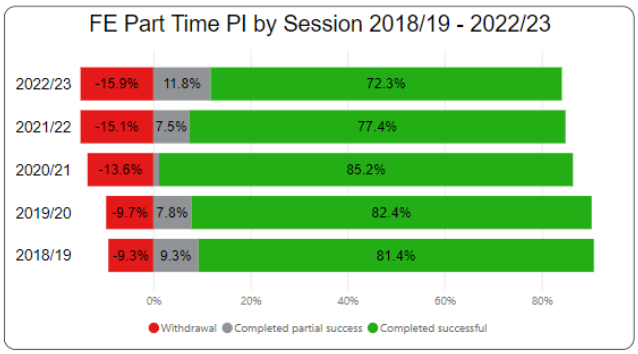
1.1 – Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)
2.2 – Failure to achieve institutional sustainability
3.1 – Failure to reach aspirational standards in learning, teaching and service delivery
3.3 – Legal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

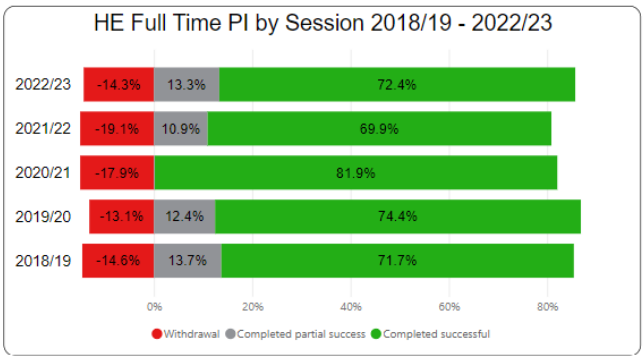
**Author** Colin Lynagh, Business Intelligence Officer
**Executive Sponsor:** Steve Taylor, Vice Principal Support Services & Operations

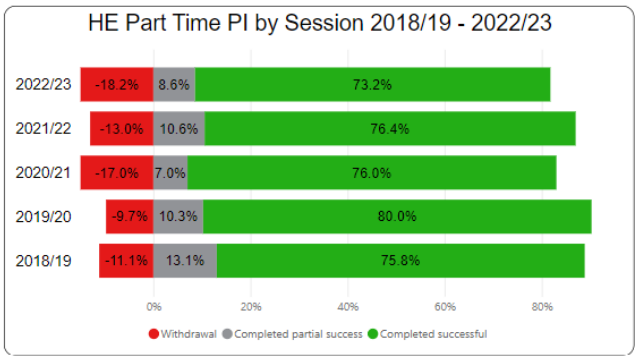
# Performance Indicators



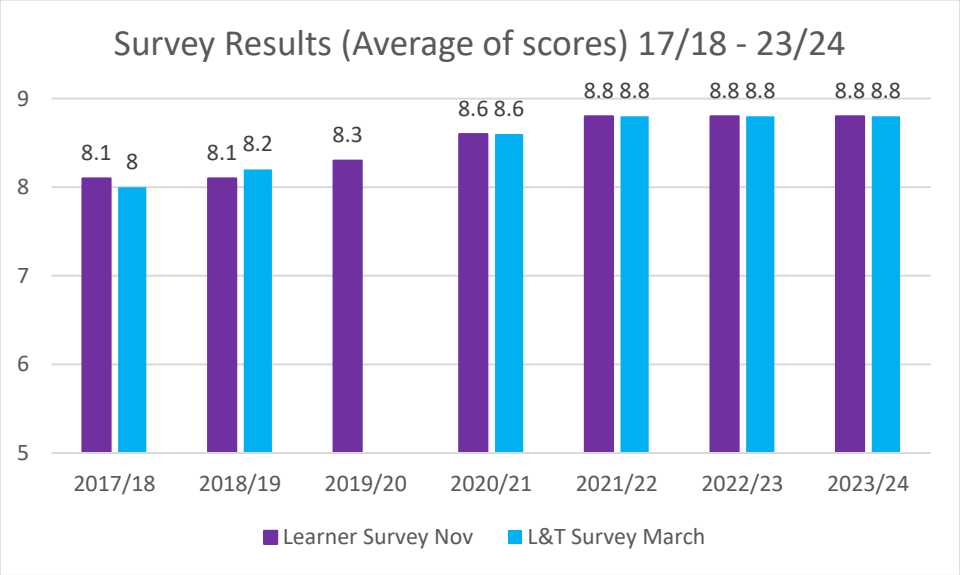



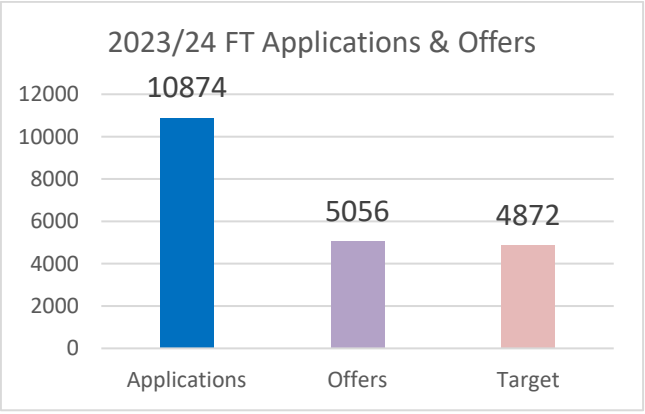
## Student Survey Results

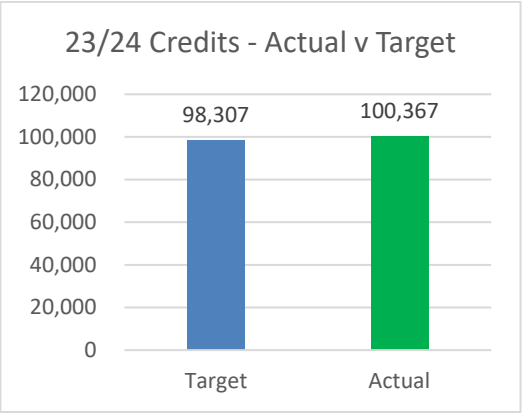



Note: The 2019/20 L&T Survey was not completed. The Learner Survey is now scored out of 5 but the results are scaled up to be consistent with prior years. The overall 2023/24 Spring survey score was 8.8 (4.4 out of 5).

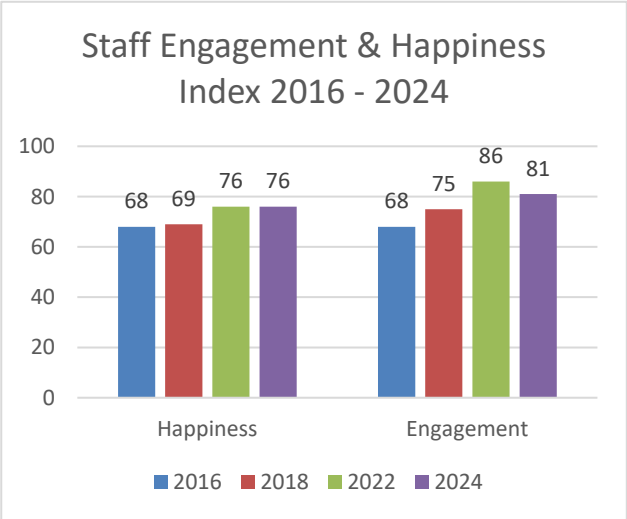
## SFC Student Satisfaction & Engagement Survey – Positive response rate

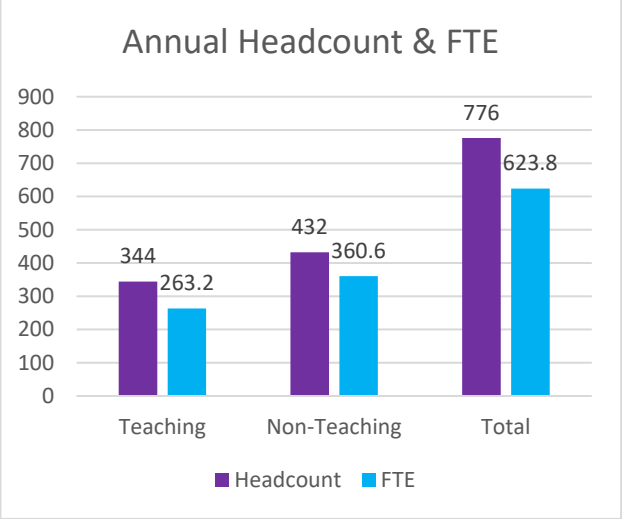
| | D&A | National |
|---|---|---|
| Overall Satisfaction 2020/21 | 92.4% | 85.9% |
| Overall Satisfaction 2021/22 | 96.3% | 90.2% |
| Overall Satisfaction 2022/23 | 96.7% | 93.4% |



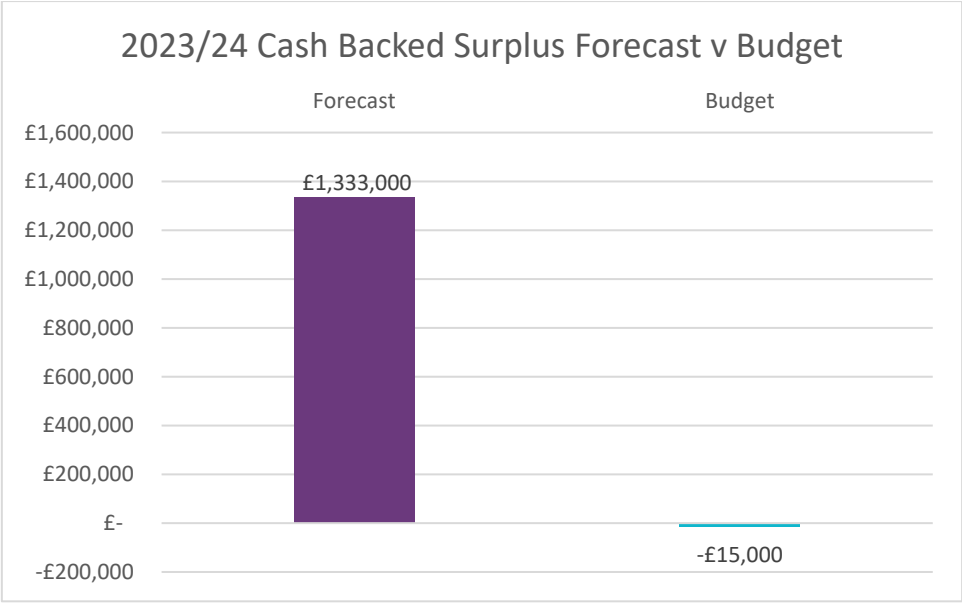
## Staff – Engagement and Happiness Index, FTE & Headcount and Absence




| | Staff Absence Last Full Quarter | Staff Absence Rolling Year to Start of Last Quarter |
|---|---|---|
| **Average working days lost per sick headcount** | **5.94 days** | **10.33 days** |
| **Working time lost** | **2.25%** | **5.27%** |
| **Comparison with sector/national rates**<br>UK All Sector rate (CIPD 2016)<br>UK Public Sector rate (Unison 2016) | 3.3% (2.6% CIPD 2020)<br>3.4% | |

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



| | 2023/24 | 2022/23 |
|---|---|---|
| RIDDOR – Reportable Accidents | 7 | 4 |

## Chart 4C

## RIDDOR Reportable Accidents 2023-2024

| DateTime | Role | Location | AINM Details | AI_InjurySymptom |
|---|---|---|---|---|
| 02/11/2023 14:01 | Employee | Kingsway Campus | Whilst the IP was moving a mobile clothes rail to transport costumes along the ground outside Gym Studio 4, one of the wheels became stuck. As the IP went down to check the wheel, she lost her balance and fell over onto her ankle, sustaining a stable fracture injury to her right ankle. | Right Ankle |
| 08/01/2024 14:30 | Student | Arbroath Campus | Undertaken Practice Test using a Hand saw which slipped causing a deep cut to his left hand thumb while cutting a birds mouth on a rafter. | Deep cut to left thumb |
| 26/01/2024 11:20 | Student | Arbroath Campus | IP was using a wood chisel to shape a piece of wood when the chisel slipped and hit the base of his index finger. | Deep cut to right hand Index finger |
| 24/01/2024 19:30 | Employee | Kingsway Campus | Alex was coming down the stair and as he neared the bottom of the flight at ground floor, stumbled and lost his balance. He fell, grabbed for a wooden stand sitting at the bottom of the stair which wasn't fixed and as a result fell to the floor. | Bruising |
| 27/03/2024 11:55 | Student | Kingsway Campus | Whilst the IP was filing down a piece of metal the file slipped and slipped causing a cut to the inside bottom of thumb. | Cut to thumb |
| 21/05/2024 15:00 | Student | Arbroath Campus | IP was using a Tenon saw to cut a piece of timber when thesaw cut bounced back and cut the finger of his left hand. | Cut to finger |
| 30/05/2024 09:30 | Student | Kingsway Campus | IP was using a hand saw to cut a piece of timber when the saw slipped cutting the back of the IP left hand. | Cut to back of hand |

| 2023/24 | Completed | Planned |
|---|---|---|
| Audits Completed v Planned | 4 | 7 |

*Agenda Item 13.0*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## MINUTES OF COMMITTEE MEETINGS PAPER N

### 13.1- LEARNING, TEACHING & QUALITY- 28 AUGUST 2024

### 13.2- HUMAN RESOURCES & DEVELOPMENT- 5 SEPTEMBER 2024

### 13.3- FINANCE & PROPERTY- 10 SEPTEMBER 2024

### 13.4- AUDIT & RISK- 17 SEPTEMBER 2024

# BOARD OF MANAGEMENT

## Learning, Teaching and Quality Committee

Wednesday 28 August 2024 at 5.00pm **Room K-TO-625, Kingsway Campus** (MS Teams option available)

***Draft***

Minute of the Learning, Teaching and Quality Committee meeting held on Wednesday 28 August 2024 at 5.00pm in Room K-TO-624 Kingsway campus and via Microsoft Teams.

**PRESENT:**

Neil Lowden
Laurie O'Donnell
Helen Honeyman
Stephen Oakley
Margo Williamson
Sally Middleton
Derek Smith
Kelly McIntosh
Adele Lawrence
Kara Ramsay
Donna Fordyce
Simon Hewitt

**IN ATTENDANCE:**

Steve Taylor (Vice Principal / Secretary to the Board)
Julie Grace (Vice Principal Curriculum & Partnerships)
Jane Roscoe, Steph Toms & Lee Lappin (Directors of Curriculum & Partnerships)
Leann Crichton (Director of Student Experience)
Penny Muir (Board Administrator)
Michelle Hamiliton (Quality Manager)
Amy Monks (Students Association Team Leader)
Scott Anderson (External Independent Observer)

### 1. WELCOME

Neil Lowden welcomed everyone to the Learning, Teaching and Quality Committee meeting, including Scott Anderson as an Independent Observer for the Board.

### 2. APOLOGIES

No apologies were received.

### 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 24 April 2024 was approved as an accurate record.

### 5. MATTERS ARISING

The matters arising are now closed.

## 6. CURRICULUM REPORT – SUPPORTING POSITIVE BEHAVIOUR

J Roscoe presented this report outlining the group's aim to foster collaboration within the college and to create a positive and inclusive environment. She emphasised the importance of a community approach, building on the "3 R's" and introducing the D&A values-based charter as part of a college plan that aligned with the recently published national action plan.

Over the past year, various groups have worked to embed a respectful culture within the college, supporting students and ensuring that this culture is consistently upheld across the entire college community. This effort is grounded in the college's core values, which emphasise the importance of making students feel welcomed and supported. J Roscoe highlighted that the feedback from the approaches being developed in local schools have been aligned with the approaches adopted to try to create a consistent approach for young people.

J Roscoe also discussed the involvement of special interest groups in promoting positive behaviour and developing a strategic approach to these efforts. This includes initiatives such as trauma-informed groups and safe place groups. Ongoing support and advice for staff has been developed, including the introduction of a learning and teaching pack in August 2024 to help clarify what the college values mean for both staff and learners.

The effectiveness of these initiatives will be measured with the launch of the D&A charter and a shared mailbox for collecting feedback. Data will be gathered to assess what is working well and identify areas for improvement.

J Roscoe highlighted that The People Strategy Group discussed how these initiatives align with the college's commitment to inclusion, diversity, and safety, ensuring they are consistent with the college's overall vision. Short-life working groups and special interest groups have been established, led by staff, representing various needs and approaches to behaviour management.

A Monks reported on the activities of the positive behaviour community groups during an all-staff day workshop, where the D&A charter was introduced, and staff members from different departments, both academic and support, were brought together. Live sessions were held to emphasise the language and values of the charter, and feedback collected from these sessions indicated a desire for continued efforts and more training. Opportunities for cross-departmental reflection were also highlighted. A Monks further reflected on the "3 R's," stressing the importance of actions and words, the visible impact they have, and the need for support and understanding of consequences.

M Hamilton reported that the Charter was devised and reflected upon as a college community, with active engagement through discussions and workshops. Feedback has been overwhelmingly positive, leading to the creation of a Charter designed to be implemented in daily routines. A support pack was introduced as a tool for group tutors and other staff to use during the first four weeks, after which, the Charter is expected to be deeply embedded within the student body, fostering a positive community, and demonstrating its effectiveness. The Charter is intended to be more than just a set of rules, aiming to create a memorable experience for students while ensuring staff engagement.

J Roscoe summarised the work being progressed and outlined the next steps, including the college's engagement in Respect Week. In addition, J Roscoe highlighted there will be further practical training on the positive behaviour management policy and process.

S Oakley praised the work as sector-leading place, highlighting how the Charter relates to broader initiatives and the development of student characteristics. He suggested exploring partnerships with primary and secondary schools to embed these values earlier in students' education.

J Roscoe responded that Dundee City Council (DCC) is already looking at this in Dundee schools and has started open conversations about aligning the wording of the Charter with what the college was doing and with the national actions published last week, noting that the college is engaging well in this effort.

M Williamson raised a question about the sustainability of these initiatives over the year. J Roscoe emphasised the importance of the college community's involvement in maintaining momentum, utilising a varied range of inputs and approaches, and evaluating progress over the coming weeks. She mentioned that this process would be integrated into the self-evaluation process, with feedback reviewed. M Williamson asked about the implications of signing the Charter and the consequences for those who do not. J Roscoe explained that the four-week support pack includes conversations with tutors, where students sign up as part of the process. She added that the college is reviewing its policies and processes to address situations where expectations are not met, indicating ongoing work on this matter.

S Oakley noted that group tutors are having these conversations, and the Charter is helping this to become more embedded within the classroom environment, emphasising that it is not about imposing power. K McIntosh noted some concern about students refusing to sign the Charter, and asked if staff are required to sign it as well. J Roscoe noted that this element would be looked at as the signing up element was not intended as a barrier or hurdle for engagement.

L O'Donnell expressed appreciation for the ongoing progress, highlighting the long-term goal of embedding the Charter in a way that students and staff actively engage with. He emphasised the importance of student ownership in the process.

N Lowden asked about the potential for mandatory CPD as part of the arrangements. J Roscoe responded that CPD is being reviewed, particularly in relation to staff induction and skills development. K McIntosh suggested utilising the NHS module for Trauma Informed Practice as this was of high quality and free. J Roscoe acknowledged this.

K Ramsay asked what would happen if group tutors did not use the materials or mention the Charter in their classes. J Roscoe responded that feedback from class representatives would be valuable, and that support could be offered as needed. S Taylor noted the importance of a quality process that follows up on these issues, particularly regarding feedback related to behaviour, and ensuring that the activities are engaged with.

N Lowden welcomed the presentation and the work being undertaken and asked that an update be provided at the Learning, Teaching and Quality Committee meeting on the 12th of February 2025. This was agreed **J Roscoe to progress.**

## 7. STUDENTS' ASSOCIATION REPORT

K Ramsay provided an update, reporting that a full team of elected officers is in place for the year ahead, representing a 20% increase in participation. For the 2024/25 class representatives, the focus is on enhancing specific skills required for their roles, with a digital handbook being created for all representatives. The Thrive initiative is continuing, with new donations received from community champions at Asda Kirkton and Sainsbury's for stationary items for students.

Team development days were held over the summer, including activities such as team building, insight training, and safeguarding training. The Student Learning Experience models, designed by SPARQS and students over the past two years, are being utilised nationally by college and university student associations. These models serve as a tool to help elected officers and staff capture and record all aspects of the learner perspective.

K Ramsay highlighted that active inductions are being piloted with a more collaborative approach, offering interactive sessions.

S Hewitt enquired about the target number of class representatives for the year and the proportion of classes covered. K Ramsay responded that a high proportion of classes are covered, with options available to engage directly with classes.

N Lowden asked about the summer intake, to which K Ramsay responded positively, noting good interaction and the effectiveness of the intake as a stepping stone.

S Oakley highlighted that 82% of representatives have received training and asked if most departments have protected time for these activities, suggesting that it would be a good time to involve representatives in these sessions. N Lowden emphasised the importance of different ways to provide feedback, noting that the digital tools should continue to be utilised.

N Lowden thanked K Ramsay and A Lawrence for the report.

## 8. 2022/2023 NATIONAL PERFORMANCE INDICATOR COMPARISON

J Grace reported on the significant savings achieved since the publication in May this year, noting a 2% reduction in costs, which corresponded with changes in student success rates, particularly in Further Education (FE) and Higher Education (HE) partial success rates.

She highlighted that 108 courses did not meet the national average with analysis indicating that a significant number of these were senior phase learners and that some schools faced challenges with attendance post-COVID. To address these issues, the college has moved 10% of courses into a different category, consistently removed underperforming courses, and made staffing changes and changes to recruitment processes, although some students were recruited before these changes occurred. The college is now also more focused on promoting positive behaviour and rebuilding sustainability in this context.

Two key areas of focus were identified: the school-college partnership, particularly for students under eighteen, where collaboration needs to be revitalised, and the need to ensure that courses are valued, reinforcing their purpose and significance. J Grace also discussed the college's approach to continuing professional development (CPD), including additional support around curriculum planning and excellence in teaching. While data for 2023/24 attainment is not yet available, efforts are ongoing to rebuild the value in the college's offerings.

D Fordyce asked about reducing costs and whether there had been any analysis of the impact of staff departures on institutional knowledge. J Grace stated that this analysis had not been conducted but was open to exploring the issue further. She noted that there had been a reduction in areas with high staff turnover or absence and that this had also been influenced by industrial action.

S Taylor emphasised the importance of supporting staff through the CPD plan, particularly after the recent restructure, which has set the foundation for redevelopment. The focus is on resetting expectations and ensuring the skills and knowledge base that underpin the college's success.

L O'Donnell noted that universities have reduced entry requirements and enquired about the potential impact of these changes on student leaver cohorts. He also mentioned that the college's restructuring for savings was a year ahead of many other colleges and expressed interest in what this might look like in the following year.

S Oakley enquired about the impact of industrial action, COVID-19, and the savings plan, questioning whether the right decisions had been made. N Lowden asked the committee to note that the data indicated significant decline in some areas and that the questions being raised were fair and appropriate for the board in this situation.

K McIntosh pointed out some errors in the report text." She noted that some actions seemed disconnected from the measures being discussed and indicated that she was happy to share these observations and send them to J Grace. This was welcomed.

M Williamson highlighted that 36% of courses were not meeting expectations. J Grace responded that this was recognised, and that significant effort was being focused by teams to improve retention and to reduce levels of partial success.

N Lowden thanked J Grace for this report.

## 9. SQA EXAMS ATTAINMENT/ NATIONAL QUALIFICATIONS ACTION PLAN

J Grace reported that SQA attainment levels have returned to pre-pandemic standards, with no alternative grading or adjustments this year.

J Roscoe discussed the Higher Care course, which has been under review since its introduction in 2015. She questioned the purpose of the assessment, particularly regarding students who are not eligible for progression, and whether the assessment is necessary. A new framework has been agreed upon, swapping eligible students, and ensuring that progression is not impacted. An advanced certificate has been developed, which will include units mapped to HNC progression. J Grace reflected that there were national concerns around levelling. J Grace noted that with previous concerns raised it took a year to have this removed.

S Toms reported that the Science team opted for an online format to seek to recruit more students, aiming to engage more learners. However, upon reflection, the impact was significant on attendance and engagement. The team is now returning to an on-campus experience, moving the campus to Gardyne, offering more evening classes, and seeking to foster a better sense of community. There will also be more robust interviews for applicants to ensure they understand the programme. S Toms highlighted that the team are referring more students to National 5 Biology and encouraging them to attend intensive provisions. A review of all national qualifications is underway, with L Crichton gathering data on demographics and engaging with teams to determine the next steps.

M Williamson noted the low numbers for both National and Higher courses and asked for an indication of starting numbers, dropout rates, and the number of students not taking exams. This would be made available. **J Grace agreed to progress this.**

The balance between offering opportunities for individuals interested in studying Highers, and the eventual success rates for these courses was discussed and L O'Donnell noted that the College was about opportunity as well as success and that consideration had to be given to providing second chances even if students struggled to pass some courses.

H Honeyman enquired whether the pass rate had decreased, noting that all results appeared to have declined. It was noted that they had, but that the data provided did include national comparisons.

S Middleton questioned whether students preferred online courses or specifically wanted Biology, noting that other online Biology courses are available. She suggested that broadening access to students might involve inviting them to different modules. She also mentioned that she is now the chair of the Widening Access Group for universities and offered to discuss good practice from other providers and share additional information if this would help. This offer was welcomed.

The report was welcomed with a follow up on actions agreed for the February 2025 meeting.
**J Grace agreed to progress this.**

## 10. SPRING 2024 LEARNER SATISFACTION SURVEY

J Grace reported a positive response from students, noting that satisfaction levels remained high, despite the impact of strike and other action.

S Taylor provided an update on the survey, highlighting that a detailed dashboard is available to all staff, giving every academic team access to individual results, along with the comments that accompany them. These insights are part of the reflection process, and teams are currently analysing the data to identify areas for improvement.

S Middleton suggested that instead of using a work cloud, a breakdown of the themes would be more useful. S Taylor agreed to investigate this suggestion and report back, highlighting that the number of comments from the survey was vast and that staff time to undertake a sifting of this type was limited. **S Taylor agreed to progress this.**

## 11. CURRICULUM & PARTNERSHIPS REPORT

J Grace presented the paper for noting.

L Crichton reported that over 4,500 unconditional offers have been extended and the current enrolment is just short of 4,000, with some students still to attend (it was only day 3) and an expected total of around 4,250, which is on par with last year.

The team is engaged in continuous efforts to address students that did not take up their place by backfilling vacant spots. These activities are conducted daily to ensure that any vacancies created by student withdrawals are promptly filled. L Crichton stated this proactive approach will continue until the third week of the academic term. N Lowden enquired about the target, and it was confirmed that the target has been met, with some classes exceeding the target.

J Grace highlighted that Dundee & Angus College has entered a partnership with Kingspark School to broaden opportunities for young people with disabilities. As part of this collaboration, pupils from Kingspark attend the college once a week to gain experience in barista skills and customer service at the college's café located at the Kingsway campus.

S Middleton raised a concern regarding the aggressive recruitment approach some universities are taking towards college students this year. J Grace confirmed that universities are indeed more proactive in their recruitment efforts, specifically, local universities have moved from a selective approach to actively recruiting students. Concerns were noted that this was financially motivated and may not necessarily serve the best interests of the students.

The update was noted.

## 12. STRATEGIC RISK REGISTER

S Taylor stated that no changes have been proposed and it will be taken to the Audit & Risk Committee for further consideration.

S Oakley noted the on-going concern around financial sustainability, noting it as a major risk due to the likelihood of receiving flat cash and potential increases in costs.

L O’Donnell assured the committee that all necessary actions for sustainability are being taken, emphasising that these measures are not short-term solutions.

## 13. LT&Q METRICS

S Taylor reported the paper for noting and highlighted an increase in positive destinations. It was noted that this topic will return to the Committee once national comparative figures are available.

There has been an increase in the funding council student survey satisfaction levels, with results significantly above the national average.

S Taylor highlighted that the credit target for 2023/24 had been achieved, pending final audit confirmation.

N Lowden thanked S Taylor for the report.

**Action Point Summary**

| Action | Responsibility | Date |
|---|---|---|
| Update on work to support student behaviour management | J Roscoe | 12 Feb 2025 |
| Information on total student numbers and 'day one' performance to be shared for Nat 5 and Highers programmes | J Grace | 30 Sept 2024 |
| Update on activity to improve outcomes for Nat 5 and Higher programme learners. | J Grace | 12 Feb 2025 |

# BOARD OF MANAGEMENT

## Human Resources and Development Committee

Thursday 5 September 2024 at 5.00pm **Room K-TO-624, Kingsway Campus** (MS Teams option available)

Minute of the Human Resources and Development Committee meeting held on Thursday 5 September 2024 at 5.00pm, in Room K-TO-624, Kingsway Campus.

**PRESENT:** Donald Mackenzie, Brian Lawrie, Jackie Buchanan, Carri Cusick, Stephen Oakley, Simon Hewitt, Matthew Beattie

**IN ATTENDANCE:** Steven Taylor (Vice Principal Support Services and Operations)
Abi Mawhirt (Head of People and Organisation Development)
Penny Muir (Board Administrator)
Sandy Fowler (Health & Safety Officer)
Scott Anderson (Independent Board Observer)

### 1. WELCOME

D Mackenzie welcomed committee members to the Human Resources & Development Committee meeting. A Mawhirt was welcomed back following her maternity leave, and S Anderson was introduced as the Independent Observer for the Board.

### 2. APOLOGIES

Apologies received from Billy Grace, Karen Buchanan, Neil Lowden, Julie Grace, and Daniel Rosie.

### 3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of connection & interests.

### 4. MINUTE OF THE PREVIOUS MEETING

The minute of the meeting held on 2 May 2024 was approved as an accurate record.

### 5. MATTERS ARISING

The matters arisings are closed.

### 6. PRESENTATION - HEALTH, SAFETY AND WELLBEING MANAGEMENT

S Fowler presented the Health, Safety, and Wellbeing Management report.

It was noted that a significant outcome from the audit highlighted the importance of training, with all risk assessments and required safety checks being up to date.

S Fowler highlighted various Health and Safety components and elements were aligned with the college's policies and noted that a collaborative effort is being made to address areas for improvement, such as first aid.

As a result, five training modules were developed, including a four-hour face-to-face session.

S Fowler highlighted that Health and Safety courses are mandatory, with a themed year every three years requiring staff to complete the training by the end of January. Although progress was delayed for some staff a 97.38% completion rate was achieved, with those missing due to long term absence, maternity leave etc.

S Fowler highlighted the performance statistics which include Accident Incidents and Near Misses (AINM), with 214 recorded events across all three campuses- a 15% reduction from last year. Despite a slight increase in reported incidents, greater awareness and reporting are being encouraged, with a three-year window needed to assess trends accurately.

In terms of accidents, S Fowler highlighted there were five student and two employee cases, marking a slight increase compared to the previous year. The College is preparing to implement its safety audit plan for 2024-25, with a review app issued to 38 departments. This app, featuring 40 questions, will allow grading of results within a 10-day window, followed by monitoring and analysis. The plan is to share progress with the wider staff group soon, with initial feedback being largely positive.

The detailed and positive presentation was welcomed by the Committee.

D Mackenzie asked about analysis of the more serious RIDDOR reported accidents. S Fowler responded that the People Team are involved in capturing data and identifying patterns, ensuring deeper scrutiny of treatment categories and outcomes. There is an ongoing effort to investigate incidents thoroughly and prevent future accidents. D Mackenzie asked if there was a need for specific departments to adopt more preventive measures, to which it was confirmed that more visits and training were focused on areas where incidents had occurred. Re-inductions for students or staff were also conducted upon their return, and training signed off accordingly.

S Fowler stated that the college is in the process of sharing risk assessments across all departments. An online departmental risk assessment bank is being developed, which will facilitate further review as needed. S Oakley enquired about how the system in place correlates with other information and practice. S Fowler mentioned that the college follows the HEC 65 module, which covers policy, organisation, and implementation that data will be shared across the college via a portal with 52 questions. S Oakley also asked whether accident trends by month suggest the need for enhanced inductions, to which S Fowler noted that while inductions are conducted, the data needs further analysis to identify and address potential patterns.

C Cusick raised the question of how the college's figures compare to other institutions and welcomed the use of Power Apps to facilitate staff compliance. However, C Cusick expressed disappointment at the low completion rate for mandatory training at the initial deadline, asking whether this was due to performance issues or cultural factors. S Taylor acknowledged that time constraints and priorities had impacted completion rates, but changes are being made to better allocate time for training, including a dedicated session during the scheduled staff development day.

S Hewitt acknowledged the mandatory training and emphasised that while there is still work to be done, the approach implemented by S Fowler has had a significant positive impact.
S Fowler's efforts, time, and care in this area were commended, with an expectation of continued improvement.

S Hewitt expressed his congratulations on the progress made so far.

B Lawrie highlighted the importance of the four-hour course, noting its value, particularly on the employee side. He indicated that there are always areas for improvement regarding responsibility for H&S and found it beneficial to be able to compare reports.

D Mackenzie asked how wellbeing is measured and explored in a non-incidental way.
S Fowler responded by explaining that the college runs numerous campaigns focussing on mental health and wellbeing, including mental health first aid. Data is captured from these initiatives to direct support efforts, with the People Team playing a key role in moving this forward. Mental health first aiders are also being utilised, and their work is guided by the data collected.

S Taylor added that there is a lot of ongoing support provided through the People Team, including counselling and liaison services. For students, the Student Services team, Learner & Community Engagement Team, and Students' Association all provides support, with a range of resources and evaluation processes in place. S Taylor noted that data on wellbeing was also included in the staff survey report.

D Mackenzie thanked S Fowler for the positive presentation.

## 7. PEOPLE, OD & COMMUNICATIONS REPORT

S Taylor reported that the Voluntary Severance (VS) scheme was opened from April to June 2024, attracting 11 applications, which allowed for the redevelopment of certain areas to generate additional savings. The total savings from VS during the 2023/2024 academic year amounted to £366,931. The VS scheme will be reopened, with information being submitted to the Board for approval to extend the scheme for another 3-4 years.

Regarding development activities, S Taylor highlighted the decision was made not to live stream the all-staff development day, allowing for better engagement. Over 400 individuals attended the event, which featured a panel discussion focused on strategic and economic developments. The day focussed on two key themes: Artificial Intelligence and behaviour management /supporting staff in handling student behaviour issues, providing clarity on what is and is not acceptable.

S Hewitt noted that the entire agenda for the day was built around the staff survey feedback, addressing key themes raised by staff, and setting expectations for the upcoming year.

S Taylor also highlighted the focus on Artificial Intelligence (AI) and its implications, particularly in relation to student use and issues like plagiarism. Staff are exploring ways to develop teaching materials and approaches to address these concerns, with a practical, workshop-based session also planned for the all-staff development day on 14th of November 2024.

S Taylor noted the staff awards and graduation were cited as highlights of the year, especially the student-nominated awards, which were positively received.

In terms of workforce wellbeing, an initiative called "Just One Hour" was developed to encourage staff to dedicate one hour per month to a wellbeing activity, acknowledging the challenges of time constraints. The initiative is in its final stages, with various wellbeing opportunities being planned. Leadership coaching will also be launched alongside this effort.

B Lawrie enquired about the approval of the VS scheme by the Scottish Funding Council and whether any guidelines were provided regarding costs and savings. S Taylor confirmed that the scheme must generate savings within a two-year period and that the council requests details if any applications are unusual, high-value, or cause for concern.

S Oakley emphasised the value of leadership coaching, particularly in supporting the transition of teaching staff, and expressed optimism about the future events and the benefit of these. S Taylor confirmed that the leadership coaching extended beyond traditional line management and includes a broad range of staff.

C Cusick expressed interest in the college's use of Artificial Intelligence (AI) and co-pilot technology. S Taylor noted that this was an area of great interest, with a range of staff developing and reviewing different uses.

S Oakley commended the influence of staff development on personal growth, while J Buchanan asked for more information on workforce planning.

S Taylor explained that the workforce planning event was part of ongoing work with the Regional Chairs and SFC. HR and Finance practitioners attended the event, with contributions from NHS 24 on how they manage workforce demands and from Audit Scotland on the financial and environmental impacts affecting workforce planning. The discussions highlighted that some colleges have not yet conducted such analysis, with growth and decline in specific economic and curriculum areas being key factors.

The report was welcomed.

## 8. 2024 STAFF SURVEY FEEDBACK & ACTIONS

S Taylor presented the findings from the biennial staff survey, noting that overall feedback has been positive, with staff engagement remaining consistently high, which is a good result for any organisation.

Whilst the survey shows a positive position overall, there were areas of decline, particularly in learning and growth. The survey also highlighted a need for improvement in areas related to goals, strategy, and staff's optimism for the future. These results were not surprising, and actions have been taken to address them. One of these actions includes changes to the all-staff development day, creating more opportunities for staff, and shifting the focus towards a positive outlook for the future rather than dwelling on past challenges. There is a push to change the narrative, focusing on transitioning to a more forward-looking and optimistic approach, as there is clear demand and need.

The platform "Peachy Mondays" was used to facilitate anonymous two-way conversations during the process, with 120 detailed conversations taking place, many of which focused on mental health and wellbeing. The discussions highlighted the support that is needed, and efforts were made to address areas of concern for individuals.

Regarding data use, S Taylor highlighted that early actions have been taken, particularly in CPD learning (Continuing Professional Development). There have been discussions at director level, where department-specific data has been reviewed, and the next steps are being progressed to discuss feedback and actions at team level. Directors are working on how to address these findings within their teams. Managers have until the end of September to have conversations with their teams, and feedback will be provided to staff about the changes and improvements made. This process will be managed at team level, and efforts are being made to ensure that both figures and staff comments are addressed.

C Cusick raised the topic of relatable leadership, asking what people mean by "relatable." S Taylor responded by noting that relatable leadership traits include a broad range of qualities seen in leaders and line managers, including skills and experience. There is an ongoing effort to develop leadership in a way that aligns with these traits, with a focus on leadership skills development, not just management skills.

B Lawrie discussed that recent pay awards are now having a positive impact on staff morale, although there are differing views about the future. This was recognised.

M Beattie noted that students seem more engaged and enthusiastic this year, with the recent Freshers event being a big success. There are plans to reintroduce Re-Freshers activities in January, as students have shown a high level of enthusiasm and readiness.

The report and actions being progressed were welcomed by the Committee.

## 9. NATIONAL BARGAINING UPDATE

S Taylor provided a National Bargaining Update, he reported that pay agreements have been reached for both academic and support staff. A three-year agreement has been secured for support staff and a four-year agreement for academic staff. Payments for academic staff will be made in October 2024.

Measures have been taken to mitigate the impact of back pay for a small number of support staff on universal credit and this offering would be available to academic staff affected as well.

The key achievement of these agreements is the resolution of industrial action, including strike action. As a result, the college now has a clearer path for financial planning through to 2026. This upfront planning will allow for better management of finances. While there are still some national disputes, S Taylor expressed hope that these will be resolved at a national level.

D Mackenzie raised a question regarding local implications, particularly around the academic staff payments being delayed until October. S Taylor confirmed there were no additional local concerns.

B Lawrie noted the challenges faced by individuals whose benefits were affected by the pay increase, particularly those at the lower end of the pay scale. He also raised concerns about whether the situation with support staff could have further inflationary impacts. It was noted that the academic deal for year 4 was likely to set an expectation for support staff and that this would feature in the forthcoming negotiations. S Taylor confirmed that the college pays significantly above the Real Living Wage for all roles.

S Oakley commented, from the trade union's perspective, the local discussions around industrial action had been highly collaborative, both parties worked together to address challenges, successfully building trust and managing a complex and potentially damaging situation.

D Mackenzie thanked S Taylor for the 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.

## 11. HR METRICS

S Taylor summarised this report.

S Taylor presented the report, focusing on the absence data and the improved accuracy as the previous double counting issue had now passed.

S Taylor noted that staff turnover had increased over the summer, with several employees moving on to other roles. While there is no specific pattern to the turnover, it does represent a noticeable change.

C Cusick enquired whether the turnover primarily involved academic teaching staff, to which S Taylor responded that it was a mix of academic and support roles spread across different areas.

B Lawrie asked about the process of filling these vacancies. S Taylor acknowledged that while the situation is manageable, it takes time and can cause challenges, particularly in filling timetables as they work through the hiring process.

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.

## 13. DATE OF NEXT MEETING

Thursday 21 November 2024 at 5:00pm in Room K-TO-624, Kingsway Campus

**Action Point Summary**

| Action | Responsibility | Date |
|---|---|---|
| No action points were noted | | |

# BOARD OF MANAGEMENT

## Finance & Property Committee

Tuesday 10 September 2024 at 5.00pm **Room K-TO-624, Kingsway Campus** (MS Teams option available)

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Minute of the Finance & Property Committee meeting held on Tuesday 10 September 2024 at 5.00pm, in Room K-TO-624, Kingsway Campus.

**PRESENT:**

Brian Lawrie
Carri Cusick
Stephen Oakley
Donna Fordyce
Matthew Beattie
Ged Bell
Derek Smith
Donald Mackenzie
Laurie O'Donnell

**IN ATTENDANCE:** Julie Grace (Vice Principal Curriculum and Partnerships)
Steven Taylor (Vice Principal Support Services & Operations)
Nicky Anderson (Director of Finance)
Andy Ross (Director of Infrastructure)
Penny Muir (Board Administrator)
Scott Anderson (Independent Observer for the Board)

### 1. WELCOME

B Lawrie, acting chair, welcomed everyone to the Finance & Property Committee meeting. He welcomed Scott Anderson as an Independent Observer for the Board and Ged Bell as a new member of the Board.

### 2. APOLOGIES

Apologies were received from Simon Hewitt, Daniel Rosie, Roy McLellan, and Billy Grace.

### 3. DECLARATIONS OF CONNECTION & INTEREST

No declarations were noted.

### 4. MINUTE OF THE PREVIOUS MEETING

The minute of the Finance & Property Committee meeting held on the 28th of May 2024 was approved as an accurate record.

### 5. MATTERS ARISING

Matters arising around the Gardyne Theatre to be updated to include the date of review.

## 6. FINANCE

### (i) Financial Sustainability

S Taylor provided a verbal update noting that flat cash funding is expected to continue, with a small increase to support the academic pay deal. National discussions are ongoing, with the academic settlement likely to set a baseline platform with support unions, although this is unlikely to be funded. S Taylor highlighted that costs are expected to rise, and the College is actively working on identifying necessary savings and developing plans to address financial challenges in the foreseeable future.

S Taylor stressed the outlook for the foreseeable future remains tight. During the HR Committee discussion, it was emphasised that, based on current information from the UK and Scottish Governments, funding is unlikely to increase, presenting a very challenging environment.

B Lawrie enquired about the timing for discussions around the 2025/26 draft budget. S Taylor responded that these discussions typically begin in December, with an indicative funding allocation from the Scottish Funding Council expected in February 2025, and confirmation anticipated by May 2025.

S Taylor noted that the savings efforts over the past few years have made a positive difference. S Oakley asked about the likelihood of a further savings plans exercise to which S Taylor confirmed that ongoing savings are being sought as needed. He expressed hope, that with greater clarity from the academic side, the college can better plan its finances and avoid further extensive savings exercises.

L O' Donnell stressed that continued savings are necessary to innovate and meet the needs of students, partners, and businesses. He emphasised that savings should be viewed as part of the college's sustainable management strategy.

B Lawrie remarked that while finances are often seen negatively, making savings can present opportunities for redevelopment and investment. He suggested that the focus should shift from reductions to how finance can create opportunities. S Oakley suggested reframing the conversation around savings to focus on efficiency instead.

S Taylor acknowledged the challenges of public sector funding but highlighted the ongoing work on project funds and the efforts to explore new opportunities. He stated the environment remains challenging, but the college is taking proactive steps.

S Oakley also noted that trade unions are focusing on funding and lobbying for education as a whole.

B Lawrie thanked S Taylor for the update.

### (ii) Forecast Outturn 2023/24

N Anderson highlighted the Forecast Outturn 2023/24 report.

N Anderson highlighted that the report projects a current surplus of £1.3 million, representing a movement of £786k since the Quarter 3 report.

N Anderson stressed that the report comes with a health warning, as there is still significant work to be completed on the final accounts.

L O'Donnell asked if the projected surplus does not account for the loan at Gardyne.
N Anderson confirmed this, adding that adjustments can be made going forward to improve reporting, separating operating, project, and capital costs.

D Fordyce found the spreadsheet helpful and inquired whether the surplus, if achieved, could be used for additional purposes. N Anderson explained that this is unlikely, as the loan remains to be paid off. She further noted that the loan can be repaid at any time, offering some flexibility if the situation improved.

The paper was noted.

**(iii) 2024/25 Budget Setting, Monitoring & Reporting Update**

N Anderson noted that the budget was approved by the Board in June 2024 which reflected a deficit of £464,000, in addition to the loan of £457,000, resulting in a total budgeted deficit of £921,000 for 2024/25. N Anderson noted that the normal budget-setting process is being followed, with ongoing refinements aimed at presenting a more balanced budget to the Finance & Property Committee (F&PC) and the Board of Management in December 2024.

Currently, the budget shows an additional deficit of £437,000, increasing the overall deficit, including the loan, to £1.36 million.

N Anderson highlighted that discussions are ongoing with the Senior Leadership Team (SLT) to focus on bringing the budget back into a more balanced position before the December meeting.

D Fordyce noted the significant financial pressures, acknowledging the challenge of maintaining staff momentum while finding efficiencies. N Anderson responded positively, highlighting that the college has been effective in implementing efficiencies and has much of the necessary framework in place to achieve the required savings.

B Lawrie raised a concern about the additional pressure placed on finance staff, given the shift towards increased accountability of budget holders and changes in financial processes. He asked whether there were adequate resources within the finance team to manage this. N Anderson advised that resources are limited but confirmed they are still on track to meet targets, highlighting new opportunities within the Finance Department.

S Taylor added that regular catchups are being held to prioritise tasks and establish timelines. He noted that this year is a transitional period, with the current budget set similarly to previous years but now being reviewed with a fresh perspective. Over the next two years, the aim is to achieve closer alignment between budget planning and execution, enabling more effective in-year decisions; emphasising the importance of accurate financial planning to support curriculum and service developments and opportunities.

S Oakley questioned the flexibility of finances and asked what training resources would be provided to help budget holders support efficiency. N Anderson responded that September monitoring is underway, with October being the first opportunity to meet with individual budget holders. Following these meetings, training will be provided to budget holders, with the planned approach to work closely with individual managers through month-by-month training to support them over time. N Anderson emphasised that this process would take time and will not be a one-size-fits-all approach, with the focus on building trust with budget holders and to improve the accuracy of financial forecasts.

The current forecast and planned steps to improve the budget position and accuracy were noted.

### (iv) Financial Regulations Review

N Anderson highlighted this paper for approval and noting.

N Anderson highlighted that the financial regulations have been updated to better align authority levels with responsibility under the new senior management structure. This includes adjustments to purchasing authority and asset disposal.

N Anderson highlighted that updated procurement thresholds will be submitted to the Committee for approval in December, once the new procurement service roles and responsibilities are finalised.

L O'Donnell mentioned a potential change to the papers in addressing 'the Council' as the 'Scottish Funding Council' (SFC).

The paper and changes in thresholds were approved. **N Anderson to progress.**

### (v) Financial Forecast Return (FFR)

N Anderson reminded the committee that the submission of the Financial Forecast Return (FFR) in June did not align with the committee's meeting schedule for approval. As a result, the FFR was approved by L O'Donnell, as Board Chair, and B Lawrie, acting on behalf of the Finance & Property Committee Chair.

The content and approach adopted for completion of the FFR was noted and S Taylor expressed a desire to make better use of the FFR going forward as part of the Colleges financial strategy and planning.

It was noted that the FFR had been discussed with SFC who were content that the College understood the impact of potential flat cash funding and the possible need for savings to balance future budgets.

The retrospective approval of the paper was recorded.

## 7. INFRASTRUCTURE

### (i) Future Infrastructure Vision

S Taylor provided a short update on the 10-year vision, outlining the desired direction for future campus development / replacement. While there have been many conversations and significant interest, there is nothing tangible at this time., although positive feedback has been received and discussions were ongoing with SFC and the Scottish Government.

Work would progress on creating a strategic outline case. B Lawrie enquired whether Dundee Council was involved. It was confirmed that both Angus Council and Dundee Council are active in discussions.

The update was welcomed.

### (ii) Estates Update

B Lawrie highlighted that the capital funding figure should be updated to £2.53 million. **B Grace to progress.**

S Taylor reported significant progress over the summer, including extensive developments in teaching spaces. Although there were some challenges and delays in delivery of carpets / furniture, these have been addressed, and noticeable improvements are evident at all campuses. He expressed appreciation for the hard work of B Grace and A Ross and their teams throughout the summer.

D Fordyce inquired about further developments concerning funding to replace RAAC from the Scottish Government. S Taylor responded that no additional funding is available, and that monitoring was continuing.

S Oakley questioned how to improve the estates project process to minimise its impact on students. He commended the efforts made and asked about the involvement of contractors. A Ross explained that efforts are made to align with schedules and gain early access to specific areas as early as possible at the summer. Each year provides new lessons and improvements.

B Lawrie thanked everyone for their contributions, acknowledging the huge effort made on the range of projects in the short timeframe.

## 8. GARDYNE THEATRE REVIEW

N Anderson presented the current financial position of the Gardyne Theatre, noting a deterioration in the 2023/24 outturn.

A review of the cost versus income per show is underway, revealing that margins are minimal, with many shows having expenditures that exceed the income they generate. Further analysis is required. Efforts are being made to identify potential savings, review staffing levels, assess bar income and charges, and explore additional income opportunities. N Anderson noted that results from this review are expected by the end of October or early November 2024.

To support GTL's continued operation, the Board had been asked to approve a delay in collecting the £20,000 SLA recharge for the 2023/24 period by six months and to provide a maximum of £5,000 per month until December 31, 2024, to improve GTL's cash position. The Board agreed to support this.

B Lawrie inquired if GTL could operate at a loss, questioning whether it would pass the OSCR financial viability tests should there be a move to establish it as a charity. N Anderson acknowledged the need for substantial data and analysis to determine if the issue is purely cash flow-related.

S Taylor noted the need to stabilise the college's position and secure additional funding for GTL. G Bell asked about the college's influence over the GTL board. S Taylor explained that while the college owns GTL, it operates with its own board but maintains a close relationship. The theatre's financial stability is essential, given the pressure on public funding and the significant impact of grant cuts**.**

L O’Donnell emphasised the importance of the theatre as a community asset, stressing the need to consider its social and cultural impact alongside its financial performance and noted the need for the College to safeguard it for future generations.

D Smith asked about other commercial income opportunities and S Taylor mentioned that GTL is used for various commercial events but that options were limited by the nature of the facilities.

The Board approved the proposed measures and will review the situation at the December meeting. **N Anderson to progress**.

## 9. PROCUREMENT UPDATE

N Anderson presented a Procurement update for approval.

She highlighted that iTrent, the payroll system utilised by Dundee & Angus College, is due for renewal. N Anderson explained that the college is exploring the possibility of a contract extension to synchronise the HR/Payroll contract renewal dates with other financial system renewal dates, aiming to provide more flexibility.

C Cusick inquired about the nature of Associate Trainers and the purpose of this procurement. J Grace responded that the procurement team is in the process of renewing the contract and evaluating its use within the college. The proposed extension of two years would allow the procurement team to meet demand and ensure continuity for commercial training provision.

The committee approved the update and procurement requests.

## 10. STRATEGIC RISK REGISTER

S Taylor stated that there are no proposed changes at this time. This was approved.

## 11. SUPPORT SERVICES REPORT

N Anderson highlighted the report for noting.

B Lawrie expressed gratification regarding the increased demand for the Service Design Academy's services. He commended the positive improvements and extended his thanks to everyone involved in generating the report.

**12. DATE OF NEXT MEETING.** Tuesday 3 December 2024, 5.15pm Kingsway Campus (Joint meeting with the Audit & Risk Committee)

**Action Point Summary**

| Action | Responsibility | Date |
|---|---|---|
| Financial Regulations to be updated as per proposals | N Anderson | 30 October 2024 |
| Correct the capital funding figure to £2.53 million | B Grace | 3 December 2024 |
| Update on GTL | N Anderson | 3 December 2024 |

# BOARD OF MANAGEMENT

## Audit and Risk Committee

Tuesday 17 September 2024 at 5.00pm via MS Teams

Minute of the Audit & Risk Committee meeting held on Tuesday 17 September 2024 at 5.00pm via Microsoft Teams.

**PRESENT:** Helen Honeyman (Chair), Derek Smith, Sally Middleton, Ged Bell, Margo Williamson, Matthew Beattie, Jackie Buchanan

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

### 1. WELCOME

H Honeyman welcomed everyone to the Audit & Risk Committee. She introduced Ged Bell (New Board Member) and Scott Anderson (External Independent Observer) to the Committee.

### 2. APOLOGIES

Apologies were received from Roy McLellan and Bridget Mauro (Mazars).

### 3. DECLARATIONS OF CONNECTION & INTEREST

S Inglis declared a connection and interest with the Internal Audit Services Procurement paper. It was noted that he would exit the meeting before this paper was considered.

### 4. MINUTE OF THE PREVIOUS MEETING

The minute captured on the 5th of March 2024 was recorded as an accurate minute.

### 5. MATTERS ARISING

All matters arising are now closed and included within the agenda.

### 6. INTERNAL AUDIT

#### 6.1 Sports Centre Business Process Review

S Inglis noted that the review was almost completed and apologies from Henderson Loggie for a range of issues that had delayed production of the final report. It was confirmed that this would be issued as a draft to the College imminently, with the final report coming to the December meeting.

## 6.2 Internal Audit Follow-Up Report

S Inglis provided an update on the Internal Audit Follow-up report.

He provided an update on reports issued last year and those recommendations that have not yet been fully implemented.
The conclusion highlighted that good progress had been made, with 13 out of 18 actions assessed as fully implemented. Two actions, though considered, were not fully implemented and remain open for discussion.

H Honeyman expressed comfort with the progress made. S Taylor commented on the catering facilities, noting that losing a small number of items from the canteen would not justify employing additional staffing. J Buchanan inquired about a digital solution to support stock reconciliation and S Taylor noted that this could be explored.

S Inglish highlighted there are three partially implemented recommendations stemmed from one report. S Inglis noted that the final appendix included a follow-up report, and Andy Ross (Director of Infrastructure) provided a further update indicating that one of the items might be covered by the agreement threshold of the Finance Committee. The item has been implemented, with a revised target date of 31st October, which is considered a more realistic timeline for the reports to be accomplished.

## 6.3 Progress Report – Procurement & Creditors / Purchasing Audit

N Anderson provided an update on the report presented in June, which was highlighted as requiring improvements. N Anderson stated the recommendations are interlinked and depend on other reports and developments, she stated the procurement support has impacted these deadlines, necessitating amendment to some completion dates.

M Williamson questioned whether the length of delays for some of the actions and sought assurance about what measures have been put in place regarding procurement. N Anderson responded that the target date is 31st August 2025. She explained that this is linked to cost-benefit analysis and the purchasing framework, which requires additional assistance from the catering team and the procurement team, making it a complex piece of work. N Anderson stated with procurement plans in place, this would be the deadline they could realistically address, acknowledging the challenges faced by the catering team.

It was further noted that the procurement policy, pending approval, would be discussed at the December meeting, with this agreement then allowing changes to be made to underpinning processes.

H Honeyman asked if anything further could be done outside the regular committee cycle. N Anderson explained that procurement responsibilities are shared with the University of Abertay, so this was unlikely. S Taylor noted that approval could be sought via email to avoid waiting until December, however, he added that once approved there was still further work to be undertaken.

J Buchanan asked about the procurement process and asked if a framework was being set up. N Anderson noted that this was the plan and stated that interim measures are in place but noted the challenges posed by the number of different suppliers.

M Williamson expressed concern about the delays, particularly noting that some deadlines have been extended by up to a year. She highlighted the importance of training and effective communication with staff to avoid recurring errors.

S Taylor noted that arrangements were not fully in College control as procurement was an external service and efforts are being made to move quicker, but that the College's ability to invest in additional services was limited. While there are always risks involved, S Taylor assured that the management process is being made more systematic and appropriate, with training and development responsibilities placed with managers and budget holders.

M Williamson noted that she was glad to hear the reassurances and work being progressed and, whilst concerns existed, she was content with the amended timescales.

The changes were agreed alongside a further update to be provided at the December meeting. **N Anderson to progress.**

### 6.4 2023/24 Progress Report

S Inglis provided an update on the agreed programme of work for 2023/4, highlighting that (except for the Sports Centre Operations review) all work was completed or on schedule.

He stated that work is currently being undertaken on Credits, Bursaries, and EMA audits, with the credits audit at the manager review stage. The Bursary, Childcare, Hardship Funds and EMA audit has been completed with the team awaiting the final returns from the Scottish Funding Council (SFC).

All deadlines are expected to be met unless there is a delay with the SFC.

S Taylor noted that the audit had gone well but had been a concern for the new team Leader who had taken up the role in the summer, after the previous Team leader who had been in post for c 25 years. H Honeyman expressed a huge thank you to all staff involved and asked that their thanks be passed on. **S Taylor to progress.**

The update was noted.

### 6.5 2024/25 Draft Audit Plan

S Inglis summarised the draft Audit Plan, highlighting the proposal to run with a one-year plan pending re-contracting for audit services. The range of audits proposed were discussed and S Inglis noted that these had been agreed with the College.

H Honeyman raised the issue of Health and Safety, expressing comfort with reviewing it every few years. S Taylor confirmed that there were no major concerns and noted that the HR Committee had received a detailed presentation on Health and Safety. This would reappear on future audit plans but was not scheduled for 2024/5.

S Taylor outlined decision-making on the audits planned, starting with staff development and CPD, which had emerged as a focus area from the staff survey. Satisfaction with CPD had declined compared to previous surveys, prompting a deeper examination.

S Taylor also highlighted payroll, specifically the transition to the iTrent payroll system, and the importance of reviewing it. Budgetary control, including budget setting and monitoring, was also an area of ongoing discussion. Additionally, the digital strategy, nearing the end of its current phase, required review, particularly considering significant developments such as AI and its potential impact on the college's teaching and learning approach.

J Buchanan asked about the implementation of the digital strategy and whether AI was addressed within it. S Taylor confirmed that AI-related issues and opportunities for students were being considered, with significant work being undertaken as part of the broader digital policy.
H Honeyman enquired about reauditing procurement once it is fully embedded, suggesting a

review 12 months later. S Taylor agreed that it could be included in the full Audit Needs Assessment going forward.

S Inglis proposed incorporating AI into the audit scope before finalisation, to which S Taylor agreed. G Bell expressed satisfaction with the progress of the digital strategy and inquired about the prioritisation of auditing its effectiveness. S Taylor acknowledged the significant advancements made, including efforts to move to cloud-based systems and the emphasis on digital learning and automation. He noted he was happy for the effectiveness of the strategy to be added into the audit scope. **S Taylor to progress.**

The audit plan was approved.

### 6.6 Follow Up Summary

N Anderson presented the follow up summary report, which outlined progress made against recommendations and some amended completion dates as previously discussed.

M Williamson expressed satisfaction with the assurances provided, acknowledging that circumstances had arisen but emphasised the need for ongoing monitoring.

## 7. ANNUAL DATA PROTECTION COMPLIANCE REPORT

S Taylor noted this paper and reported no breaches.

H Honeyman enquired about phishing activities with staff, to which S Taylor responded that it is an ongoing activity. Staff compliance has been good, and potential risks are being monitored and checked regularly.

The committee was informed that the report will be provided through the appropriate channels, with the next update expected around March 2025.

G Bell acknowledged the preventive work that had been done in this area and praised the team for their efforts.

H Honeyman also expressed appreciation and thanked the team for their contributions**.**

## 8. RISK MANAGEMENT POLICY UPDATE

S Taylor reported on several changes to the policy, including updates to cover the amended structure and technical changes were made to reflect updates from the SFC on their outcome and assurance framework,

The most significant changes arose from a risk management audit conducted in the spring, which recommended including more detailed audit information and refining the audit risk levels. These updates had been built into the revised draft, with input from S Inglis on some of the wording.

H Honeyman noted that the descriptions provided were clear and helpful.

J Buchanan enquired about the committee's internal controls, specifically asking if this process had been implemented before. S Taylor explained that the minutes of the Committee are distributed to every Board meeting, and the risk register is reviewed twice a year with discussions held. An annual report is also presented to the Audit & Risk Committee for sign-off, and the Chair of the Committee presents it to the Board for approval.

He also highlighted that joint meetings include discussions without any college officer present.

J Buchanan thanked S Taylor for the clear explanation.

S Middleton asked if all staff members have access to the policy, to which S Taylor confirmed they do. She then noted that it is everyone's responsibility to be familiar with the policy and asked if wording could be included to reflect this. S Taylor to progress.

The Committee approved the Policy subject to the minor change suggested.

## 9. STRATEGIC RISK REGISTER

S Taylor reported that no changes were highlighted.

Having approved changes to the risk management policy, it was suggested that the risk register be reviewed to ensure alignment between pre- and post-mitigating actions. While no significant risk, S Taylor agreed to review this further, and any updates will be presented at the next meeting. **S Taylor to progress.**

A detailed update was provided on the budget and forecast at the Finance & Property Committee meeting, with ongoing concerns about flat cash and future sustainability always present. S Taylor highlighted that this will be updated to the Board.

Regarding the cost-of-living crisis, it was noted that efforts will continue, including the provision of free breakfast and lunch at Dundee & Angus College.

S Taylor provided a RAAC update to the Board highlighting that reassessment work is ongoing and is expected to be finalised over the October break. Next steps in the management of RAAC will be confirmed and updated as and when the information becomes available.

G Bell enquired about sustainability, specifically how the risk rating could improve post-mitigation and whether external factors are involved. S Taylor explained that while the budget is managed as effectively as possible, significant savings plans had been necessary to achieve a break-even position. Forecasting indicates that if costs continue to rise, the real impact of flat cash will be evident. It is crucial to keep these risks prominently in board discussions. This update was welcomed.

The Committee approved the Strategic Risk Register and noted the updates.

## 10. EXTERNAL AUDIT

M Speight reported on two key issues. Firstly, regarding the RAAC, he stated it is essential to include property valuations and any new information affecting the figures. M Speight assured the Committee that, despite the tight timetable, the aim is to have the information audited before the next meeting in December 2024. It was noted that (like last year) the results may be subject to finalisation.

Secondly, on a general issue affecting all colleges in Scotland was the treatment of funds allocated to support national Job Evaluation. This was subject to discussion with SFC, and local arrangements would align with advice given nationally.

The update was welcomed.

## 11. INTERNAL AUDIT SERVICES PROCUREMENT (Item for consideration without auditors' present)

S Taylor highlighted this report for approval noting that the contract with Henderson Loggie for internal audit services is due to expire after completion of planned 2024/25 activity. S Taylor highlighted several key routes for procurement and options were presented in the paper.

Following discussion it was proposed to proceed with Option B—a mini competitive process involving firms on the framework. The Committee approved this with interviews with potential audit suppliers delegated to the Director of Finance and Chair of the Audit & Risk Committee to progress. The outcome will be presented at the June 2025 meeting. **S Taylor and N Anderson to progress.**

## 12. OTHER BUSINESS ITEM

N Anderson noted that a request had been made that day by Mazars for the Committee to complete and submit an audit assurance return. N Anderson noted that this was the same information that the committee had reviewed in detail last year.

As the document has only recently been received it was proposed that sign off of this be delegated to the Chair and the Committee confirmed that they are comfortable with this. **S Taylor to progress.**

## 13. DATE OF NEXT MEETING

Tuesday 3 December 2024, 4.00pm (Joint Meeting with Finance & Property Committee), Kingsway Campus

**Action Point Summary**

| Action | Responsibility | Date |
|---|---|---|
| Update on progress in respect of Procurement report recommendations | N Anderson | 3 December 2024 |
| Committee thanks to be passed to those involved in Student Funding audit | S Taylor | 30 September 2024 |
| Audit Scopes and plans to be updated as per discussions | S Taylor / S Inglis | 31 October 2024 |
| Review of Strategic Risk Register scoring to be completed | S Taylor | 3 December 2024 |
| Internal Audit Services Procurement to progress | S Taylor / N Anderson | 17 June 2025 |
| Audit Assurance Questionnaire to be completed and signed off by Chair of Audit & Risk | S Taylor | 30 September 2024 |

*Agenda Item 14.0*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## CORRESPONDENCE

## PAPER O

# BOARD OF MANAGEMENT

# Tuesday 1 October 2024

## Correspondence – SFC Communications

***Paper for information***

| **Reports and Publications Listing** | |
|---|---|
| Report on the Consultation on changes to the College Performance Indicators<br>SFC/AN/14/2024<br>9 September 2024 | This document confirms plans for changes to our College Performance Indicators publication following public consultation. |
| Student Support Funding Audit Guidance 2023-24<br>SFC/GD/20/2024<br>27 August 2024 | Guidance describing SFC's audit arrangements for student support funds for Academic Year (AY) 2023-24. |
| FES Return and Audit Guidance 2023-24<br>SFC/GD/19/2024<br>27 August 2024 | Guidance to colleges on the completion of their student activity data for Academic Year (AY) 2023-24 (FES Return) and audit guidance for that year. |
| Education Maintenance Allowance (EMA) Audit Guidance 2023-24<br>SFC/GD/18/2024<br>27 August 2024 | Guidance to colleges on the audit requirements for the operation of the EMA programme for the period 1 August 2023 to 31 July 2024. |
| Education Maintenance Allowance Return 2023-24<br>SFC/GD/15/2024<br>12 July 2024 | Guidance notes for the completion of the Education Maintenance Allowance 2023-24. |
| Guidance for Foundation Apprenticeships 2024-25<br>SFC/GD/14/2024<br>11 July 2024 | Guidance for colleges on the delivery of Foundation Apprenticeships in Academic Year 2024-25. |

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|---|---|
| College Staffing Return Guidance 2023-24<br>SFC/GD/12/2024<br>2 July 2024 | Guidance notes for the completion of the aggregate Staffing Return for Academic Year (AY) 2023-24. |
| Childcare Funding for College Students 2024-25<br>SFC/GD/07/2024<br>27 June 2024 | This guidance sets out the conditions for use of Childcare Funds for FE and HE college students in Academic Year 2024-25. |
| Fee Waiver Policy for Colleges 2024-25<br>SFC/GD/08/2024<br>26 June 2024 | Description of the categories of students for which a college may use an SFC Fee Waiver in Academic Year 2024-25. |
| Credit Guidance for Colleges 2024-25<br>SFC/GD/10/2024<br>26 June 2024 | Guidance for colleges on the eligibility for credit funding (and credit claims) for the forthcoming Academic Year (AY) 2024-25. |
| Consultation on changes to the College Performance Indicators<br>SFC/CN/01/2024<br>21 June 2024 | This document seeks views on our plans for changes to our College Performance Indicators publication. |
| FE Student Support Discretionary Funding 2024-25<br>SFC/GD/06/2024<br>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<br>SFC/GD/05/2024<br>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. |

Further details on the above Communications can be accessed via:

Publications - Scottish Funding Council (sfc.ac.uk)

**Author:** Penny Muir (Board Administrator)
**Executive Sponsor:** Steve Taylor, Vice Principal

*Agenda Item 15.0*

# BOARD OF MANAGEMENT

## Tuesday 1 October 2024

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## DATE OF NEXT MEETING

**Tuesday 17 December 2024 at 5:00pm, Kingsway Campus, Room K-TO-624 (subject to Board Christmas Lunch)**