

BOARD OF MANAGEMENT

Finance & Property Committee



Tuesday 25 February 2025 at 5.00pm **Room K-TO-624,**
Kingsway Campus (MS Teams option available)

AGENDA

1. **WELCOME**
2. **APOLOGIES**
3. **DECLARATIONS OF CONNECTION & INTEREST**
4. **MINUTE OF THE PREVIOUS MEETING** – 3 December 2024 Paper A for approval
5. **MATTERS ARISING** Paper B for noting
6. **FINANCE**
 - (i) Financial Sustainability Verbal update SH/ST
 - (ii) Outturn 2023/24 Verbal update NA
 - (iii) 2024/25 Budget Monitoring Update Paper C for information NA
7. **GARDYNE THEATRE REVIEW** Verbal Update BL/NA
8. **INFRASTRUCTURE**
 - (i) Future Infrastructure Vision Verbal update SH
 - (ii) Estates Update Paper D for information BG
 - (iii) Post Project Review – Network Infrastructure Paper E for information AR
9. **PROCUREMENT**
 - (i) Procurement & Creditors Audit Progress Paper F for information NA
 - (ii) Procurement Update Paper G for approval NA
10. **STRATEGIC RISK REGISTER** Paper H for approval ST
 - (i) Risk Register Cover Paper
 - (ii) Strategic Risk Register
11. **SUPPORT SERVICES REPORT** Paper I for information NA
12. **DATE OF NEXT MEETING** –Tuesday 27 May 2025 at 5.00pm in Room K-TO-624, Kingsway Campus

FINANCE & PROPERTY COMMITTEE

Tuesday 25 February 2025



MINUTE OF THE PREVIOUS MEETING

PAPER A

BOARD OF MANAGEMENT

Finance & Property Committee



Tuesday 3 December 2024

Minute of the Finance & Property Committee meeting held on Tuesday 3 December 2024 at 18:15pm in Room K-TO-604 Kingsway Campus and via Microsoft Teams.

PRESENT:

Brian Lawrie	Laurie O'Donnell
Stephen Oakley	Simon Hewitt
Ged Bell	Derek Smith
Matthew Beattie	

IN ATTENDANCE:

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

1. WELCOME

B Lawrie welcomed members to the Finance & Property Committee meeting.

2. APOLOGIES

Apologies were noted from R McLellan, C Cusick, D Mackenzie, D Rosie, and D Fordyce.

3. DECLARATIONS OF INTEREST OR CONNECTION

There were no declarations of interest or connection.

4. MINUTES OF PREVIOUS MEETING

The minute of the Finance and Property Committee meeting held on 10 September 2024 was approved as an accurate record.

5. MATTERS ARISING

B Lawrie confirmed that all outstanding Matters Arising were updated.

6. FINANCE ITEMS

6.1. FINANCIAL SUSTAINABILITY

S Hewitt provided a summary of financial sustainability actions, highlighting that the situation remained challenging with numerous risks around current and future funding levels.

Discussions are ongoing with the Scottish Government, with the draft budget expected on 4 December 2024. S Hewitt noted there is uncertainty around the Pension Funding and National Insurance, with clarity still awaited regarding the implications.

Despite these challenges, the priority remains focused on improving the financial position through increased income, further efficiencies, and operational improvements. S Hewitt reassured that the College is not yet at the stage of implementing a savings plan.

S Hewitt stated efforts are being made to identify additional income streams and explore savings in-year. The Senior Leadership Team (SLT) will continue to work on this to return the budget to as close to breakeven as possible.

The update was noted.

6.2. 2024/25 BUDGET UPDATE AND FORECAST OUTTURN REPORT

N Anderson provided an update on the 2024/25 Budget and Forecast Outturn report, highlighting a key risk currently facing the institution: the CDEL/RDEL issue. N Anderson emphasised that, if the College is unable to continue switching capital to revenue in 2024/25, it will result in an increase of £1 million to the projected deficit, along with a corresponding underspend on capital. The Finance Directors and the Tripartite Group are actively lobbying the government and SFC to resolve this issue, but time is limited, as the funding is tied to the financial year ending 31 March. Efforts are being made to capitalise as many projects as possible.

The current forecast remained at a deficit of c£1.3 million relative to the original budget deficit of £961k. As noted under the previous item, work was progressing to make in year savings and to plan for the 2025/26 budget. N Anderson reported that flat cash budgets are expected to continue for the foreseeable future.

B Lawrie stated the D&A Foundation had been very positive about the future infrastructure vision and had confirmed its support for the funding bid to help the College move forward. A productive discussion was held, and the Foundation expressed its continued support for the application and optimism about its progress.

The report was approved.

6.3. DRAFT TUITION FEES 2025/26

J Grace summarised the planned fees for 2025/26, noting that most were unchanged. However, an increase in international fees is being proposed to align with current staffing costs.

Following review, the Committee approved the fee proposals.

7. ESTATES UPDATE

B Grace provided a summary of the report, highlighting the significant range of work and projects undertaken in recent months. B Grace also noted the arrangements in place to manage risks associated with RAAC, which remain under control.

The College is participating in a baseline condition exercise with the Scottish Funding Council to assess its position and estimate the costs required to restore the College's facilities to category B condition. A comprehensive condition survey has been completed to inform this work and its findings will inform the Estates Vision and guide future planned works.

B Grace highlighted some buildings are categorised as Condition D, including those with RAAC present, were noted as being almost inoperable. These findings underline the urgency of addressing issues within the Estates Vision.

B Grace noted the recent success at the Green Gown Awards, with Christine Calder, one of the sustainability champions, being recognised for her contributions. This marks the College's third Green Gown Award, a significant achievement across UK and Ireland. The Committee expressed its congratulations on this phenomenal outcome and asked that their congratulations be passed on to Christine. **S Taylor to progress.**

In response to a query from B Lawrie, B Grace confirmed that the baseline condition exercise was unlikely to impact future capital maintenance funding but could support the case for major infrastructure investment.

L O'Donnell emphasised the importance of balancing the College's future vision with the need to continue to maintain the current estate and ensure ongoing health and safety compliance.

S Hewitt provided an update on feedback and work progressing on the wider infrastructure vision and noted that a more detailed update would be provided for the Board meeting.

Over the coming months, efforts will focus on development of the necessary business case and operating model while continuing engagement with the Scottish Government and private investors. Staff briefings have been well-received.

L O'Donnell enquired whether any staff members had raised concerns. S Hewitt stated that there had been some comment regarding a reduction in provision at Arbroath that had been directly addressed. S Taylor added that some staff had expressed concerns about the perceived reduction in size of the Arbroath campus in the images, but that this was not the case and the footprint was equivalent in size to the current campus. S Hewitt noted that while the designs might appear different, the overall size of the buildings for Arbroath and Dundee remained comparable.

The update was well-received, and the Committee extended its congratulations and thanks to the Senior Leadership Team (SLT) and others involved for their work.

The update was welcomed.

8. GARDYNE THEATRE LIMITED UPDATE

S Hewitt provided an update on the operation of GTL and it was agreed that a working group be established to consider the draft report and made recommendations to the next Board meeting. **S Taylor/N Anderson to progress.**

Given that the report included confidential individual information it was agreed that this should not be published.

The Committee agreed to the recommendations.

9. PROCUREMENT

9.1. ANNUAL PROCUEMENT REPORT

N Anderson introduced the annual report for noting and summarised key points.

B Lawrie noted comment on the procurement audit and suggested that it would be useful to have a separate report from the A&R audit to ensure the Committee is satisfied with the work around procurement. This was agreed, **N Anderson to progress.**

The annual report was noted.

9.2. PROCUREMENT UPDATE

N Anderson provided a summary of the procurement update.

The report covered awards and contract extensions over £100k, with the Committee noting the recently awarded contract to Xerox. There were no contract awards to be approved.

B Lawrie enquired whether the figures quoted excluded VAT and if this was recoverable or subject to partial exemption. N Anderson clarified that VAT is often included in quotes, but procurement generally quotes excluding VAT. The actual cost, however, will include VAT where appropriate.

The report was noted and approved.

9.3. PROCUREMENT STRATEGY

N Anderson summarised the document for approval.

The document was presented as a simplified framework for procurement, designed to support the college's strategic objectives and foster economic growth in the region. It was recognised that this was a far simpler read than the previous version.

B Lawrie noted some typographical errors in the strategy document and agreed to follow up with N Anderson to amend these.

The report was noted.

9.4 PROCUREMENT AUTHORITY THRESHOLDS

N Anderson highlighted this report for approval.

It was highlighted as part of the Creditors and Procurement audit report that the procurement support needs to be reviewed. This is the final phase of the work to ensure the authorisation thresholds align with the new structure and the new procurement support model.

B Lawrie acknowledged the proposals as good practice and welcomed the closer alignment with budget holders.

The changes in procurement thresholds were approved.

10. STRATEGIC RISK REGISTER

S Taylor confirmed that following discussions at the Audit & Risk Committee, there are no changes to the Strategic Risk Register at present. However, updates will be made in March 2025, following the work undertaken on the board risk appetite.

The report was approved.

11. SUPPORT SERVICES REPORT

N Anderson acknowledged the report for noting and highlighted the overall funding position for Colleges.

A typographical error was noted and would be corrected and the overall report was noted.

12. DATE OF NEXT MEETING – Tuesday 25 February 2025, 5.00pm K-TO-624, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
Congratulations to be passed on to Christine Calder on her Green Gown award	S Taylor	13 December 2024
GTL Working group to be established	S Taylor / N Anderson	13 December 2024
Update on work to enhance procurement to be provided	N Anderson	25 February 2025

FINANCE & PROPERTY COMMITTEE

Tuesday 25 February 2025



MATTERS ARISING

PAPER B

BOARD OF MANAGEMENT
Finance & Property Committee
Tuesday 25 February 2025
Matters Arising



Paper for information

The following actions were noted from the Tuesday 3 December 2024 Finance & Property Committee meeting.

Agenda Item No	Action	Current status	Open / Closed
7.0	Congratulations to be passed to C Calder on her Green Gown Award S Taylor	Completed	Closed
8.0	GTL Working Group to be Established S Taylor/N Anderson	Group set up	Closed
9.1	Update on work to address action points and enhance procurement to be provided N Anderson	Update included on agenda	Closed

The following actions were noted from the Tuesday 28 May 2024 Finance & Property Committee meeting.

Agenda Item No	Action	Current status	Open / Closed
8.0	Change to charitable status for GTL to be progressed (subject to GTL Board approval) N Anderson	Action to be subsumed within GTL Review	Open

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

FINANCE & PROPERTY COMMITTEE

Tuesday 25 February 2025



FINANCE

6 (iii) 2024/25 BUDGET MONITORING UPDATE

PAPER C

Board of Management
Finance and Property Committee
Tuesday 25th February 2025



2024/25 Budget Monitoring Report at 31 January 2025

Paper for information

1. Introduction

This report sets out the current projected outturn for the year 1 August 2024 to 31 July 2025 as at 31 January 2025. This report also sets out the cashflow forecast for the same period.

2. Recommendation

Finance and Property Committee is asked to note the projected 2024/25 outturn figures as at 31 January 2025 and the related cashflow projection. A summary of risks is also attached at Appendix B.

3. Executive Summary

The Board approved a deficit budget of £921k (including £457k loan) in June 2024. After revised adjustments, the operating position is a deficit budget of £1,357k for 2024/25.

The Scottish Government advised in late 2024 that the colleges can continue to utilise capital budgets towards essential repairs and maintenance (revenue) spending in the 2024/25 financial year. This is also anticipated to be in place for the 2025/26 financial year but has not yet been formally confirmed.

Projections at 31 January 2025 show that the College will overspend on operating and projects by £1,002k by 31 July 2025. Once the capital/revenue split of £1,042k is included (after loan repayment) there is an overall projected surplus of £40k.

When compared to our deficit budget of £1,357k there is an improvement of £1,397k.

4. Projected Outturn as at 31 January 2025

Operating budget projected outturn

Appendix A details the College operating budget including projects compared to the current projected outturn. Our operating budget (including projects) is a projected deficit of £1,002k as at 31 January 2025. Once the capital/revenue split of £1,042k is included, we have a projected surplus of £40k.

Summary of Movements to the Projection

The table below explains the movements to income and expenditure projections since the 31 October 2024 Budget Monitoring Report presented to this Committee.

movements October 2024	Reason for movement	Income £000	Expenditure £000	Total £000
Operating Costs				
Staff costs	Overall staff cost projection reduction		(194)	(194)
Tuition fees	Increase to projection for international students £118k and public sector contracts £35k	(154)		(154)
Exam Fees	Underspend due to Dance degree uptake being lower than expected		(27)	(27)
Sports Centre	Increase to projected income for gym and pool membership	(41)		(41)
Building rental contract	Dundee Football Club rental contract increase	(65)		(65)
APUC recharge	Additional staff costs for procurement support after delivery review		22	22
Print, photocopying & digital	Reduced print and photocopying spend		(16)	(16)
Gardyne Theatre	Expecting we will not be able to recharge SLA costs for 2023/24 & 2024/25		40	40
Bank interest	Actual bank interest higher than budgeted	(30)		(30)
ALF Infrastructure funding	Net contribution towards staff costs	(110)	70	(40)
Catering income	Increase to projection	(28)		(28)
Organisational development	Reduction to 2024/25 OD budget		(10)	(10)
Future Skills	Course materials for construction - saving		(44)	(44)
Cleaners	Saving relating to reduction of 52 hrs cleaning per week		(45)	(45)
Skills Advisor	BPT Skills advisor post not being filled		(38)	(38)
Various	Various minor adjustments below £10k	(1)	(4)	(5)
Projects				
Service Design Academy	Reduction to commercial short course income due to delays in companies committing to new courses and staff sickness	75		75
Multiply - UKSPF - (AC/DCC)	£50k additional funding, reduction to mileage £8k partially offset by increased staff costs £25k	(30)	(3)	(33)
Multiply - UKSPF - P&KC	Additional grant income £178k, partially offset by £13k staff costs	(178)	13	(165)
SME Upskilling (UKSPF)	Reduction to staff costs expenditure		(44)	(44)
Tay Cities Digital skills - Fyffe College	Reduction to income £11k and increase in training costs £18k	11	18	29
Tay Cities Engineering P/ship	Reduction to income £114k and reduction to marketing costs of £124k	114	(124)	(10)
TCD - Biotech Skills				
	Grant reduced by £29k offset by reduction to equipment and other costs	29	(52)	(23)
TCD - SME Skills	£4k additional income. Reduced staff costs, partially offset by prof fees	(4)	(4)	(8)
UKSPF Games Academy	Reduction to staff pay £20k partially offset by £10k equipment spend		(10)	(10)
UKSPF Perth Prison Academy	Additional grant £336k partially offset by teaching, exam & other expenses - saving from internal course delivery	(336)	126	(210)
Beyond boundaries project	Additional income partially offset	(15)	5	(10)
Capital				
Capital grant	Additional in year capital grant for Arbroath boiler and lift replacement	(177)		(177)
Total movement since 31 October 2024		(940)	(321)	(1,260)

Capital Budget Projected Outturn

We expect to be able to capitalise £364k more than budgeted. After our loan repayment, this leaves a projected sum of £1,042k on our capital budget which will offset the revenue spend on capital maintenance and repairs.

Capital Budget	Capital Budget 2024/25 £000	Overall movement	Projected Outturn at 31 Jan £000
Income			
Capital grant	(2,530)	(177)	(2,707)
Expenditure			
Loan	457		457
Estates projects	390	338	728
Infrastructure	77	121	198
Digital	200	82	282
Total expenditure	667	541	1,208
Net (surplus)/deficit	(1,406)	364	(1,042)

5. Cashflow projection

Cash held at 31 January 2025 is £6,528k. Unrestricted cash currently represents 46 days cash, relative to forecast expenditure.

	2023/24	2024/25
Cashflow forecast 24/25	£000	£000
	Actual	Forecast
Cash backed surplus/(deficit)	1,478	(1,358)
Loan repayment	(457)	(457)
Capital expenditure	733	1,208
Capital funding	(733)	(1,208)
Asset disposal		38
Working capital movements	219	(174)
Net movement in cash balances	1,240	(1,951)
Opening cash balances	5,533	6,773
Closing cash balances	6,773	4,822
Net movement in cash balances	1,240	(1,951)

This cashflow projection assumes that we will receive additional income from the SFC during the year for the SPPA pension increase of £450k (funding confirmed February 2025) and the National Insurance increase of £230k.

6. Link to Strategic Risk Register

Managing the budget and reporting to the SLT supports the mitigation of strategic risk 2.2 – failure to achieve institutional sustainability.

Author: Nicky Anderson – Director of Finance

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

Appendix A

Operating and projects budget 2024/25	Revised Operating Budget £000	Overall Movement £000	Projected Outturn at 31 Jan £000
Teaching Grant	(31,371)	0	(31,371)
Other SFC Grants	(929)	(230)	(1,159)
SFC Total	(32,300)	(230)	(32,530)
Tuition Fees	(3,124)	(79)	(3,203)
Non core income	(3,740)	(540)	(4,280)
Catering & other income	(2,222)	(164)	(2,386)
Total income	(41,386)	(1,013)	(42,399)
Staff pay			
Teaching pay - established	16,482	37	16,518
Teaching pay - variable	2,285	(1)	2,285
Invoiced staff costs	155	0	155
Teaching support pay	2,730	0	2,730
Support pay	12,730	(13)	12,718
Apprenticeship levy	108	0	108
Voluntary Severance Scheme	300	0	300
Unfunded pension payments	430	0	430
Total pay	35,220	23	35,243
Non-staff costs			
Staff related costs	307	(11)	296
Consumables and equipment	1,610	(35)	1,575
Exam fees	761	15	776
Student related costs	159	(86)	73
Property cost	2,963	(596)	2,367
ICT and telephony	934	(84)	850
Insurance	202	0	202
Marketing	279	(136)	143
Professional fees	161	142	304
General overheads	323	1	324
Interest and charges	101	0	101
VAT	937	(22)	915
UKSPF training grants out	186	0	186
Total non-staff costs	8,921	(812)	8,110
Total Income	(41,386)	(1,013)	(42,399)
Total Expenditure	44,141	(788)	43,353
Non-consolidated (surplus)/deficit	2,755	(1,801)	954
Gardyne Theatre Limited deficit	8	40	48
Consolidated (surplus)/deficit	2,763	(1,761)	1,002
Utilise capital as revenue	(1,406)	364	(1,042)
Overall (surplus)/deficit	1,357	(1,397)	(40)

Appendix B

Risk	Forecast Outturn £000	Risk assessment			Mitigating actions and owners
		Likelihood	Impact	Overall	
Other SFC grants - Projections assume that we will receive the following additional grants from SFC during the year: - National Insurance increase of £230k	(1,159)	Low	Medium	High	This funding has not been formally confirmed by SFC but there is a reasonable expectation across the sector that this expenditure will be funded.
SFC credit income	(31,371)	Low	Low	Low	Current student data confirms with reasonable certainty that our credit target will be achieved. We have limited influence over demand, however, we can influence recruitment, delivery and retention.
Non-core income	(4,280)	Low	Low	Low	This category contains a disparate range of activities. There is potential for movement on projects income as well as expenditure.
Catering and other income	(2,386)	Medium	Low	Medium	Forecasts tend to be prudent, however, there is potential for adverse movement on catering and sports income given the current cost of living crisis.
Staff pay	35,243	Medium	Medium	Medium	There is a risk of variance to staffpay compared to budget, though this has reduced significantly now the pay award has been agreed and paid to staff. Work has progressed with the budgeted establishment and we are continuing to refine the projections as the year progresses. We are meeting with budget holders on a monthly basis to identify changes to the projection and enable prompt identification of variances.
Property costs	2,367	Low	Low	Low	Property costs are being carefully managed in year in order to mitigate any risks.
Non-pay expenditure, excluding property	5,743	Low	Low	Low	Effective budget monitoring and monthly meetings with budget holders will ensure these budgets are effectively controlled and variances are identified early enabling prompt mitigating action.

FINANCE & PROPERTY COMMITTEE

Tuesday 25 February 2025



INFRASTRUCTURE

8 (ii) ESTATES UPDATE

PAPER D

BOARD OF MANAGEMENT

Finance & Property Committee

Tuesday 25 February 2025



Estates Update

Paper for noting

1. Introduction

This paper provides an update on estates related activity since the last report to the committee.

2. Recommendations

Members are asked to note the report.

3. Capital Funding for Maintenance

The Estates team has continued to tackle the extensive list of projects that were identified for the Capital Funding for Maintenance grant for the period 1st April 2024 – 31st March 2025 which was **£2,529,667.00**

The majority of the works that had been identified as part of the initial £1.2m allocation for Backlog Maintenance works and Infrastructure Improvement projects have now been completed, and all remaining projects will be completed by 31st March 2025 –

- Boiler replacement in the CSW in Arbroath
- Building Management System upgrade in Arbroath
- Replacement of Passenger Lift in the CALC building in Arbroath

The approved 2024/25 projects are detailed below along with their current status -

Estates Priority Backlog Maintenance Projects

Project	Campus	Estimated Value (inc VAT)	Project Status
Pump replacement in Kingsway boiler houses	KC	£70k	Complete
Science Annexe Internal Fabric refurb – Painting and Ceilings	KC	£40K	Complete
Science Annexe LED Lighting replacement	KC	£9k	Complete
Horticulture path replacement	KC	£15k	Complete
Engineering Staff Workroom Refurb	KC	£12k	Complete

CLOVA Building Roof repairs	AC	£30k	Complete
CALC Building Gas Boiler replacement	AC	£72k	Complete
CSW Building Gas Boiler replacement	AC	£72k	In progress
CALC Building Lift Replacement	AC	£72k	In progress
CALC Building Internal Fabric refurb – Levels 2 & 3– Floorcoverings, Painting, Ceilings	AC	£120k	Complete
CALC Building LED Lighting replacement	AC	£15k	Complete
General road repairs / resurfacing	GC	£50k	Deferred until Spring next year
Pool plant Upgrade	GC	£0k	Deferred
New Sports Block lift	GC	£0k	Deferred
Gardyne Smoking Shelter	GC	£5k	Complete
CCTV Review	KC/AC	£50k	Deferred till 2025/26
Campus Signage	All	£35k	Complete
Furniture Investment	All	£120k	Complete
General LED lighting replacements	All	£30k	Complete
Hardwire testing (electrical)	AC/GC	£50k	In progress
Building Management System Upgrade	All	£30k	In progress
Eniscope – real time energy monitoring system upgrade	All	£10k	Complete
Equipment replacement	All	£30k	Complete
Contingencies	All	£20k	
Total Costs		£957k	

Infrastructure Change Group Approved Projects

Project	Campus	Estimated Value (inc VAT)	Project status
Creation of new Supported Education Facility in the CALC	AC	£48k	Complete
Creation of new LEAP facilities in the Clova – create office, new kitchen space, flooring, new ceiling, new lighting and power, painting	AC	£30k	Complete
Refurb new Essential Skills spaces in the Esk – 1.05 to become staff workroom Esk 1.04 to revert back to a classroom with Esk 1.06	AC	£12k	Complete
Create new Prayer room in the Isla Building	AC	£6k	Complete
Split CALC 2.02/2.03 into 2 classrooms	AC	£15k	Complete

Science Annexe – creation of Clean Lab – storage units, flooring, lighting and power, painting	KC	£6k	Complete
New carpet ground floor Space building and auditorium	KC	£24k	Complete
General Painting in the Space	KC	£5k	Complete
Additional lockers for Hair and Beauty students	KC	£0k	Deferred
Y108 to be made into a staff workroom. Y106 to be an ICT classroom. All computers from Y103 and Y105 to be used.	GC	£12k	Complete
Convert NA22a and/or NA22b into purely ICT rooms.	GC	£12k	Complete
Removal of Office in Y327 to increase capacity to 24	GC	£10k	Complete
PE Staff Workroom refurb – flooring and painting	GC	£6k	Complete
Y248 – install additional circular tables with power and data.	GC	£10k	Complete
Contingencies	All	£20k	
Total		£216k	

4. Update on RAAC – Kingsway Campus

We continue to monitor the condition of the RAAC within the 3 identified areas within the Kingsway Campus as well as conduct specialist inspections and progress with any actions required in terms of the medium or longer-term maintenance of RAAC to ensure that these areas remain safe.

We also continue to follow national guidance and have been engaging with the Scottish Funding Council (SFC) and the Scottish Government about funding for this issue (which affects many across the sector) as part of our longer-term infrastructure and campus development plans.

5. Scottish Funding Council Estates Infrastructure Baseline Exercise

We have commenced Stage 2 of the Scottish Funding Council Infrastructure Strategy Plan and are currently developing a new College Estates Strategy. As part of the FE sector approach, a standardised Estates Strategy template has been developed to assist colleges and to also ensure a consistent approach across the sector in Scotland.

The purpose of the exercise is to enable the SFC to prioritise where funding should be allocated for future estates investment.

6. Projects 2025/26

The Estates team are currently developing the project programme for the new financial year 1st April 2025 – 31st March 2025. This will be shared at the next Finance and Property meeting.

7. Link to Strategic Risk Register

Progressing these Estates projects and initiatives will support the mitigation of a range of risks identified within the Strategic Risk Register namely;

- 3.1 – failure to reach aspirational standards in learning, teaching and service delivery
- 3.2 – failure to achieve/maintain compliance arrangements
- 3.3 – serious accident, incident or civil/criminal breach, legal action

Author: Billy Grace, Head of Estates

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

FINANCE & PROPERTY COMMITTEE

Tuesday 25 February 2025



INFRASTRUCTURE

**8 (iii) POST PROJECT REVIEW- NETWORK
INFRASTRUTURE**

PAPER E

Tuesday 25 February 2025

Network Project – Post Project Review

Paper for noting.

1. Introduction

This paper provides a post project review of the Replacement Digital Network project across all campuses. It forms part of a broader initiative to ensure the approving Committee has a detailed understanding of the outcomes of approved project work.

2. Recommendations

Members are requested to note the report.

3. Project Overview

Project Name: Replacement Network Project

Project Duration: May 2022 – April 2024*

*(with some development work enabled by the project to be completed August 2025)

Project Objectives: To replace the outdated digital network, which had reached its end-of-life, with a modern, fully supported, cloud-managed network. Implementing increased segmentation of the network and therefore improving the security of the network

4. Review Agenda

4.1 Achievements

The project goals have been successfully met within the defined scope, as evidenced by four key performance indicators:

- **Cyber Security:** The College maintains its Cyber Essentials+ credentials and achieved outstanding results in the most recent Annual Information and Cyber Security Report delivered by HEFESTIS. This project has significantly contributed to these high scores.
- **Network Performance:** The Digital Service desk has received no complaints regarding the performance of either the wired or wireless network attributable to the new network.
- **Zero Trust Implementation:** Ongoing work has resulted in fewer than ten issues where stakeholders could not access entitled services due to network segmentation.
- **Simplified Management and Security:** The use of the cloud management tool, Aruba Central, allows for efficient bulk updates, reducing resource requirements and increasing security.

4.2 Scope Variation

The project scope remained consistent with the approval by the Finance and Property committee in April 2022. The implementation of Role-Based Access Control, initially for summer 2024, has been delayed to summer 2025 due to unexpected pilot phase results. This delay ensures minimal impact on end users during rollout.

4.3 Challenges and Lessons Learned

The project team encountered some challenges and gained valuable insights:

- **Budgetary Impact:** Post-pandemic supply chain issues and unfavourable exchange rate fluctuations led to a significant increase in costs in the lead up to the purchase of equipment. This saw the initial project estimate of £618k increase to £979k by the final tender process, necessitating additional funding approval.

To mitigate future cost variations in the future, reducing the time between budget estimation and tender initiation is recommended.

- **Role-Based Access Control Delays:** Significant network improvements necessitated changes that could impact user experience. The Digital team proposes an “at risk” period during network changes to manage user expectations.

4.4 Budget and Resources

The project's timeline and budget at each stage are summarised below:

- **April 2022:** The Finance & Property Committee approved a budget of £618k, funded by the Dundee & Angus College Foundation and the Capital Backlog Maintenance Grant from the Scottish Funding Council (SFC)
- **September 2022:** Due to higher-than-expected tender returns, the Board of Management approved a revised and increased budget of £979k. Additional funding was secured from Dundee & Angus College Foundation (£700k) and the Capital Backlog Maintenance Grant.
- **April 2024:** Major work was completed. Finalised costs increased by £25k to £1,004k due to changes to Clearpass licensing arrangements and final user and device connections (compared with estimate).

4.5 Communication and Collaboration

Given the project's nature, involvement was limited to a small team within Digital Services. Communication focused exclusively on the ten project team members.

4.6 Recommendations for Future Projects

While low profile, the network replacement project significantly impacts the College's daily operations. Future projects should consider similar strategies for communication, budgeting, and risk management.

5. Link to Strategic Risk Register

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

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

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

Author: Andy Ross, Director of Infrastructure

Executive Sponsor: Steve Taylor Vice Principal Support Services and Operations

FINANCE & PROPERTY COMMITTEE

Tuesday 25 February 2025



PROCUREMENT

**9 (i) PROCUREMENT & CREDITORS AUDIT
PROGRESS**

PAPER F

BOARD OF MANAGEMENT



Finance & Property Committee 25 February 2025 and Audit & Risk Committee 4 March 2025

Progress Report - Procurement and Creditors Internal Audit Recommendations

Paper for information

1. Introduction

Procurement and Creditors was selected for review in our 2023/24 Internal Audit Plan and Audit and Risk Committee considered the Auditor's Report on 4 June 2024.

The overall report level of assurance was 'Requires Improvement' meaning the system has weaknesses that could prevent it fully achieving control objectives.

The auditors made six recommendations which were all accepted by management. The Finance and Property Committee requested an update on progress with actions at its meeting on Tuesday 25th February 2025. Audit and Risk Committee also requested an update on actions arising from the Procurement and Creditors Report at its meeting on Tuesday 4 March 2025.

2. Recommendations

Members are asked to note the progress below.

3. Progress to February 2025

The following provides a summary of progress in respect of creditors and procurement audit recommendations up to 14 February 2025.

Recommendation 1

Priority Action Grade	Report Grade	Recommended Action	Responsible Officer	Deadline
3	Requires improvement	R1 Although the College's Procurement Policy and Procurement Authorisation Process documents are comprehensive, clear, and are in line with extant Act and Regulations, they should be updated in line with the agreed review frequency to ensure that they accurately reflect any changes in relevant legislation, emerging procurement best practice, staff responsibilities, and the College's procurement values, aims, and approach.	Head of Procurement APUC	31 December 2024 Complete

Progress

The Procurement Policy and Procurement Authorisation Process were approved by Finance and Property Committee on 3 December 2024 and have been issued to staff via the staff portal. This recommendation is complete.

Recommendation 2

Priority Action Grade	Report Grade	Recommended Action	Responsible Officer	Deadline
3	Requires improvement	R2 The College should conduct a cost/benefit analysis to assess the impact of changing the approach for ordering of catering supplies and repairs in order to create additional opportunities for smaller, local suppliers to bid for the provision of goods and services related to catering. This could involve establishing the College's own purchasing framework (similar to the Minor Works and Building Maintenance framework currently being worked on) or comparing quotes from local suppliers for select categories of catering spend.	Head of Procurement APUC	31 August 2025

Progress

Audit and Risk Committee agreed a revised deadline of 31 August 2015 for implementation of this recommendation to enable collaboration between APUC and the catering team. This work is expected to be complete by 31 August 2025.

Recommendation 3

Priority Action Grade	Report Grade	Recommended Action	Responsible Officer	Deadline
2	Requires improvement	R3 The College should improve enforcement of compliance in regard to raising Purchase Orders for relevant transactions. The College should clearly communicate to staff that it is against the College's policy to arrange for the supply of goods or services without an appropriately approved Purchase Order and explain to staff how the process helps maintain value for money and minimise supplier risk. Consideration should be given to establishing a more robust "No PO, No Pay" policy, with exclusions explicitly defined and adequately explained to staff members.	Director of Finance	End September 2024 Complete

Progress

We have reiterated to staff that it is against the College's policy to arrange for supply of goods or services without an appropriately authorised Purchase Order. We have explained how this maintains value for money and minimises risk.

The College's existing Purchase Order Requisition Procedure (PP1) requires POs to be raised for all purchases, with the exception of utilities (e.g. telephony, electricity, rates, rent) and emergency purchases, e.g. urgent estates repairs. The Purchase Order Requisition Procedure (PP1) ensures we comply with our financial governance requirements and in particular, Financial Regulations and Procurement Regulations.

Since we received this audit recommendation in May 2024, we have focussed efforts on increasing purchase order usage and visible control in our highest spend areas. Estates comprises 30% (£1.9m) and Digital 19% (£1.3m) of our budgeted procurement related expenditure.

We are still working closely with Estates colleagues to consolidate invoices on a weekly/monthly basis for suppliers with high volume/low value expenditure. We are raising purchase orders with these suppliers for the expected spend for the week/month ahead, eliminating a significant amount of processing time, but increasing the overall value of purchase order compliance.

PO compliance was 23% in 2023/34. In December we reported an increase of 6% and as at 14th February compliance since August 2024 has increased to 36%.

Next steps:

1. We will continue to support the Estates team to identify ways to increase purchase order usage and minimise processing time **(on-going)**
2. We will work with other prioritised areas in the College to consolidate purchase order and invoice activity. **(on-going)**
3. We are monitoring PO usage on a monthly basis and will work with individual areas to improve Purchase Order usage across the College **(on-going)**

There is always a balance to be struck between the control arrangements in place and the efficient and pragmatic operation of our activities. The Senior Leadership Team has considered implementing a strict 100% No PO, No Pay Policy. This policy is increasingly in use by some public sector bodies to support financial control and compliance and is a desired way forward from a financial compliance perspective.

In practice, the No PO, no pay policy means invoices that do not contain a PO number will not be paid, potentially creating significant issues with suppliers and budget holders and impacting adversely on College operations, given that most transactions still do not have purchase orders.

As this work progresses we will implement the No PO, No Pay Policy for all activities and budgets where this is possible for the 2025/26 financial year.

Recommendation 4

Priority Action Grade	Report Grade	Recommended Action	Responsible Officer	Deadline
2	Requires improvement	R4(i) The College should conduct a review of existing procurement arrangements, to ensure that external procurement support is structured in a way which will effectively contribute to the delivery of value for money and minimisation of risk at the College. This should involve a specific focus on the future role and responsibility of the TRPT given the existing resource constraints.	Director of Finance	End Sept 2024 Complete
2	Requires improvement	R4(ii) The College should communicate to all staff the purpose, importance, and added value of appropriately conducted procurement activity. Staff members should be reminded of the Procurement Policy and procedures in place, and of TRPT's strategic and operational role in managing and assisting with procurement activity. The need for compliance with the established procurement arrangements should be emphasised, and any repeated non-adherence by individuals or departments should be monitored and corrective action taken. A rationale should be given by the purchasing department in any instance where procurement activity has not been conducted in line with the College's guidance.	Director of Finance	End September 2024 Revised deadline: 31 January 2025 Complete

Progress

Alongside the introduction of revised operational arrangements, we have reinforced with staff the purpose, importance and added value of procurement activity and the need to follow financial governance requirements. We are actively monitoring compliance, and corrective action will be taken where required. We require a written rationale where departments have not complied fully with procurement guidance.

Recommendation 5

Priority Action Grade	Report Grade	Recommended Action	Responsible Officer	Deadline
2	Requires improvement	R5 The College should consider re-establishing induction and refresher training for non-procurement staff involved in purchasing and procurement activity. This would help staff to understand the legislative background and enhance their knowledge of business processes and internal governance, as well as familiarising them with TRPT and ensuring that they are aware of the team's strategic and operational role in relation to procurement activity	Head of Procurement APUC	End Sept 2024 Revised deadline: 31 March 2025

Progress

Procurement training is currently being developed by APUC and we plan to have delivered the training by the end of March 2025.

Recommendation 6

Priority Action Grade	Report Grade	Recommended Action	Responsible Officer	Deadline
2	Requires improvement	R6 The College should examine the following elements of the process to amend standing supplier data: R6 (i) It should be ensured that the process utilised in practice is in line with the documented Bank Account Changes Procedures.	Director of Finance	30 June 2024 Complete
2	Requires improvement	R6 (ii) It should be ensured that evidence of processing the changes is appropriately retained in a shared location available to the Finance Team. This should capture all requests received, details of the changes made, how they were verified as bona fide, and evidence of any subsequent independent checks and approvals conducted. The establishment of a central record, available to the Finance Team, containing all amendments made to supplier standing data, such as a spreadsheet, should be considered.	Director of Finance	30 June 2024 Complete
2	Requires improvement	R6 (iii) The introduction of built-in system controls in the Sun / P2P systems should be considered, which would require authorisation by an appropriately senior member of the Finance Team prior to any changes to supplier bank details going live and the account being enabled for payment. This would ensure that review and approval is not retrospective, and segregation of duties cannot be circumvented.	Director of Finance	30 June 2024 Request approval for revised deadline: 31 December 2024 Complete

Progress

R6(i) The documented Supplier Bank Account Changes procedure has been revised and re-issued to finance staff.

R6(ii) Evidence of supplier bank account changes processed, verification and approval is retained in a central location accessible to the finance team.

R6(iii) We have consulted our supplier and it is not possible to build authorisation system controls into the P2P system to ensure segregation of duties controls cannot be circumvented. We are content that the existing internal controls provide adequate assurance.

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:

2.4 – Financial fraud

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

Author: Nicky Anderson, Director of Finance

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

FINANCE & PROPERTY COMMITTEE

Tuesday 25 February 2025



PROCUREMENT

9 (ii) PROCUREMENT UPDATE

PAPER G

BOARD OF MANAGEMENT

Finance & Property Committee

Quarter 2 – November 2024 to January 2025



Procurement Update

Paper for both noting and approval.

1. Introduction

The information included in this paper outlines the scheduled and recurring contracts and renewals, aligning with the delegated budget authority thresholds for approval as specified in the College's Financial Regulations. Coverage extends to 31st January 2025. In all cases, Planned Procurement Activity remains dependent on appropriate budget allocation as part of the annual budget approval process.

Section A - Contract Awards and Extensions (For Noting)

This section provides details on contracts anticipated to surpass £100k excluding VAT that were awarded between 1st November 2024 and 31st January 2025.

Section B – Non-Competitive Actions (Approval and/or Retrospective Approval)

This section outlines requests exceeding £25K excluding VAT for Approval and retrospective Approval of Non-Competitive Actions (NCA's). None currently require approval.

Section C – Planned Contracting (Requiring Approval)

This section includes contracts where cumulative expenditure over the contract term is expected to exceed £100k excluding VAT. It encompasses call-off contracts under Framework Agreements from other authorities, such as APUC, Scottish Procurement, and Crown Commercial Services. This section may include contracts exceeding £500K therefore may require additional approval from the Board of Management.

It's important to note that this section exclusively features new contracts not previously included in the September report.

Section D – Other Procurement Activities (For Noting)

This section provides details on broader procurement activities for attention or consideration.

Please note that all values mentioned exclude VAT unless otherwise stated.

2. Recommendation

Members are asked to:

- i) note the recently awarded contracts (Section A)

- ii) approve retrospective Non-Competitive Actions (Section B)
- iii) approve anticipated procurements not already included in the Annual Planned Procurement Report submitted to the Finance & Property Committee in September 2023 (Section C)
- iv) note other activity (Section D)

Author: Amanda Walsh, Procurement Manager

Nicky Anderson, Director of Finance

Executive Sponsor: Steve Taylor, Vice Principal - Support Services & Operations

Section A - Contract Awards and Extensions

For Noting:

Contract name	Fruit and Vegetable Supply
Route to Market	Direct Award
Successful Bidders	Les Turriff
Contract Value	£120,000
Owner	Director of Infrastructure
Award Date	9 December 2024
Start Date	6 January 2025
Contract Period	36 Months, with optional 12 months extension

Section B – Non-Competitive Actions

No competitive actions require approval during this period

Section C – Planned Contracting

Requiring Approval:

Contract name	Campus Masterplan / Outline Business Case
Incumbent Suppliers	Not Applicable
Estimated Contract Value	£500,000
Owner	Director of Infrastructure
Route to Market	Framework
Intended Contract Start Date	1 April 2025 (funding dependent)
Proposed Contract Period	3 Months
Rationale	The development of a Campus Master Plan and Outline Business Case provides a strategic opportunity to ensure that the College's vision for the campus aligns with best practices in planning, sustainability, and long-term operational efficiency.

Contract name	Supply and Maintenance of MFDs
Incumbent Suppliers	Xerox
Estimated Contract Value	£130,000
Owner	Director of Infrastructure
Route to Market	Framework
Intended Contract Start Date	1 July 2025
Proposed Contract Period	60 months
Rationale	The breakdown of the partnership between the three neighbouring Tayside councils (Angus, Dundee, and Perth and Kinross) and Tayside Contracts led to the College losing access to the discounted rates that had previously been available. Consequently, the College has decided to move to a straight framework award. This approach provides the College with greater autonomy, removing the complexity of accommodating other organisations that were previously prioritised based on their scale and value. The proposal is to bring the procurement process forward to facilitate a longer, more effective transition, ensuring that the College can secure competitive pricing, streamline its operations, and avoid disruption during the changeover.

Section D – Other Procurement Activities

The College is in discussion with our legal advisers to obtain advice regarding an element of the Civica contract that the company are unlikely to be able to fulfil.

FINANCE & PROPERTY COMMITTEE

Tuesday 25 February 2025



STRATEGIC RISK REGISTER

PAPER H

- (i) RISK REGISTER COVER PAPER**
- (ii) STRATEGIC RISK REGISTER**

BOARD OF MANAGEMENT

Finance and Property Committee

Tuesday 25 February 2025



Strategic Risk Register Update

Paper for approval

1. Allocation of Risks to Board Committees

Following discussion at the Audit and Risk Committee in May 2019, the Board of Management agreed at its meeting in September 2019 that key strategic risks be allocated to each Board Committee for regular review and consideration.

The Strategic Risk Register now highlights the allocation of risk areas across the range of Board Committees.

In identifying these delegated risks, it has been agreed that each Committee consider (and amend/update as appropriate) the key risk areas within their responsibility as a standing item at each future meeting.

Proposed changes arising from this consideration will be brought back to the next appropriate meeting of the Audit & Risk Committee for final approval.

In making these changes, it is important to reinforce that the overall responsibility for risk management will remain with the Board of Management, with delegated authority for the implementation and review of this to the Audit & Risk Committee. The further allocation of areas of risk oversight to Board Committees is intended to improve the awareness, oversight and consideration of risk, rather than amend the terms of the Board of Management scheme of delegation.

2. Consideration of Risks to Board Committees

In making these changes, each Committee has also been asked to consider how it is informed around the areas of key risk and assure itself that the regular reporting and information, updates and opportunities for scrutiny within the operation of the Committee are reasonable and sufficient in respect of this.

3. Review of Risks Allocated to the Committee within the Strategic Risk Register

The draft March 2025 Strategic Risk Register is enclosed and it is noted that four changes have been made to the scoring of risks allocated to the Finance and Property Committee as follows: Two risks 2.1 and 4.2 have changed due to changes made to the overall Risk Management Policy of the College following on from the audit of spring 2024.

These changes in scoring are a 'technical change' arising through the creation of more detailed guidance on the scoring mechanism, rather than any fundamental change in the areas of activity or mitigations in place in respect of each item. Details of the changes made will be subject to discussion and final approval by the Audit and Risk Committee.

In addition to the two risks amended in respect of either the pre and/or post mitigation scoring, the further amended risks have increased and are highlighted for approval:

No	Risk	Change Proposed
2.5	Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services	Pre and post mitigation risk increased to reflect the increasing demands placed on maintenance requirements given the age and condition of campuses and campus infrastructure
4.5	Lack of investment in ageing / beyond serviceable life infrastructure (inc RAAC, Asbestos and M&E failure concerns) impacts on financial sustainability and/or delivery of learning and/or services	Pre and post mitigation risk increased in line with the above assessment and as a result of the increased presence of RAAC within the Kingsway campus.

4. Major Risks

Risk 2.2: As outlined within the agenda and papers considered, the College embarked upon a significant savings plan to deliver a sustainable budget and operating position for 2023/2024 and 2024/2025 in the light of the 'flat cash' settlements indicated for the foreseeable future.

Whilst the risk rating in respect of this remains as major, the savings plan activities have supported development of a better than breakeven outturn for 2023/24 and arrangements are progressing to re-budget and create a close to breakeven position for 2024/25.

5. Approvals

In respect of the above information approval is sought on the Strategic Risk Register as it relates to the operation of the Committee.

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



STRATEGIC RISK REGISTER

2024 - 2025

As at March 2025

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

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT		POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	Strategic and Structural									
1.1 LT&Q	Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)	4	4	16	<ul style="list-style-type: none"> Robust strategic planning Effective environmental scanning Strong partnerships Clear links between strategy and practice Concerted demands for increased activity levels 	4	1 2	4 ↓ 8	<ul style="list-style-type: none"> Robust monitoring via OF&AM Framework Clear performance metrics Amendment of strategic direction/ plans Rolling curriculum review 	Principal & Chair
1.2 Board	College may be disadvantaged by changes to either UK or Scottish Government policies	4	3	12	<ul style="list-style-type: none"> Effective environmental scanning Negotiation/influence at national level 	4	2 3	8 ↓ 12	<ul style="list-style-type: none"> Review of changes and amendment of strategic direction/plans Financial strategy sensitivities 	Principal & Chair
1.3 Board	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: <ul style="list-style-type: none"> Ability of the College to meet key regional strategies/objectives Financial loss or unmanageable financial risk Reputational loss 	4	3	12	<ul style="list-style-type: none"> Effective project/activity management in place Clear governance structures Project/initiative finances clearly incorporated within College financial strategy and plans End of project and exit/contingency planning 	3	2	6 ↔	<ul style="list-style-type: none"> Regular project updates at Executive/Board level Monitoring of project activities, plans and outcomes Clear project Management arrangements in place Budget reporting and management 	Principal, VPCP

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Blue (1-3) = Minor Risk; Green (4 – 8) = Moderate Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk. Board Risk Appetite for the above risks is assessed as Open with risks scored as major being subject to regular scrutiny and risks scored as fundamental subject to review at every meeting.

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT		POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	Strategic and Structural (cont)									

1.4 Board	College disadvantaged as a result of changes arising from major national educational body reviews: SFC, SQA, EdS	3 4	3 4	9 ↓ 16	<ul style="list-style-type: none"> Negotiation/influence at national level Review of activities/projects and response to new opportunities 	3 4	1	3 ↓ 4	<ul style="list-style-type: none"> Robust monitoring via OA Amendment of strategic direction/plans Rolling curriculum review 	Principal
1.5 Board	Failure of D&A plans and activities to deliver on required carbon reductions and sustainability actions necessary to meet national targets and achieve College climate emergency ambitions.	4	3	12	<ul style="list-style-type: none"> Robust CEAP in place Multiple strands of activity/action Embedding sustainable practices in normal activity and ways of working Clear links between strategy and practice Planned investment in carbon reduction Sustainable procurement 	3 4	2	6 ↓ 8	<ul style="list-style-type: none"> Robust monitoring and reporting of CEAP at SLT and Board level Clear performance metrics Amendment of strategic direction/plans Monitoring of scope 3 emissions 	VPSO, DirInf, HoE

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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	<ul style="list-style-type: none"> Negotiation/influence at national level Contingency plans for amended funding levels or requirements 	3	2	8 ↓ 9 ↔	<ul style="list-style-type: none"> Advance modelling of new funding requirements, methodologies, and allocations Monitoring impact of changes Amendment of strategic or operational direction / plans Financial strategy sensitivities 	VPSO
2.2 F&P	Failure to achieve institutional sustainability	5	4	20	<ul style="list-style-type: none"> Protection of funding through dialogue with SFC and SG Input to create sector ‘flexibilities’ Robust annual budget-setting and multi-year financial strategic planning Effective budgetary control Where required, swift action to implement savings 	4	4	16 ↔	<ul style="list-style-type: none"> Monthly monitoring of budgets Regular review of financial strategy and non-core income sensitivity Effective use of sector ‘flexibilities’ to support sustainability Amendment of strategic priorities and timing to align with funding levels Review and amendment of activity and budget planning to address over/under performance against activity (credit) target Detailed monitoring of savings programmes Detailed monitoring & management of CDEL/RDEL risks 	VPSO

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

2.3 F&P	National outcomes on salaries and conditions of service outstrip ability to pay	4	4	16	<ul style="list-style-type: none"> Influence within Employers Association Management of staffing expenditures 	4	3	12 ↔	<ul style="list-style-type: none"> Expenditure modelling On-going discussions with staff Financial strategy sensitivities Workforce planning 	VPSO
2.4 A&R	Financial Fraud	3	3	9	<ul style="list-style-type: none"> Strong financial controls: segregation of duties and review of transactions. Review of impact of any changes in structure or duties Whistleblowing arrangements 	2	2	4	<ul style="list-style-type: none"> Continuous review of financial controls Internal Audit programme 	VPSO
		4		12		3		6		
2.5 F&P	D&A Foundation refuses/withholds funding for key College priorities	5	3	15	<ul style="list-style-type: none"> On-going dialogue with Foundation Trustees Appropriate bid arrangements in place 	3	2	6 ↔	<ul style="list-style-type: none"> Monitor and advise Board of Management 	Prin & VPSO
2.6 F&P	Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services	4	4	16	<ul style="list-style-type: none"> Multi-year estates strategy and capital planning Lobbying of SFC on capital and backlog maintenance funding Planning for D&A Foundation bids 	4	3	12	<ul style="list-style-type: none"> Monitoring of capital plans and expenditures Regular review of capital plans/timescales relative to funds 	VPSO
		3	2	6 ↑		2	2	4		

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Blue (1-3) = Minor Risk; Green (4 – 8) = Moderate Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk. Board Risk Appetite for the above risks is assessed as Open with risks scored as major being subject to regular scrutiny and risks scored as fundamental subject to review at every meeting.

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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	<ul style="list-style-type: none">• Clear quality arrangements and priority actions• Continuous self-evaluation and action planning• Rigorous CPD arrangements in place• Regular classroom observation and learner feedback arrangements	2	2	4 ↓ 6	<ul style="list-style-type: none">• Comprehensive monitoring of key PIs and student/staff feedback• Regular Stop and Review events• External review and validation findings	VPCP, VPSO DirC&A
3.2 LT&Q	Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.	4	3	12	<ul style="list-style-type: none">• Robust strategic planning and monitoring• Effective environmental scanning• Strong partnerships• Clear links between strategy and practice• Concerted demands for increased activity levels	2	2	4 ↔	<ul style="list-style-type: none">• Effective internal monitoring/review/verification arrangements• External review findings	VPCP, VPSO
3.3 A&R	Legal actions; serious accident; incident or civil/criminal breach	4	4 5	16 ↓ 20	<ul style="list-style-type: none">• Adherence to legislative and good practice requirements• Positive Union relations and staff communication• Effective management development programmes	3	2	6 ↔	<ul style="list-style-type: none">• Monitoring and reporting in key areas – eg H&S, equalities, employee engagement• Continuous professional development• Internal audit programme• Staff surveys	Prin, VPSO, HoE

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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.)									

3.4 HR&D	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	4 3	4	16 ↓ 12	<ul style="list-style-type: none"> Clear and proactive approaches to managing and promoting health, safety, and wellbeing Continuous self-evaluation and action planning Rigorous CPD arrangements in place Regular staff and learner feedback arrangements 	3 4	2	6 ↔ 12	<ul style="list-style-type: none"> Regular employee engagement monitoring Open communication with staff Comprehensive monitoring of key PIs and student/staff feedback Regular union/management dialogue 	VPSO
3.5 Board	Reputational Risk – Loss of reputation with key stakeholders	4 3	2	8 ↓ 12	<ul style="list-style-type: none"> Marketing strategy Reputation plan Positive marketing approaches 	3 4	2	6 ↓ 12	<ul style="list-style-type: none"> Stakeholder engagement Social media monitoring arrangements 	VPCP, DirC&A
3.6 HR&D	National bargaining outcomes impact adversely on College operations, activity, and flexibility	4	4	16	<ul style="list-style-type: none"> Influence within Employers Association Management of bargaining outcomes and implementation 	4	3	12 ↔	<ul style="list-style-type: none"> Positive union relations and staff communication On-going discussions with staff Innovation in approaches 	VPSO, VPC&A

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

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3	People and Performance (cont.)									
3.10 HR&D	College arrangements do not minimise risk associated with Modern Slavery	4	2 3	8 ↓ 12	<ul style="list-style-type: none"> Clear and compliant procurement arrangements and procedures Staff identity checking arrangements and use of PVG. 	3 4	1	3 ↓ 4	<ul style="list-style-type: none"> Annual procurement monitoring/reporting Regular employee engagement monitoring Open communication with staff 	VPCP, VPSO
3.11 Board	Failure to plan or respond adequately to future pandemic illness.	5	3 4	15 ↓ 20	<ul style="list-style-type: none"> Monitoring and rapid response to WHO and UK/Scottish Government information and alerts Maintenance of COVID-19 good practice approaches to inform future use Effective business continuity planning in place 	4	2	8 ↔	<ul style="list-style-type: none"> Pandemic readiness / response included in business continuity plan reviews and testing COVID/Pandemic Response Group in place Active monitoring and rapid adoption of pandemic guidance / control measures 	Principal

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3	People and Performance (cont.)									
3.12 HR&D	Failure to attract, engage, retain or develop appropriately qualified staff.	4	3	12	<ul style="list-style-type: none"> Clear People Strategy and Workforce Planning in place Positive Union relations and staff communication Effective management development & CPD programmes Positive recruitment approaches and monitoring 	4	1	4 ↔	<ul style="list-style-type: none"> Absence & turnover monitoring Exit interviews Regular staff surveys 7 survey responding Monitoring and responding to staff concerns, union issues and employee relations concerns 	VPSO

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
4	Infrastructure									

4.1 A&R	Major Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures, RAAC or similar infrastructure failure	5	3 4	15 ↓ 20	<ul style="list-style-type: none"> Sound systems of administration Clear fire and disaster recovery arrangements Staff CPD 	5	1	5 ↔	<ul style="list-style-type: none"> Business Continuity Plan including scenario testing 	Principal, VPSO, DirInf
4.2 F&P	Failure to achieve ambitions of Digital strategy; strategy and development is ineffective	4	3	12	<ul style="list-style-type: none"> Planning, careful phasing of changes to processes and systems Effective management of ICT arrangements Clear investment plan 	3 4	2	6 ↓ 8	<ul style="list-style-type: none"> Regular review/reporting on milestones, systems effectiveness etc Regular CPD 	VPSO, DirInf
4.3 A&R	Significant breach of ICT/Cyber security resulting in loss of service sufficient to impact College student / staff outcomes	4	3	12	<ul style="list-style-type: none"> Effective management of ICT arrangements Active ICT/data security monitoring and cyber security policy 	4	2	8 ↔	<ul style="list-style-type: none"> Staff CPD on cyber security issues Regular security monitoring/testing Cyber resilience plan 	VPSO, DirInf
4.4 A&R	ICT infrastructure fails to support effective data security / data protection	5	3	15	<ul style="list-style-type: none"> Effective infrastructure and systems design and implementation Effective management of ICT arrangements and GDPR compliance 	4	2	8 ↔	<ul style="list-style-type: none"> Active data protection monitoring and auditing Effective information and data security policies in operation Regular data security monitoring/testing 	VPSO, DirInf

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
4	Infrastructure									
4.5	Lack of investment in ageing / beyond serviceable life infrastructure (inc RAAC, Asbestos and M&E failure concerns) impacts on financial sustainability and/or delivery of learning and/or services	4	5	20	<ul style="list-style-type: none"> Creation of long-term infrastructure principles and vision Multi-year estates strategy and capital planning Lobbying of SG and SFC on capital and backlog maintenance funding Identification of alternative funding routes Planning for D&A Foundation bids 	4	4	16	<ul style="list-style-type: none"> Lobbying of SG and SFC on campus vision and needs Prioritization of capital plans and expenditures Regular review of capital plans/timescales relative to funds 	Principal VP SO
F&P			4	16			3	12		

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FINANCE & PROPERTY COMMITTEE

Tuesday 25 February 2025



SUPPORT SERVICES REPORT

PAPER I

BOARD OF MANAGEMENT

Finance & Property Committee

Tuesday 25 February 2025



Support Services Report

Paper for information

1. Introduction

This report brings to the Committee's attention matters, which are not covered by other agenda items.

2. Recommendation

Members are asked to note the contents of this paper.

3. Scottish Funding Council and Horizon Scanning Update

The SFC announced the following in respect of financial and funding requirements since 31 October 2024.

Publication	Topic	Allocation £000
SFC/AN/04/2025	Scottish Teachers' Pension Scheme Funding for Colleges 2024-25 - Scottish Funding Council This circular confirms funding to support the additional cost of employers' pension contributions within the Scottish Teachers' Pension Scheme for the period to 31 March 2025.	£450k
	Access to Free Period Products FY 2024-25 - Scottish Funding Council. This circular confirms funding allocation to support the provision of free period products for students.	£22.5k
SFC/CI/07/2024	In year management of college student support funding allocations 2024/25 This Call for Information invites colleges to relinquish unspent student support funds or request an increase to their student support funding allocations for Academic Year (AY) 2024-25.	
SFC/AN/17/2024	College emergency capital maintenance funding FY 2024-25 Purpose of this publication is to outline the principles and process for colleges to access the retained capital maintenance funding of £2.5m for Financial Year (FY) 2024-25.	£177k
SFC/CI/06/2024	College financial statements and returns 2023/24 This Call for Information requests copies of audited 2023-24 financial statements and associated supporting information.	

4. Supporting our Learners

Our January intake of 345 students are settling in well. They received inductions, team-building activities, and refreshers in mid-January and are engaging in their studies with good attendance. Our September recruitment is in full swing, with over 2,000 more applications compared to the same time last year. This increase may be due to the change in the School Leaver Pledge date, which has closed on 31st January 2025. Of the applications received, 35% have already been offered a place.

We are working with curriculum staff to finalise our part-time portfolio for the 2025/26 session. A busy Open Day was held on 18th January 2025, with all departments represented, showcasing their areas and offering departmental tours.

Several areas are supporting retention phone calls since the return from the Christmas break, and we are seeing a significant increase in our retention rates. Planning is underway to offer Job Fairs for all our graduates at each campus in April.

Work is ongoing with our new MIS system to send registrations, entries, and results to Awarding Bodies, and we are liaising with a few partners to source a new student funding system for the 2026/27 session.

5. Service Design Academy

2024/25 Open Courses - Performance to date

To date £99,865 has been secured including pre-bookings. 14-hour courses over 4 online sessions - Introduction to Tools and Methods and Service Design for Data Professionals - have been the most popular courses with 65 learners to date.

A fourth Service Design for Data Professionals course was funded again by Tay Cities Digital Skills Fund/Data Lab is being delivered again in February 2025 – 75 learners have taken this course from 2023.

The second January 2025 Professional Development Award cohort had no confirmed bookings, which reflects public sector training not being signed off due to financial and time pressures. A planned 5-day Practical Service Design course in February (£1,795 per place) has been postponed to May due to low numbers.

To address the lack of 5-day and PDA enrolments, SDA educators Connor, Jo and Kim have developed user research plans to explore market need for working and practitioner level service design training. Connor has been analysing the financial impact of the PDA's current assessment mechanic which traditionally has been heavily remediated with marking and student contact taking over 50% of the total delivery time. A new model is being designed to meet the needs of employers, learners and financial sustainability for SDA, with a launch in 25/26.

2024/25 Customised projects August update

- Decarbonise Your Fleet - funded by Dundee City Council through the UK Shared Prosperity Fund has been developed to support businesses to move to greener transport. The **NHS Tayside** workshops delivered by Kim Anderson and Robbie Beautyman have already stimulated new ways of working for transport teams including rationalising how cleaning materials are transported across Angus Perth and Kinross Council Senior Leadership Team ½ day in person workshop delivered on 14th November to support Transformation programme goals. We are in discussions with P&K council to develop a new learning model with our 5-day Practical Service Design course being supplemented with coaching to offer a solution to the PDA not running.

- Zero Waste Scotland City and Regions team 2-day designing a value proposition has received positive feedback [Exploring a value proposition for a circular economy in Scotland - Service Design Academy](#)
- Zero Waste Scotland designing new systems for one-to-many business support 2-day programme. This was phase one project, but unfortunately the second phase has been cancelled.
- Glasgow Centre for Civic Innovation citizen design one day in person workshop in December 2024 delivered by Robbie Beautyman and John King [City Change Makers — CCI](#)
- Our partnership with Dumfries and Galloway continues to flourish with a Child Poverty Stakeholder Group workshop facilitated in December and a 2-day in person workshop with employability practitioners planned for February '25. [Empowering communities to design better services for families - Service Design Academy](#)

2024/25 Business Development

The Service Design Academy exhibited at [DigitalScotland 2024](#) on the 26th November in Edinburgh. SDA educator Kim Anderson delivered a talk on an expert panel about citizen services. Over 20 contacts have been added to our CRM with follow up engagement planned. Kim also delivered a talk to Fife Council employees as part of their “Dive into Digital Programme” in January. She has also been invited to talk at the pan-Ayrshire Health and Social Care Innovation event in March.

Effective working relationships with our colleagues in the Business Partnership team has resulted in over £40k of UKSPF (UK Shared Prosperity Fund) funded training being delivered/planned until March 25 from 7 businesses including Angus Alive (Service Design for Leadership), Journeycall, Street Soccer, Ashton McGill and Angus Housing Association.

Our partnership with Service Design Network is due for renewal in May 2025, with an assessment of the value of organisational and individual educator accreditation being made.

2024/25 pipeline

- South Ayrshire Health and Social Care learning Partnership – our proposal has been approved and is in planning stages for a 2-day face to face course, half-day senior management workshop and our 5-day course with supporting coaching on real world projects
- Greater Manchester Combined Authority learning partnership proposal is still live with planning expected to start in March 2025
- We have engaged with the Continuous Improvement team at Belfast City Council, with a proposal now at planning stage. This enquiry came from a recommendation from the Innovation Lab from Northern Ireland’s Civil Service and prompted from an SDA advertisement in the Service Design in Government 2024 event brochure.
- Mature stage pipeline total: £90,000

Engagement continues to be predominantly with UK public sector organisations with repeat business from learning partners Zero Waste Scotland, and Dumfries and Galloway. There is huge scope to develop this market, but we need marketing support/expertise to broaden our reach in public sector and to the private sector and international markets

Finance

Invoices for all courses are not showing on our management accounts. The income figures provided are based on book and pay and corporate invoices.

	Prior Year	Year to Date Cumulative	Full Year	
	Actual £	Actual £	Budget £	Forecast £
Income	407,073	202,826*	495,700	420,700
Pay Costs	414,668	214,335	392,140	392,140***
Total non-pay costs	16,379	10,503	42,722	42,722
Contribution/ (net cost)	-23,974	-22,012	60,838	-14,162

*This total is not currently showing in management accounts and reflects additional contracted customised work to be completed and invoiced by the end of March 2025. In addition to reported income of £126,097, this includes £36,499 invoiced commercial contracts and £40,230 UKSP funds for Dundee and Angus.

** All invoices in 2023/24 will relate to delivery to be completed by the end of the academic year, with current contribution not reflective of year-end performance.

*** Pay costs are not confirmed with long-term absence

Team 5.4 consultants FTE & 1 FTE Business Manager

The team continues to have high sickness absence in 24/25, which has impact on business development opportunities and pressure on delivery schedules.

John King, the interim lead consultant has been developing new productivity reports with a focus on billable 21 hours per week, in line with the board approved Business Plan effective February 2023.

The team have been working on goal setting and targets with the support of BPT manager Ann Marie.

6. Gardyne Theatre

During the 2024/25 academic year we have held 46 shows to date. Currently we have 31 shows booked and a further 23 show bookings in process. If all shows go ahead, we will stage 100 shows in 2024/25 AY. In comparison, we had 104 shows in 2023/24 AY and 107 shows in 2022/23 AY.

Further information in respect of GTL is included separately on the agenda.

7. Business Partnerships

SME Skills (D&A delivery Income)

We are now in quarter 4 of year 2 of operational delivery and the fund has been live for 9 months.

In that time we have committed £391,436 worth of training to the business community. We have approved application for 82 businesses, scheduling 341 courses for 2354 candidates.

We are well ahead of targets on signups and the project is being very well received at management board level with the offer of enhancing the amount of allocation.

The forecast drawdown for quarter 3 (end Dec) for D&A is £190,860

Additional Income Opportunities

We have now contractually secured:

- **UKSPF – Dundee City Council - £100,000 – Decarbonisation of transport.**

We officially launched our decarbonisation of transport fund. This money is to support businesses in Dundee to prepare for the switch to electric vehicles.

Target exceeded – achieved £106,120 with potential of an additional £7K – Dundee City Council fully aware and have approved additional funds required

- **UKSPF Dundee City Council - £150,000 SME Upskilling**

This bid has now been approved and successfully launched.

The grant will be split into:

F/T Skills Advisor	£35,000
30 x £5000 Grant Funds	£115,000

Within each £5,000 allocation we will have a min 30% mark-up meaning a minimum of £79,500,000 will come directly to Dundee and Angus College with the remainder paying for the lecturer or associate trainer time.

Target exceeded – achieved £118,732 to date with a potential additional £23k of applications. Dundee City Council fully aware and have approved additional funds required.

- **UKSPF Angus Council - £300,000 Business Upskilling**

This bid has now been approved and launched in September 2024.

The financial breakdown is as follows:

£35,000 admin, management and financial

£265,000 training fund

This will support:

11 organisations with 250+ members of staff = £165,000

20 organisations with less than 250 members of staff = £100,000

Approved applications to date are currently £221,434 pending applications Target will be met by February 27th 2025.

8. Bad Debt

Our financial regulations require Finance and Property Committee to approve and individual irrecoverable debts exceeding £3,000.

No individual bad debts over £3,000 were written off during the period 1 November to 31 January 2025.

9. Link to Strategic Risk Register

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

2.2 – failure to achieve institutional sustainability

3.2 – failure to achieve/maintain compliance arrangements

Authors:

Leann Crichton, Director of Student Experience

Maralyn Boyle, Business Manager SDA

Ann Marie Macaskill, Business Partnerships Manager

Nicky Anderson, Director of Finance

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

FINANCE & PROPERTY COMMITTEE

Tuesday 25 February 2025



DATE OF NEXT MEETING

Tuesday 27 May 2025 at 5.00pm in Room K-TO-604, Kingsway Campus.