

# BOARD OF MANAGEMENT

## Finance & Property Committee



Tuesday 27 May 2025 at 5.00pm **Room K-TO-624, Kingsway Campus** (MS Teams option available)

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### AGENDA

1. **WELCOME**
2. **APOLOGIES**
3. **DECLARATIONS OF CONNECTION & INTEREST**
4. **APPOINTMENT OF CHAIR AND VICE CHAIR** Verbal update ST
5. **MINUTE OF THE PREVIOUS MEETING – 25 February 2025** Paper A for approval
6. **MATTERS ARISING** Paper B for noting
7. **FINANCE**
  - (i) Financial Sustainability Paper C for information SH/ST
  - (ii) 2024/25 Budget Monitoring Update Paper D for information NA
  - (iii) 2025/26 Draft Budget Paper E for approval NA
8. **GARDYNE THEATRE REVIEW** Verbal Update NA
9. **FINANCIAL GOVERNANCE REFLECTION/UPDATE** Paper F for information ST/NA
10. **INFRASTRUCTURE**
  - (i) Future Infrastructure Vision Verbal update SH
  - (ii) Estates Update Paper G for information BG
11. **PROCUREMENT**
  - (i) Procurement & Creditors Audit Progress Verbal update NA
  - (ii) Procurement Update Paper H for approval NA
12. **STRATEGIC RISK REGISTER** Paper I for approval ST
  - (i) Risk Register Cover Paper
  - (ii) Strategic Risk Register
13. **SUPPORT SERVICES REPORT** Paper J for information NA
14. **DATE OF NEXT MEETING –Tuesday 9 September 2025 at 5.00pm in Room K-TO-624, Kingsway Campus**

**FINANCE & PROPERTY COMMITTEE**

**Tuesday 27 May 2025**

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**MINUTE OF THE PREVIOUS MEETING**

**PAPER A**

# BOARD OF MANAGEMENT



## Finance & Property Committee

**Tuesday 25 February 2025 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 25 February 2025 at 17:00pm in Room K-TO-624 Kingsway Campus and via Microsoft Teams.

**PRESENT:**

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

**IN ATTENDANCE:**

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

### 1. WELCOME

G Bell welcomed everyone to the Finance & Property Committee meeting. He informed the committee that he would be chairing the meeting, despite B Lawrie's presence, and extended a warm welcome to Robert Young, attending his first Finance & Property Committee meeting.

### 2. APOLOGIES

Apologies were noted from Donna Fordyce and Donald Mackenzie.

### 3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of interest or connection.

### 4. MINUTE OF THE PREVIOUS MEETING

The minute of the Finance and Property Committee meeting held on 3 December 2024 was approved as an accurate record.

### 5. MATTERS ARISING

One matter was still outstanding but would be incorporated within the GTL review work.

### 6. FINANCE

#### (i) Financial Sustainability

S Hewitt reported a significantly improved financial position compared to previous periods, with greater clarity on areas that were previously uncertain.

N Anderson and newer members of the Finance Department are working diligently to establish stronger financial foundations for the future.

While there is no expectation of additional core income, efforts are being made to better understand costs, including areas of expenditure management and cost efficiencies.

Looking ahead, financial sustainability remains a priority for the Senior Leadership Team though it continues to present a risk, particularly given the lack of improvement in funding. The Scottish Funding Council (SFC) has highlighted changes to future funding allocations for the upcoming year, and ongoing discussions aim to provide further clarity on this process. While uncertainties remain, the focus is on controlling what can be managed.

From an SLT perspective, S Hewitt stated that efforts will continue over the coming weeks and months to evaluate non-core areas of college operations, identify efficiencies, and ensure sustainable financial management. A significant focus is being placed on planning sessions that integrate financial considerations into the new strategic direction, aligning resources and finances over the next five years.

S Hewitt also stated there remains a lack of clarity regarding the increase in National Insurance (NI) contributions in relation to funding allocations, however the overall financial outlook is more stable.

The update was welcomed.

## **(ii) Outturn 2023/24**

N Anderson discussed the audit of the accounts which are currently being finalised by Mazars, who are performing their final check. She stated the accounts are expected to be signed early next week, with the final audit report, annual accounts, and letter of representation set to be presented to the Audit and Risk Committee next week.

N Anderson highlighted that there has been a significant delay in producing the accounts this year, primarily due to capital adjustments, the identification of Reinforced Autoclaved Aerated Concrete (RAAC) in Kingsway Tower, and changes to the accounting treatment for the job evaluation process.

A recommendation is expected from the auditors concerning fixed assets, and a full valuation will be required in July 2025. This will be followed by substantial re-work of the fixed asset register and associated working papers, which will be completed in-year, ahead of the final accounts process for 2024/25.

N Anderson highlighted two significant movements in the 2023/24 accounts. First, during 2024, the identification of RAAC in Kingsway Tower resulted in a net reduction of £3.765m to the value of the college's fixed assets

The second movement relates to a £4.0m adjustment for changes in the accounting treatment associated with the national middle management and support staff job evaluation exercise for colleges.

The statement of Comprehensive Income shows an £8.0m deficit on paper. However, after adjusting for RAAC, job evaluation, and other non-cash items, the adjusted result reflects a surplus of £1.9m.

B Lawrie expressed disappointment with the audit position, emphasising the difficulty in explaining the shift from a 'paper' deficit to a surplus, citing the headline figure as a real issue.

He expressed disappointment in the audit delay and noted the impact of a change in audit approach from the initial plan.

G Bell asked whether there was an opportunity to ask around this and it was confirmed that questions could be raised at the Independent Audit & Risk meeting next week.

S Taylor mentioned that all papers were being reviewed in detail to understand what the auditors were comfortable with and what could potentially change. S Taylor stated that Finance were committed to implementing the necessary changes to ensure a smoother process for next year.

S Hewitt highlighted the narrative around the £8 million, noting that it was a sector-wide matter. The college is fully engaging with Colleges Scotland and preparing a communications plan for when the information is released.

L O'Donnell stressed the importance of getting the narrative out first, taking control of the situation rather than being reactive.

The update and positive operating position was welcomed.

### **(iii) 2024/25 Budget Monitoring Update**

N Anderson discussed the report, stating that projections as of 31 January 2025 suggested an overall surplus of £40k by year-end. Within this balance, an 'overspend' of £1m on operating and project costs was anticipated, which would be offset by £1.04m of capital, as the SFC had confirmed that capital budgets could continue to be used for essential repairs and maintenance, as in previous financial years.

Since the budget was agreed in June 2024, efforts had been focused on pursuing savings, efficiencies, and additional income opportunities. This focus was expected to continue for the budget setting for 2025/26 and the subsequent two years, and these efforts had contributed to a more positive financial projection.

For future reports, N Anderson proposed summarising movements and highlighting only significant changes over £50k, this approach was welcomed.

Since the report to Members at the October Committee, the projection for staff costs had decreased whilst the projection for international tuition fees had increased. In addition, the D&A Foundation had provided additional funding to support the cost of progressing the Infrastructure Vision.

Additionally, N Anderson highlighted the grant funding secured from the Multiply projects with Perth & Kinross Council and the Perth Prison Academy project. An additional £177k in capital funding had also been received, to be spent by 31 March 2025. The cash flow position remained stable.

B Lawrie highlighted the overall reduction as significant, noting the benefit and the approach which had shown positive results. He referenced Appendix B, which outlined risks, and commented that there was a clearer distinction between the roles of budget holders and finance, especially in terms of financial monitoring.

B Lawrie enquired about the extra income from the Dundee Football Club agreement, specifically how much longer the agreement was in place. N Anderson confirmed that the agreement had been renewed, with a notice period of six months.

L O'Donnell noted that the budget shift was in the right direction but noted the need for future budgets to be more accurate. N Anderson responded affirmatively, noting that the budget would indeed be more accurate.

D Smith asked whether there was a possibility for someone else to take Dundee FC's place and whether there were thoughts about moving the arrangement to someone else. A Ross responded that this could be considered but that the 24 month period fitted in well with the overall campus infrastructure plans.

G Bell commented on Appendix B, recommending that the overall risk should be classified as medium. N Anderson acknowledged the error in the risk classification, as it had not been updated accordingly, and confirmed that it would be revised. **N Anderson to progress.**

R Young asked about the next forecast opportunity, N Anderson emphasised that the aim was not to re-forecast but to set the budget in May/June for the 2025/26 academic year. She outlined a three-year indicative budget plan that would help managers identify what they need for the next three years, focusing on areas of increasing income. N Anderson noted that there was monthly budget monitoring reported to the SLT, with a quarterly report provided to the Committee.

The budget report and improved position was welcomed.

## **7. GARDYNE THEATRE REVIEW**

B Lawrie noted that the working group tasked with reviewing the operation and finances of Gardyne Theatre Limited had met on a number of occasions and considered a wide range of information.

The work progressed and potential changes were discussed and it was noted that this would be brought together for discussion at the March Board meeting.

The discussions, and sensitivities around arrangements were noted.

## **8. INFRASTRUCTURE**

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

S Hewitt provided an update on the progress made regarding the Future Infrastructure Vision. He mentioned discussions were had with the First Minister to discuss support for the project, with ongoing discussions continuing. However, challenges remain as there is currently no established funding model for projects of this type, however, to address this, a small working group, including representatives from the Scottish Government across various portfolios, have been formed to explore potential funding solutions.

S Hewitt highlighted that the project has a strong foundation, but additional support is required to progress to the next stage. Securing investment is essential, and discussions are ongoing to determine how best to facilitate this. It has been agreed that the next step is to develop the Outline Business Case. The development of this business case is expected to take approximately three to six months, during which time engagement with funders will continue.

G Bell asked if there were risks around other sector projects competing with the D&A project. S Hewitt confirmed that while competition is increasing, the project has maintained a leading position and the college needed to ensure that it continued to do so. The unique approach, particularly in relation to regeneration, sets it apart, and there are currently no comparable proposals.

R Young enquired about commercial interest, and it was noted that significant interest has been expressed by major financial houses, with potential returns on investment spanning a significant time period.

S Taylor raised the issue of governance, noting that responsibility would transition from the current structure to the board at the appropriate stage. It was noted that final approval of the business case will require governance input, and the board would need to look at ensuring it had individuals with infrastructure expertise to support this process.

S Hewitt acknowledged the significant progress made but noted that additional resources would soon be required. While internal support has been leveraged effectively, the scale and technical complexity of the project are unprecedented, necessitating further expertise and resources.

R Young asked whether the necessary support is in place. S Hewitt confirmed that while the project is well-supported at present, a critical point is approaching where further resources will be required to ensure continued progress.

S Taylor emphasised the need for a clear request to the Scottish Government regarding the outline business case and project management, ensuring a structured timeline for key steps.

S Hewitt confirmed that some support is already in place, and efforts are underway to test costs and timelines in the market.

C Cusick noted that the project remains an exciting opportunity.

The update and outline of next steps was noted.

## **(ii) Estates Update**

B Grace provided an update on ongoing projects, noting that three projects are currently in progress. Significant progress has been made in improving the estate, ensuring it meets the required standards. Investments in infrastructure have been well-utilised, placing the college in a strong position in terms of overall condition and enhancing the environment for students.

The current cycle of work is nearing completion, with planning underway for the next cycle. The college is awaiting confirmation of funding for 2025/26 and anticipates investing similar amounts. Efforts are ongoing to align investments with the curriculum's priorities for the next cycle.

Regarding RAAC, the college is continuing to monitor the condition of the RAAC present, with no additional concerns arising.

B Grace noted that additional funds had been secured from the government to fund improvements to the boiler house and the installation of a new lift in the CALC building in the Arbroath Campus.

D Smith enquired about the closure of the first floor of the Clova building at the Arbroath Campus. B Grace clarified that the objective is to relocate students to recently upgraded areas, particularly classrooms, to enhance the overall experience for both students and staff. G Bell thanked B Grace for the work.

## **(iii) Post Project Review – Network Infrastructure**

A Ross provided an update on the Network Infrastructure renewal. He stated the project, initiated back in 2022 to replace the college network, which aimed to enhance cybersecurity, improve network performance, and implement zero trust programs.

While the project had been successfully implemented, outstanding elements remain, particularly concerning role-based access to devices.

Challenges were noted regarding the project budget. Procurement occurred at a particularly difficult time, post-COVID, when supply chain issues resulted in a lack of equipment availability for a year, compounded by inflation.

A Ross stated that the implementation of zero trust security measures has taken longer than anticipated due to concerns about potential disruptions for users during term time. As a result, this aspect of the project was paused to ensure a smooth transition. Full implementation is now scheduled for the summer break, with partial implementation already in place.

G Bell acknowledged the comprehensive review, and the efforts made to manage risks. He enquired about the potential risks created by delays and how these were mitigated.

A Ross explained that the focus had been on securing critical data and core systems, ensuring all essential protections were in place before wider implementation. Emphasis was placed on corporate systems, with automation planned for the full rollout.

G Bell asked what was meant by the proposal to introduce an “at risk” period during network changes. A Ross noted that making significant changes to the network during term time posed challenges, leading to the scheduling of updates during off-peak hours, such as 7–9 pm. Effective communication and planning have been key to mitigating risks.

C Cusick commended the successful delivery of the project.

## **9. PROCUREMENT**

### **(i) Procurement & Creditors Audit Progress**

N Andeson reported the Audit progress report, highlighting the recommendations from the Procurement and Creditors Audit conducted in June 2024, which had received an overall grading of 'Requires Improvement.'

Of the nine recommendations issued, seven had been completed and summarised the remaining steps to be taken.

Recommendation 2, concerning the cost-benefit analysis of modifying the approach to ordering catering supplies, was scheduled for completion by 31 August 2025.

Recommendation 5, relating to the development of induction and refresher training, was in progress, with delivery scheduled for 11th and 13th March. This training would be recorded and made accessible to all staff.

It was noted that purchase order compliance had shown improvement. C Cusick expressed surprise regarding the purchase order compliance figures and sought clarification on the underlying issues. N Anderson highlighted The Finance team had been actively reinforcing this requirement and encouraging adherence, with efforts ongoing, to review both high-value and low-value expenditures, with a focus on consolidating purchases to enable monthly purchase orders and invoicing, thereby improving efficiency.

L O'Donnell questioned whether the compliance levels were particularly low and asked if any further information was reviewed, particularly in terms of the percentage of purchase orders relative to the value of overall expenditure. N Anderson acknowledged the need for clearer data presentation confirmed that this was being explored. N Anderson noted that a significant proportion of the total related to smaller purchases in estates for minor repairs etc.



R Young enquired whether individual budget holders had the ability to call off against a pre-approved value or if purchase orders were generated automatically. N Anderson clarified that individual invoices were sent directly to the Finance Team, however, for major suppliers, monthly purchase orders were now in place to streamline the process.

S Taylor noted that the item was linked to the audit findings previously presented to the Audit & Risk Committee. To prevent duplication, it was confirmed that the Audit & Risk Committee had responsibility in terms of the close out of recommendations and noted that they had requested that a follow up audit be conducted in 2025/26 to ensure all areas of concern were addressed.

The report was welcomed.

## **(ii) Procurement Update**

N Anderson presented the report for approval, highlighting the Direct Award for Fruit and Vegetable supplies in section A and the request for approval of the Campus Master Plan and Business Case, as well as the contract for the supply and maintenance of MFD's.

A Ross explained that the college was moving away from an existing consortium arrangement for printers / copiers consisting of Angus, Dundee, and Perth Councils alongside Perth College.

The contract was currently under review, with the decision to utilise the Scottish Government framework and proceed with procurement individually, rather than as part of a consortium. This would involve exploring a different procurement route but remained compliant.

B Lawrie raised a concern regarding Section D of the report that highlighted an issue in respect of the provision of a Student Funding system as part of the overall contract with Civica. A Ross clarified that there were significant contracts being consolidated into a single solution. In terms of student funding and applications, the college was reviewing options, including transitioning to Civica for student funding management.

A Ross stated that there were concerns about Civica's ability to fulfil this contract. The college was uncertain whether they were obligated to proceed with this arrangement or if alternative options could be explored, including bringing the service in-house or collaborating with other colleges facing similar challenges.

A Ross reassured the committee that the situation did not leave the college at risk. The current solution would be supported for 18 months or longer, if necessary, while alternative options were explored. If there were additional costs, the college would pursue appropriate steps to mitigate these in line with contract arrangements. The college maintained a positive working relationship with Civica, and savings would be realised on system costs if the Funding module was not provided.

The paper was approved.

## **10. STRATEGIC RISK REGISTER**

S Taylor noted that a couple of changes had been made in relation to the risk management policy. The same proposal, as presented to the LTQC and HRDC, would now need to be taken to the A&R Committee for discussion.

S Taylor highlighted that in the Risk Register, the number 2.5 was incorrect and would be updated to 2.6.

It was also noted that, based on the current infrastructure and challenges in respect of backlog maintenance and RAAC, the risks should be increased.

A question was raised from L O'Donnell regarding the numbers assigned to the likelihood of risks. S Taylor advised that this was detailed within the Risk Management policy for likelihood and impact, with changes made last year as a result of audit. A table in the policy provides the relevant details.

The report was approved.

## 11. SUPPORT SERVICES REPORT

N Anderson highlighted this report. She confirmed the receipt of funding for the Teacher's pension cost increase of £450k, which will cover costs for the 2024/25 period. It also highlighted access to free sanitary products and emergency capital funding, of which £177k had been received.

The report explained the positive position regarding student recruitment and efforts to increase student retention.

N Anderson provided an update on the Service Design Academy's work, while Section 7 within the report highlighted the business partnerships that secured UKSPF grants, including £100k for Decarbonisation of Transport and £150k for SME upskilling, with a further bid launched for £300K in Business Upskilling.

N Anderson noted that there was a typo in Section 5 of the report, where £79.5m should have been stated as £27.4k. This would be corrected. **N Anderson to progress.**

B Lawrie raised a question regarding the Service Design Academy, noting significant activity and the potential for market development, but poorer financial performance. He enquired whether more income could be generated and whether there was a "spend to save" concept. They also expressed concern about the deficit and questioned whether the college could fill gaps despite the large uptake in business.

J Grace responded that a college-wide review of non-core income and expenditure was underway. While a business plan had been created in 2023, the college would need to examine how it could better maximise income.

The report was noted.

## 12. DATE OF NEXT MEETING –Tuesday 27 May 2025 at 5.00pm in Room K-TO-624, Kingsway Campus

### **Action Point Summary**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
Correct the Risk category error in the Budget Monitoring Risk Factor.	N Anderson	27 May 2025
Correct the typo in Section 5 of the Support Services report, where £79.5m should be amended to £27.4k.	N Anderson	27 May 2025

**FINANCE & PROPERTY COMMITTEE**

**Tuesday 27 May 2025**

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**MATTERS ARISING**

**PAPER B**

**BOARD OF MANAGEMENT**  
**Finance & Property Committee**  
**Tuesday 27 May 2025**  
**Matters Arising**



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***Paper for information***

The following actions were noted from the Tuesday 25 February 2025 Finance & Property Committee meeting.

<b>Agenda Item No</b>	<b>Action</b>	<b>Current status</b>	<b>Open / Closed</b>
6.0	Correct the Risk category error in the Budget Monitoring Risk Factor. <b>N Anderson</b>	27 May 2025	Complete
11.0	Correct the typo in Section 5 of the Support Services report, where £79.5m should be amended to £27.4k. <b>N Anderson</b>	27 May 2025	Complete

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

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

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

**FINANCE & PROPERTY COMMITTEE**

**Tuesday 27 May 2025**

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**FINANCE**

**7 (i) FINANCIAL SUSTAINABILITY**

**PAPER C**

# BOARD OF MANAGEMENT

## Finance and Property Committee



**Tuesday 27 May 2025**

### **Financial Security and Savings Planning**

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

#### **1. Introduction & Context**

This paper summarises the current position and work being progressed to support the financial sustainability of the College.

This includes an outline of the financial value of savings anticipated plus details on the approach being adopted in each case and the support available to staff impacted by these changes.

#### **2. Efficiency and Savings Proposals**

In his recent update on [the 2025/26 Funding allocations](#), the Principal noted that:

“Whilst our finances are stable, we need to focus on the efficiency of what we do and need to ensure that we are focussing the limited funds we have on the core of the College business. This means that we will continue to look at any areas of activity that sit alongside our core activities (like we have with Gardyne Theatre) to ensure that they are financially viable and contribute to the wider student and College experience. Further discussions and plans will be progressed with these areas to maximise efficiency and value for the wider College.”

This work is being progressed in two specific areas as follows:

##### **2.1 Service Design Academy**

In terms of specific savings proposals, we are currently reviewing the operation of the Service Design Academy, with a proposal to discontinue the commercial training and consultancy we offer.

Unfortunately, the SDA has struggled to achieve a profit in 4 of the past 5 years, therefore it has been necessary to discuss the future of the Service Design Academy with its staff. A consultation is now open for SDA team members, proposals are being discussed, and final decisions will be made in June.

##### **2.2 Gardyne Sports Centre & Pool**

Like many businesses, the Gardyne Sports Centre has suffered with the rising cost of supplies and energy and the pool infrastructure is reaching the end of its lifespan, has become too expensive to maintain, and will soon require significant investment. Similarly, the gym facilities have not been able to cover the costs associated with their operations and are no longer financially viable.

Given this, there is a proposal to discontinue the gym and swim programs at Gardyne and close the swimming pool.

In line with our desire to focus on the core business of learning and teaching for the benefit of our students, the gym facilities at Gardyne will return to curriculum use and we will cease offering public memberships through Gardyne Sports Centre. The option for students and staff to use the gym facilities within normal College hours would continue, as would the option for local clubs and other groups to hire the facility out with teaching hours.

We are also working with a range of other providers that may transfer gym memberships and offer equivalent swimming lessons within other local facilities.

As with SDA, consultation is now open for Sports Centre team members, proposals are being discussed, and final decisions will be made in June. A separate customer consultation with Gym members and regular pool users will also help inform the final proposals developed.

Details of the proposals developed in each in each case are included in Appendix A and B and these also include information in respect of the consultation arrangements and support for staff in place.

Whilst the main discussions on the above changes are with the staff impacted, arrangements are also in place to allow other staff to contribute to the consultation or to raise questions, concerns, or proposals.

Further information on College finances and our 2025/26 budget development will also be included in the Principal briefings scheduled for June 2025.

### **3. Trade Union Discussions and Wider Communications**

In line with our normal practice and approaches developed and evaluated through previous savings exercises, the proposals have been signalled to our trade unions in advance of them being progressed. Discussions on these have been held so that our unions understand the proposals, rationale, steps and timelines. This has included discussion around any potential for compulsory redundancy and a clear commitment has been given that any such step would always be a last resort.

Alongside engagement with our trade unions, we have communicated the proposals with all staff and have publicised the consultation inbox arrangements that are in open for any member of staff to utilise.

Communication has also taken place with the members and clubs utilising the current Gardyne Sports Centre offer.

### **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 the following risk within the Strategic Risk Register.

- 1.3 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

- 2.2 Failure to achieve institutional sustainability
- 2.6 Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services
- 3.6 National bargaining outcomes impact adversely on College operations, activity, and flexibility

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



## Appendix A



### Review and Future Planning for the Service Design Academy and Activities

7 May 2025

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#### Background

The Service Design Academy (SDA) was formed in 2017 as a stand-alone department within Dundee and Angus College. SDA is an accredited service design training and education provider that takes a user-centred approach to actively define, design and deliver services. SDA courses are designed to connect theory and practical application through workshops, coaching and mentoring. In order to appeal to a broader market, SDA has its own unique branding distinct from D&A College, with a [separate website](#) and marketing approach.

A comprehensive Business Plan was produced in 2019 with a further revision in 2023 to reflect changes to the SDA delivery model following the Covid-19 pandemic. The Business Plan was created to capitalise on opportunities for growth and expand into prospective markets.

The SDA Business Plan made several financial assumptions and was modelled on costing and pricing consultant capacity and sales pipeline/conversion rates. The plan identified a key goal to grow capacity from 23/24 to achieve a minimum of £400,000 contribution by 2026/27.

#### Service Offer

The SDA offers a range of services and products:

##### The Professional Development Award in Service Design

The PDA in Service Design, accredited by SQA, was the first of its kind Scotland. It was co-written by the SDA team and is exclusively offered by SDA. It supports professional practice in service design and has content, methodology, tools and techniques applicable to a range of sectors. The PDA comprises 4 units and is delivered online over a 6-month period.

Uptake of the PDA was initially positive, with an average enrolment of 3 cohorts per year. However, demand for the PDA has reduced to a single intake in 2024/25. The January 2025 intake was cancelled due to lack of demand.

##### Short Courses

The SDA currently offers 5 different short courses ranging from introductory/awareness level through to working level and masterclass level. Courses are delivered online and are regularly scheduled throughout the year. Tay Cities Deal Digital funding stream contributed to the creation and delivery of the Service Design for Data Professionals short course.

##### Customised Courses

The SDA provides a service offer to work with businesses to co-design a training course to meet an organisational objective. Training is provided in tools and methodologies to enable businesses to create a user centred solution to a business challenge. Each bespoke service requires dedicated development time to ensure courses are contextualised to the customers' needs. The UK Shared Prosperity Funded projects – Decarbonisation of Transport and Business Training Grants – have contributed to the income generated for customised courses in 2024/25.

## Consultancy

The SDA team offers a tailored service to support organisations to engage with stakeholders and co-design projects and solutions. Two additional staff have been recruited on a fixed-term, part-time basis and are currently seconded to a local business to support with business innovation and transformation.

## **Staffing**

SDA comprises a Business Manager, Project Administrator, Service Design Lead Consultant and 5 Service Design Consultants. The Business Manager leads on the development of new business and is supported by the Project Administrator. The Service Design Consultants are well qualified and skilled in Service Design methodology. They design, create and deliver training to meet the customers' needs.

The Business Plan identifies the chargeable hours and volume of activity required to achieve the growth expectations of the SDA. Chargeable hours include all work relating to commercial planning, development, delivery and reporting.

In line with the Business Plan and using the data available from SDA during February 2023 – February 2025, the team total average chargeable hours per week with the staffing in place at the time are detailed in the table below.

### **Average 'Billable' Hours**

<b>Year</b>	<b>Date</b>	<b>Target Weekly Hours (per Business Plan)</b>	<b>Realisation Hours</b>	<b>Variance in Hours</b>
2022/23	01.02.23 – 31.08.23	117	66	-51
2023/24	31.08.23 – 31.08.24	117	67	-50
2024/25*	01.09.24 – 25.02.25	106.5	68	-37.5

\*It should be noted that the target hours are lower for this year to reflect removal of a 0.5 FTE post

There are significant variances against the Business Plan target of 21 hours per week for 1 FTE (pro-rata for P/T staff) with between 37 and 50 hours per week of underutilisation. It should be noted that the calculations have been adjusted to account for sickness absence and holiday periods.

## **Income and Expenditure**

SDA's business model is reliant on public sector customers and this market and other core target markets identified in the Business Plan have been directly affected by a reduction in funding and budgetary pressures. The table below gives details of the operating position over the last 5 years. In 2022/23 the SDA contribution to the College's financial position was mainly due to Scottish Funding Council Flexible Workforce Development Fund, which is no longer available as a funding stream.

<b>Year</b>	<b>Income £</b>	<b>Overall Expenditure £</b>	<b>Staff Costs</b>	<b>Non-Staff Costs</b>	<b>Net surplus / (deficit)</b>
2019/20	95 704	298 967	270 484	28 483	(203 263)
2020/21	288 385	367 037	356 463	10 574	(78 652)
2021/22	427 758	446 975	441 625	5 350	(19 217)
2022/23	571 390	363 550	354 083	9 467	207 840
2023/24	407 073	431 047	414 688	16 379	(23 974)

The 2024/25 budget projected overall income of £521 404, generating a net surplus of £86 542. However, the income forecast has been reduced by £260 700 to reflect the decline in demand for the service offer and the lack of prospective business. As a result, the SDA is now forecasting a net deficit of **£210 281** for 2024/25.

## Recommended Actions

The college's core purpose and strategic aim is to maintain a regional college that is sustainable in all its forms whilst directing the maximum level of resource towards learners and their learning.

With the exception of one year with significant input from the former Flexible Workforce Development Fund, the Service Design Academy has failed to meet the growth or income expectations outlined in the Business Plan and cannot be considered to be financially sustainable in its current format or operations. Given this, it is recommended to discontinue its current operations and activity.

It is proposed that the administrative role is retained and is brought into Administration Services to support the increased demands on this service. The arrangements currently in place for the staff who are working with a local business are not impacted by this proposal and will continue until September 2025 as planned.

We recognise the benefits of using a service design approach to designing college services and we are keen to take this approach with the student, staff and stakeholder engagement elements of the future campus development work. We would welcome views on how we could retain the service design specialism within the wider college.

Acknowledging that there does remain a level of potential service design demand externally, the College would be prepared to consider the transfer of the SDA brand, intellectual property and offer should this be of interest to any of the SDA staff currently supporting this work.

## Consultation and Engagement

As outlined above there is a need to review the service design offer in light of recent and anticipated future levels of activity, income and contribution. Whilst ceasing to operate has been proposed, the college remains open to consideration of other options and proposals that could form the basis of an alternative sustainable business plan. To support this the proposals outlined above remain subject to consultation.

The college has significant experience of using consultation responses to help shape the final proposals developed and any thoughts or ideas are strongly encouraged. None of the proposals are finalised and there are a range of opportunities over the coming weeks to allow any member of staff to input thoughts and ideas around all of these.

**Consultation will be open until 4 June 2025** and feedback can be directed through the email inbox [consultation@dundeeandangus.ac.uk](mailto:consultation@dundeeandangus.ac.uk).

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

## Voluntary Severance Scheme

Whilst closed for other staff, the [Voluntary Severance Scheme](#) will remain open for any SDA staff impacted by these changes until 30 June 2025 as one of the key approaches to support cost reductions.

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

## Support for Staff

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

Confidential support around personal wellbeing, or the wellbeing of colleagues, can also be sought by contacting the People Team via [peopleteam@dundeeandangus.ac.uk](mailto:peopleteam@dundeeandangus.ac.uk) or directly through Teams.

The College also supports an individual Employee Assistance Programme and provides links to other services through the [D&A Wellbeing Hub](#). Your [trade union](#) may also offer similar support for members.

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

## Timeline

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

Date/s	VS	Activities
7 May 2025	VS Scheme Open until 30 June 2025	Publication of revised plans for operation of service design activities and services with opportunity for individual consultation with staff and comment / consultation via the <u>Consultation inbox</u> , with further opportunity to discuss comments or concerns directly with line manager, <a href="#">the People Team</a> or through the <a href="#">anonymous hotline</a> .
4 June 2025		Consultation on changes closes.
Wb 9 June 2025		Consultation feedback and confirmation of final proposals published
16 June 2023 onwards		Progression of outcomes.
Open discussion and consultation will be available for SDA staff throughout the above noted timeline.		

## Appendix B

### Review and Future Planning for Gardyne Sports Centre 14 May 2025

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#### Background

The Sports Centre at Gardyne Campus has been operational since 2011, initially serving as a curriculum resource. Since 2019, it has also operated on a commercial basis mainly within the evening and weekends with its own staffing structure and an expectation that the Sports Centre staff support the College's Sports and Fitness curriculum during the day

The facility generates income through its Sports facilities, including a fitness suite, a swimming pool, 4 gyms and 2 external pitches.

The income is mainly made up from:

- Members of the public, staff and students who pay by monthly direct debit to access the fitness suite and/or swimming pool during set hours
- External groups who hire out facilities for dedicated access
- Learning to Swim classes for children delivered by our Sports Centre staff

#### Current Position

In January 2024, following the 2023 Savings Plan outcomes, internal auditors were appointed to undertake a Business Process Review (BPR) to evaluate the commercialisation and effectiveness of the Sports Centre operations. The BPR was concluded in November 2024, noting that significant capital investment and a revision of the business model would be required to make the Sports Centre commercially viable.

#### Staffing

The Sports Centre's current full-time equivalent staffing is c.10.5 FTE. Established staffing includes a Centre Manager, 2 Duty Managers, a Pool Supervisor and 2 Sports and Fitness Attendants. Additionally, there are 27 supply/casual staff on variable hours contracts. These arrangements are typical for a sports centre, with supply/casual staffing used to meet peak activity demands and teach in specific areas, such as swimming.

The Sports Centre operates 7 days a week from 06:00 – 22:00. Hours before 07:00 and after 21:00 are considered unsociable hours and are paid at a rate of 1.5x per hour. Overtime is paid to full-time staff and supply contracted staff who exceed 35 hours per week. Where shift patterns fall on Saturdays, time is paid at a rate of 1.5x and on Sundays at a rate of 2.0x

Meeting minimum staffing levels required for health and safety to satisfy opening hour demands, particularly for the commercial offer, is challenging. Competing with pricing structures of private gyms is difficult due to the range of premium rate payments included within the nationally agreed terms and conditions for support staff.

## Fitness Suite

Most of the equipment in the Fitness Suite was purchased approximately 7 years ago, and there is currently no routine replacement programme in place. The BPR highlighted that a significant proportion of the equipment within the fitness suite is nearing or has passed its useful life, and continued operation may lead to insufficient operational equipment being available to meet the needs of staff, students, and external customers.

Further investment is required in this area, either through a rolling replacement programme included in the capital budget or potentially moving to a leasing model for equipment in the Fitness Suite

## Swimming Pool

The swimming pool is predominantly used by the Sports Centre for external use by Swim Clubs, Learn to Swim classes, and Gym & Swim membership. In session 2024/25, there is scheduled to be less than 100 hours of use over the entire session by the curriculum teams.

The BPR and the recent Estates Condition Survey identified that the pool plant is nearing the end of its serviceable life and requires significant investment to ensure it remains operational. The pool filtration system is over 40 years old and the College's pool maintenance provider has advised that they can no longer support the necessary annual maintenance due to the age and condition of the system.

Upgrading the pool filtration system to bring it back to a minimum standard is estimated to cost c. **£96,000**, with an additional c. **£48,000** required for replacing other plant components and renewing controls, bringing the total to c. **£144,000**.

## Gym Halls

Excluding curriculum time, the Sports Centre operates for 63 commercial hours per week. There are 1 Games Hall, 2 Gyms and 1 Dance Studio available for rent, with 252 hours of opening time available to generate income. There is an average of 33.5 hours of bookings per week, giving a hall utilisation of only 13%. This figure excludes holiday periods, last-minute bookings from Dundee Football Club, and the Performing Arts programme.

## Income and Expenditure

The Sports Centre has consistently operated at a loss since reopening after the pandemic. Operational costs have exceeded income generation. It's important to note that staffing costs supporting the curriculum are not represented in the financial table below.

Year	Income £	Overall Expenditure £	Non- staff costs £	Staff Costs £	Surplus/ (Deficit) £
22/23	271,046	461,950	15,896	446,054	(190,904)
23/24	281,933	472,023	14,380	457,643	(190,090)

For the current financial year, we are forecasting a net cost to run the Sports Centre of £206,008.

The figures **do not** include the swimming pool's annual heating and maintenance costs, which amount to an estimated **£63,000** per year.

## **Recommended Actions**

The College's core purpose and strategic aim is to maintain a regional college that is sustainable in all its forms whilst directing the maximum level of resource towards learners and their learning.

Despite multiple attempts to make the Sports Centre financially sustainable, this has not been achievable. Given minimum staffing requirements and increased staff costs and premium payments it is not felt that this operation can become financially viable under the current operating arrangements.

As a result, it is recommended that the majority of the commercial element be discontinued, and the facility be returned to a curriculum teaching resource during core College hours. The Games Hall, Gyms and pitches should still be made available via a new simplified booking procedure in the evenings until 9pm using the College's venue hire process.

Due to the very significant investment to bring the pool up to the minimum standards required to ensure the safe and continued operation, it is recommended that closure of the swimming pool be undertaken before it becomes inoperable.

It is recognised that these are significant changes for the service offered to the Dundee and Angus communities and the College will work in partnership with a range of other providers that may transfer gym memberships and offer equivalent swimming lessons and opportunities within other local facilities.

To improve the support available to the curriculum it is proposed that 1.5 FTE Sports Technicians roles be created. Their role would be to work with the curriculum and ensure that facilities are in place as and when required.

Appropriate input will also be required to support the booking and invoicing of venues, and the booking procedure will be reviewed alongside the Digital Services team to create a streamlined process for external organisations. Physical access to the facility in the evening and weekends (where cost effective) for lets will be the responsibility of the Caretaking team at Gardyne.

To continue to support Students and Staff wellbeing, we propose to introduce free access to the Fitness suite between 12-1 and 4-5 Monday – Friday where there is no commercial booking in place. Part of the Sports Technician role will be to deliver induction for those using the facility to ensure equipment is used in a safe manner.

To improve the student learning experience, it is recommended that investment in the equipment within the fitness suite be made and a curriculum equipment replacement schedule (or lease arrangement) be implemented.

## Consultation and Engagement

As outlined above there is a need to review the Gardyne Sports Centre offer in light of recent and anticipated future levels of investment and levels of deficit. Whilst ceasing to operate as a commercial offering has been proposed, the College remains open to consideration of other options and proposals that could form the basis of an alternative sustainable business model. To support this the proposals outlined above remain subject to consultation.

The College has significant experience of using consultation responses to help shape the final proposals developed and any thoughts or ideas are strongly encouraged. None of the proposals are finalised and there are a range of opportunities over the coming weeks to allow any member of staff to input thoughts and ideas around all of these.

**Consultation will be open until 13 June 2025** and feedback can be directed through the email inbox [consultation@dundeeandangus.ac.uk](mailto:consultation@dundeeandangus.ac.uk).

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

## Voluntary Severance Scheme

Whilst closed for other staff, the [Voluntary Severance Scheme](#) will remain open for Sports Centre staff impacted by these changes until 30 June 2025 as one of the key approaches to support cost reductions.

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

## Support for Staff

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

Confidential support around personal wellbeing, or the wellbeing of colleagues, can also be sought by contacting the People Team via [peopleteam@dundeeandangus.ac.uk](mailto:peopleteam@dundeeandangus.ac.uk) or directly through Teams.

The College also supports an individual Employee Assistance Programme and provides links to other services through the [D&A Wellbeing Hub](#). Your [trade union](#) may also offer similar support for members.

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



## Timeline

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

Date/s	VS	Activities
15 May 2025	<b>VS Scheme Open until 30 June 2025</b>	Publication of revised plans for operation of Sports Centre activities and services with opportunity for individual consultation with staff and comment / consultation via the <u>Consultation inbox</u> , with further opportunity to discuss comments or concerns directly with line manager, <u>the People Team</u> or through the <u>anonymous hotline</u> .
13 June 2025		Consultation on changes closes.
Wb 16 June 2025		Consultation feedback and confirmation of final proposals published
23 June 2025 onwards		Progression of outcomes.
Open discussion and consultation will be available for Sports Centre staff throughout the above noted timeline.		

**FINANCE & PROPERTY COMMITTEE**

**Tuesday 27 May 2025**

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**FINANCE**

**7 (ii) 2024/25 BUDGET MONITORING UPDATE**

**PAPER D**

**Board of Management**  
**Finance and Property Committee**  
**Tuesday 27<sup>th</sup> May 2025**



## **2024/25 Budget Monitoring Report at 30 April 2025**

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### ***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 30 April 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 30 April 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.

Further revised budget adjustments have been made to reflect additional project income and expenditure approved in year. This comprises additional income of £250k from the SME Upskilling project and a further £55k additional income from Northwood Trust. This is partially offset by £64k spend for these two projects, reducing our overall budget by £241k to a deficit of £1,117k.

Projections at 30 April 2025 show that the College will overspend on operating and projects by £1,712k by 31 July 2025. Once the capital/revenue split of £1,042k is included (after loan repayment) there is an overall projected deficit of £670k.

#### 4. Projected Outturn as at 30 April 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 £1,712k as at 30 April 2025. Once the capital/revenue split of £1,042k is included, we have a projected deficit of £670k.

##### Summary of Movements to the Projection

The table below explains the movements to income and expenditure projections since the 31 January 2025 Budget Monitoring Report presented to this Committee.

Income	Reason for movement	Decrease £000	Increase £000	Total £000
National Insurance	SFC only have budget to fund 48% of the National Insurance increase in 2024/25 at this stage, projection reduced by £120k.	120		120
Service Design Academy	Commercial income target not met	252		252
Catering Income	Increase in catering income across Kingsway and Gardyne		(62)	(62)
Service Design Academy	Service Design Academy - Secondment income for 2 staff previously not included previous projection & budget		(36)	(36)
Northwood Trust	Learner & Community Engagement - Funding confirmed from Northwood Trust for Apr-25 to Mar-26		(33)	(33)
Minor Adjustments	Combined adjustments that are individually less than £50k		(131)	(131)
<b>Total income movement</b>		<b>372</b>	<b>(262)</b>	<b>110</b>
Expenditure	Reason for movement	Increase £000	Decrease £000	Total £000
PTV Pay	Increase in volume hours	207		207
Holiday Pay	Increase in holiday pay projection for academic and support	59		59
National Insurance	Increase in volume hours	55		55
Pension	Increase in volume hours	68		68
Apprenticeship Levy	Previous projection understated	32		32
Unfunded Pensions	Projection adjusted in-line with actuals	16		16
Support Variable	Increase in volume hours	28		28
Property	Boiler plant and passenger lift replacements	147		147
Exam Fees	Increase in commercial and project funded activity as increased exam fees and registrations	66		66
Minor Adjustments	Combined adjustments that are individually less than £50k		(79)	(79)
<b>Total expenditure movement</b>		<b>678</b>	<b>(79)</b>	<b>599</b>
<b>Net Movement during the period</b>		<b>1,050</b>	<b>(341)</b>	<b>709</b>

##### 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.

<b>Capital Budget</b>	<b>Capital Budget 2024/25 £000</b>	<b>Movement</b>	<b>Projected Outturn at 30 April £000</b>
<b>Income</b>			
Capital grant	(2,530)	(177)	(2,707)
<b>Expenditure</b>			
Loan	457		457
Estates projects	390	338	728
Infrastructure	77	121	198
Digital	200	82	282
<b>Total expenditure</b>	<b>1,124</b>	<b>541</b>	<b>1,665</b>
<b>Net (surplus)/deficit</b>	<b>(1,406)</b>	<b>364</b>	<b>(1,042)</b>

## 5. Cashflow projection

Cash held at 30 April 2025 is £4,279k. Unrestricted cash currently represents 35 days cash, relative to forecast expenditure.

<b>Cashflow forecast 24/25</b>	<b>2023/24 £000 Actual</b>	<b>2024/25 £000 Forecast</b>
Cash backed surplus/(deficit)	1,478	1,869
Loan repayment	(457)	(457)
Capital expenditure	733	1,208
Capital funding	(733)	(1,208)
Asset disposal	0	38
Working capital movements	219	1,329
<b>Net movement in cash balances</b>	<b>1,240</b>	<b>2,779</b>
Opening cash balances	5,533	6,773
Closing cash balances	6,773	3,994
<b>Net movement in cash balances</b>	<b>1,240</b>	<b>2,779</b>

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 £110k.

## 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  
Holly Farningham – Finance Manager

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

## Appendix A

Operating and projects budget 2024/25	Revised Operating Budget £000	Actuals £000	Projected Outturn at 30 April £000	(Underspend)/ Overspend £000
Teaching Grant	(31,371)	(31,371)	(31,371)	0
Other SFC Grants	(929)	(2,543)	(1,039)	(110)
<b>SFC Total</b>	<b>(32,300)</b>	<b>(33,913)</b>	<b>(32,410)</b>	<b>(110)</b>
Tuition Fees	(3,125)	(2,545)	(2,935)	190
Non core income	(4,045)	(3,685)	(4,358)	(313)
Catering & other income	(2,222)	(2,248)	(2,611)	(389)
Donation from ALF	0	0	(110)	(110)
<b>Total income</b>	<b>(41,692)</b>	<b>(42,392)</b>	<b>(42,424)</b>	<b>(732)</b>
<b>Staff pay</b>				
Teaching pay - established	16,482	12,400	16,708	226
Teaching pay - variable	2,391	1,643	2,102	(289)
Invoiced staff costs	232	279	297	65
Teaching support pay	2,730	2,064	2,789	59
Support pay	12,730	9,627	12,960	230
Apprenticeship levy	108	110	140	32
Voluntary Severance Scheme	300	(81)	300	0
Unfunded pension payments	430	281	413	(17)
<b>Total pay</b>	<b>35,403</b>	<b>26,324</b>	<b>35,709</b>	<b>306</b>
<b>Non-staff costs</b>				
Staff related costs	307	250	305	(2)
Consumables and equipment	1,610	1,166	1,558	(52)
Exam fees	761	672	803	42
Student related costs	161	132	143	(18)
Property cost	3,005	2,484	2,719	(286)
ICT and telephony	926	854	854	(72)
Insurance	202	179	180	(22)
Marketing	279	106	179	(100)
Professional fees	161	24	181	20
General overheads	321	189	417	96
Interest and charges	101	80	106	5
VAT	970	637	934	(36)
<b>Total non-staff costs</b>	<b>8,804</b>	<b>6,773</b>	<b>8,379</b>	<b>(425)</b>
Total Income	(41,692)	(42,392)	(42,424)	(732)
Total Expenditure	44,207	33,097	44,088	(119)
<b>Non-consolidated (surplus)/deficit</b>	<b>2,515</b>	<b>(9,295)</b>	<b>1,664</b>	<b>(851)</b>
Gardyne Theatre Limited deficit	8		48	40
<b>Consolidated (surplus)/deficit</b>	<b>2,523</b>	<b>(9,295)</b>	<b>1,712</b>	<b>(811)</b>
Utilise capital as revenue	(1,406)	0	(1,042)	364
<b>Overall (surplus)/deficit</b>	<b>1,117</b>	<b>(9,295)</b>	<b>670</b>	<b>(447)</b>

## Appendix B

Risk	Forecast Outturn £000	Risk assessment		Overall	Mitigating actions and owners
		Likelihood	Impact		
Other SFC grants - Projections assume that we will receive the following additional grants from SFC during the year:  - National Insurance increase of £110k.	(1,039)	Low	Medium	Low	This funding has not been formally confirmed by SFC but there is a reasonable expectation across the sector that only 48% of this cost 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.
Tuition fee income	(2,935)	Medium	High	Medium	Due to implementation of the REMS system we have experienced significant delays in raising invoices in relation to tuition fees this increases the risk of non-collection of the income. We are working to withhold certification for students who do not have a payment plan. Debt outstanding as at 15th May 2025 is £427k this is not significantly different from debt levels in previous years at the same time of year.
Non-core income	(4,358)	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	(2,721)	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	35,709	Medium	Medium	Medium	We have continued to refine staff cost projections on an individual employee basis as the year has progressed. Our projections for PTV hours are based on actual hours worked up to March 2025 and estimated hours for April - June 2025.
Property costs	2,719	Low	Low	Low	Property costs are being carefully managed in year in order to mitigate any risks.
Non-pay expenditure, excluding property	5,660	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 27 May 2025**

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**FINANCE**

**7 (iii) 2025/26 DRAFT BUDGET**

**PAPER E**



**FINANCE & PROPERTY COMMITTEE**

**Tuesday 27 May 2025**



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**FINANCIAL GOVERNANCE REFLECTION/UPDATE    PAPER F**

# BOARD OF MANAGEMENT

## Finance & Property Committee

Tuesday 27 May 2025



## D&A College Reflections and Self-Evaluation Following University Financial Issues

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### 1. Background

In late 2024, a significant funding shortfall was identified at University of Dundee. A c. £30m deficit was identified and following this, the University has been forced into immediate emergency action to stabilise its finances. With the similarities in core business and funding methods / models between the two institutions, Dundee & Angus College Senior Leadership Team felt it prudent to undertake a reflection and self-evaluation of practices and issues arising from the detailed parliamentary scrutiny of the Dundee University finances and related governance.

This self-evaluation is designed to support the Senior Leadership Team and Board of Management of the College to understand and assess the processes and approaches in place around financial management and financial governance to identify potential areas of risk, and to assess opportunities for learning and action.

The information in this paper will be discussed with both the Finance and Property and the Audit and Risk Committees.

### 2. Approach Adopted

This document is split into self-evaluation themes, linked to the current understanding of events that have underpinned the situation that has emerged at University of Dundee. Whilst this is a live and ongoing situation, it is being used as a case study to consider our own practice and approaches at D&A with a view to identifying actions and areas for development, as well as any strengths in approach which we would look to continue or adopt in any future activity as appropriate.

It is important to note that the reflections undertaken are approached solely from a College perspective and that any areas identified for review do not necessarily reflect the reality of the situation that has emerged at Dundee University. These are preliminary College reflections only.

Where there are other elements that would be useful to consider as a result of this work, (whether or not they occurred in exactly the way reported as part of the University of Dundee situation) they will be included in this ongoing exercise. This is likely to include tertiary sector wide points arising following publication of [the independent investigation being led by Professor Pamela Gillies](#).

This evaluation and associated action plan will be regularly reviewed by the Senior Leadership Team and reported to the Finance and Property Committee.

### 3. Self-Evaluation

The key themes for evaluation broadly group external and internal factors involved in the emerging situation, each broken down into further components determined through the detailed parliamentary scrutiny undertaken of senior university staff.

These sub-categories have been reviewed utilising evaluative statements and drawing on the information and evidence available within Dundee and Angus College to assess practice against the issues raised and identify where there may be a need for further work to strengthen College arrangements.

Planned actions arising from the evaluation are noted **in purple** within the sections and, as information and arrangements are completed, will be developed into a 'SMART' action plan.

These actions will be built into the financial management and reform work currently being undertaken by the Director of Finance and progress reported through future Finance and Property Committee meetings.

#### **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 the following risk within the Strategic Risk Register.

- 1.3 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
- 2.2 Failure to achieve institutional sustainability
- 2.6 Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services
- 3.7 Industrial Relations Problems (including industrial action)

**Author:** Nicky Anderson, Director of Finance and Steve Taylor, Vice Principal

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

External Challenges for Dundee University:	Questions/comments/thoughts	Risks/questions/considerations for Dundee and Angus College?	D&A Reflection / Action
Cross subsidy with international tuition fees closing their funding gap	Did their financial strategy and budget include plans for closing a gap arising through lower than planned recruitment of fee paying students?	What are our international student fee levels? Any risks with specific countries? What are our cross-subsidy risk areas?	D&A Overseas fees are relatively small with minimal annual targets set.  Student numbers are identified within activity reporting & assumed fee levels to be identified more clearly within budget monitoring
Changes in immigration policy/visa regulations had negative impact on international student recruitment	Were they horizon scanning and bringing that learning into their governance reporting? Currency value issue was noted but not taken forward into clearer planning for drop in number of students from that country	What horizon scanning do we carry out? What horizon scanning should we carry out?	As above
Inflation			We will budget more clearly for known significant inflation areas and clearly document our assumptions
National Insurance increase			Scenario planning and active monitoring on potential areas of costs increases are included as part of budget development.  We will budget for known significant inflation areas and clearly document our assumptions
Government, Cabinet and Minister / MSP understanding of how HE / education works, the role of governance / Boards and the funding models / constraints the sector/s work in	Committee questions showed a lack of operational knowledge regarding mechanisms, funding and processes	This would likely be the same situation for us – colleges are possibly even less well understood in comparison to unis	Continue to engage with key Government stakeholders through a range of opportunities to explain challenges; purposefully engage with stakeholders to discuss and explain impacts and needs.
Inadequate financial discipline and control	How do we ensure transparency? Significant improvements made, but how do we keep appropriate level of scrutiny at SLT and Board levels?		Budget planning and monitoring arrangements in place with discussion on variances and remedial action as required.  Improvements in budgeting process and regularity / clarity of monitoring are being progressed.

External Challenges for Dundee University:	Questions/comments/thoughts	Risks/questions/considerations for Dundee and Angus College?	D&A Reflection / Action
Poor investment decisions, including digital decisions	Business cases? What was their mechanism for decisions and monitoring?	What are our mechanisms for investment/business cases/decision records?	<p>Major investment decisions are considered at SLT and approval by Committee or Board above clear minimal thresholds.</p> <p>All infrastructure projects above defined thresholds are subject to post project evaluation.</p> <p>Infrastructure project management arrangements in place with clear escalation of issues / changes to full SLT.</p> <p>Board governance arrangements to be developed to support major infrastructure developments.</p>
Weak compliance in financial control			Improvements in budgeting process and regularity / clarity of monitoring are being progressed
Lack of accountability	Role for SLT and Board?	<p>Do SLT all understand the decisions made and rationale for those decisions?</p> <p>Do SLT all own the decisions?</p> <p>Do SLT communicate the decisions and rationale for decisions consistently?</p> <p>Do we have a culture of positive challenge?</p>	<p>Budget holders and support staff know their responsibilities around budget management. Cultural change to fully own it.</p> <p>Clear rationale for budgets &amp; understanding of budget assumptions and judgements so that variances can be explained and understood.</p> <p>Decision rationale and decision log for key SLT decisions.</p> <p>Improvement in communications of Committee/Board, decisions and rationale to be enacted within SLT meetings to ensure full SLT awareness.</p>
Inadequate oversight at Executive and Court levels of financial position, not least in ensuring strategic ambitions were underpinned by financial rigour.	Were Finance Committee and Audit Committee robust enough in their questions?	Do Committee and Board and SLT get the financial and operational information they want and need?	<p>Budget planning and monitoring arrangements in place with discussion on variances and remedial action as required.</p> <p>Management Accounts presented for discussion on monthly basis at SLT and quarterly at each F&amp;P and Board meeting</p>

External Challenges for Dundee University:	Questions/comments/thoughts	Risks/questions/considerations for Dundee and Angus College?	D&A Reflection / Action
			<p>Further discussion / updating on the key financial info SLT want and need is in finance improvement plan &amp; on SLT agenda.</p> <p>Finance for non-financial managers training for SLT</p>
Did not address longstanding challenge of structural deficit caused by an imbalance in the university being very research intensive & being cross subsidised by international student fees	What do their Financial Strategy and Action Plans say?	How do we ensure good decision making at all levels about our focus and core business?	<p>3-to-5-year budgeting and Financial Strategy are part of our budget setting process.</p> <p>D&amp;A history of longer-term financial planning and sustainability.</p>
Lack of discipline on following through on savings decisions	Monitoring and reporting on savings/efficiencies progress	How do we monitor efficiencies progress? SLT How long range should our planning be? Can we find a way to balance speed with planning if we needed to?	<p>All savings plans have named SLT lead with feedback on process and outcomes to SLT, Board and wider College.</p> <p>Ensure efficiencies progress and financial implications included in budget monitoring reporting.</p>
Was not appropriate oversight or challenge at Executive and Court level – Executive and Court “can only make decisions on the basis of the information you are given” and “dealt with the info they had”. “We were asking questions and told it was fine, and we had a high degree of confidence we could balance the budget”.	Scrutiny and challenge – robust?	Do we have the culture where we can challenge, trust, respect and be assured of what we need? Would all the people that need to be able to do this feel comfortable and able to challenge and scrutinise?	<p>Financial training for non-financial managers to be scheduled.</p> <p>Training on other key SLT remits for non-specialists to also be provided</p>
Gaps in competence at leadership level	Whether the investigation reveals deliberate attempts to hide issues or not, the question still needs to be asked of any SLT / Exec / Board as this is effective leadership and governance		<p>Financial training for non-financial managers</p> <p>Training on other key SLT remits for non-specialists to also be provided</p>

External Challenges for Dundee University:	Questions/comments/thoughts	Risks/questions/considerations for Dundee and Angus College?	D&A Reflection / Action
Top post graduate student numbers dropped by two thirds over 2 years – Had a serious impact on international student numbers	Were they monitoring year on year trends? Were they building this into governance, risk management and decision making? Were operational trends linked to financial reporting?	Are there any other data sets we should analyse?	<p>Key student application and recruitment data provided to and discussed at SLT alongside remedial steps being taken to deliver on targets.</p> <p>Information provided and highlighted to LT&amp;Q Committee and Board. Activity issued highlighted as key risk area to A&amp;R where required.</p> <p>All SLT members to be tuned into wider impacts of changes in student (and other) activity. Link in year between operational and financial monitoring.</p>
Planned for 25% reduction in international student income but Dundee Uni actual closer to 50%	How was this monitored and reported? Timeline on taking action seems to be a real issue – is this down to playing down / fear of speaking out?		<p>As above.</p> <p>We will clearly document our budget setting assumptions so that SLT understands them and the reasons for in-year variances</p>
Budget predicated on a large amount of savings being delivered that were then not delivered. Member – “we were not kept in the loop as to whether they (savings) were going to be delivered”.	Savings/efficiencies operational performance linked to financial monitoring?  We have a strong track record of following through on considered and consulted savings plans		<p>Strict monitoring of savings/efficiencies assumptions in budget.</p> <p>All savings plans have named SLT lead with feedback on process and outcomes to SLT, Board and wider College.</p>
July 23 cash balance £74m; July 24 cash balance reduced by £30m	Not watching cash balance / trends	A number of people must have been able to see this rapid change – why did no one raise it, or no one listen / pass concerns on?	<p>Cashflow data and forecasts included in management accounts with discussion on variances and remedial action as required.</p> <p>Management Accounts shared for discussion on monthly basis at SLT and each F&amp;P and Board meeting</p> <p>Further discussion / updating on the key financial info SLT want and need is in finance improvement plan &amp; on SLT agenda</p>

Governance/Scrutiny	Questions/comments/thoughts	Risks/questions/considerations for Dundee and Angus College?	D&A Reflection / Action
“False assumption we were breaking even when we were well-off break-even position”	Not watching outturn projections / looking at trend	Balance of knowledge and individual responsibilities – training across the org as needed so everyone understands their role	<p>Budget planning and monitoring arrangements in place with discussion on variances and remedial action as required. Management Accounts shared for discussion on monthly basis at SLT and each F&amp;P and Board meeting.</p> <p>Committee and Board metrics show key areas of operational and financial activity in single report.</p> <p>Further discussion / updating on the key financial info SLT want and need is in finance improvement plan &amp; on SLT agenda.</p> <p>Financial training for non-financial managers to be scheduled.</p> <p>Training on other key SLT remits for non-specialists to also be provided</p>
“We were concerned student numbers were dropping but robustly assured the path for growth was right” and “we accepted assurances we were still going to break even”	Levels of authority / trust in decision making – when to speak out - sounds as though challenges were rebuffed. What’s the recourse when that happens?		As above
“We were shown numbers where savings <i>were going to come in</i> across the organisation”	Suggests budget included spend for which savings had not yet been realised?		<p>Strict monitoring of savings / efficiencies assumptions in budget.</p> <p>Details as above.</p>



Governance/Scrutiny	Questions/comments/thoughts	Risks/questions/considerations for Dundee and Angus College?	D&A Reflection / Action
<p>It was public information in 2023 that Nigerian currency dropped by 70% - why were these questions not asked?          “You are not employed just to listen to the Finance Director, you have wider experience”          “We were always assured there were compensatory savings which were going to finance this.”</p>	<p>Suggests lack of horizon scanning</p> <ul style="list-style-type: none"> <li>- Though it was noted the finance committee did know the Nira value had plummeted but there was a false belief other actions (i.e. savings) would compensate – it was discussed but was the focus / discussion right?</li> </ul>		<p>Horizon scanning – built into &amp; inform operational, financial and risk monitoring.</p> <p>Data and assumptions underpinning key operational and financial plans is clearly documented and regularly reviewed</p>
<p>VPs would regularly attend Court, and that practice stopped in October 2023 when court received input from a limited set of people – (Principal, Depute Principal, Dir of Finance and Dir of HR - VP International Students did not attend.</p>	<p>Committee questioned if deliberate attempt to minimise scrutiny</p> <p>Professor O'Neill noted he was the only one still left from this group, but the Director of HR was there throughout.</p>	<p>Need right people in the right meetings focusing on the right things – we speak about opening up SLT but rarely do in practice. Something to consider for themed discussions and other topics. Senior leaders did not know why the decision was made to lock down Court attendance to fewer people. - Are we sure we all understand decisions and the rationale for them and feel safe to constructively challenge.</p> <p>Governance - Do we all know/understand what decisions should be made by whom/where?</p>	<p>Board Committee structure includes key SLT members in all Committees. Attendance of other key staff at Board where there are reports to be considered.</p> <p>Board are aware of, and practice constructive challenge, with this reviewed externally every 3 – 5 years and subject to Board evaluation.</p>

Risk Management	Questions/comments/thoughts	Risks/questions/considerations for Dundee and Angus College?	D&A Reflection / Action
<p>Dundee Uni Key Risks</p> <ol style="list-style-type: none"> <li>1. Cyber</li> <li>2. Student experience</li> <li>3. Staff experience</li> <li>4. Research excellence</li> <li>5. Financial sustainability</li> </ol> <p>Committee commented surprise Student recruitment was not a top risk and challenged SFC review of this.</p> <p>Committee also commented that the top risk on Risk Register is Cyber Security, not insolvency, even though Uni is now saying they are at risk of insolvency if they do not get liquidity funding</p>	<p>Suggests lack of regular risk management</p> <p>Suggests risk management not linked to operational data</p>		<p>Strategic Risk Register is considered at each Committee meeting and in detail at each A&amp;R Committee and 2 x annually by Board.</p> <p>Strategic Risk Register is built from College strategy and key operational requirements, with this informing regular audit plan scoping.</p> <p>Management accounts presented to F&amp;P Committee and Board include specific financial risk register to highlight key risks.</p> <p>Consider if we link risk management with operational and financial info well enough and regularly enough</p>
<p>The risk on international student numbers was “green until it went red”.</p>			<p>Student recruitment and activity data is shared with LT&amp;Q and Board for transparency.</p> <p>Risk register update reports are shared biannually with the Board for transparency.</p> <p>Student numbers should be identified within activity reporting &amp; assumed fee levels clear within budget monitoring</p>

Communication and Engagement	Questions/comments/thoughts	Risks/questions/considerations for Dundee and Angus College?	D&A Reflection / Action
Recovery plan written with financial lens only – need to look more holistically & involve stakeholders	Notably different to how we approach things	Holistic communication, engagement and decision making	D&A Approach utilises key guiding principles to avoid 'finance lens only' approach.  Guiding principles shared as part of savings exercises & discussed with unions.
Staff and union engagement – no co-design / co-production of recovery plan	It seemed that risk of sharing too much or being met with anger / resistance meant a smaller group made recovery plans etc., which may seem an easy short term solution but it probably even means the plan isn't as robust as it could be long term, and in a large organisation there is distrust, concern, reduction in good will and loyalty.	Staff are involved in design and production – College communication and engagement is high/positive	As above.  Savings planning incorporates open consultation arrangements for all staff including anonymous options where preferred. Clear arrangements in place for union consultation and engagement.  Previous examples elicited significant engagement and ideas to enhance options/approaches.
Senior staff in institution feel that decisions are locked down and feel it is still that way.	LDF are saying they 'need SLT in every decision' – levels of autonomy and decision making has been a theme of this group's discussion	How do we support leaders to make appropriate decisions? Is too much or too little controlled by certain people? Broader autonomy can mean more mistakes / greater risk, but neither are we in the business of creating fall guys.	As above
Staff concerned there is a culture that they cannot raise issues	Will look at Whistleblowing policy and mechanisms for raising issues, trying for a culture of openness and transparency	Culture of safety? Being heard? Could we be in a position where people don't feel they can 'raise their heads above the parapet'?	As above
Senior Accountants knew there were issues – how were issues raised?	What is the mechanism for channelling issues or queries from subject matter experts to others?	Is expertise valued or is there is risk of 'junior' people in the organisation (despite being the 'expert') being treated different due to level, not expertise?	College operates an open door approach with open opportunities to raise concerns or provide feedback by any member of staff through the consultation inbox or anonymous hotline.

Communication and Engagement	Questions/comments/thoughts	Risks/questions/considerations for Dundee and Angus College?	D&A Reflection / Action
<p>Committee asked, 'how many people' (headcount) affected by 632 FTE at risk number.</p>	<p>This was answered really poorly in Committee. Despite the 632 number being specific, they could not articulate that as it is unknown which jobs / who is at risk, they cannot put a headcount on it. This was iterated in the follow up letter to Committee, however it is evident they have identified job roles as they mention 'not clear who will go from the redundancy pools'. This communication is being handled poorly internally, some teams believe they have a date on which they'll be told if they have a job, other teams don't have a date / haven't been told anything like that.</p>	<p>The approach D&amp;A has taken in proactive and early communication, briefing LMs and individuals prior to sharing numbers affected etc., and being up front about the areas being looked at, then following up with consultation is a far better approach.</p>	<p>This data is not usually available at the start of the consultation period as FTE and headcount will change depending upon final decisions and VS applications.</p>

SFC	Questions/comments/thoughts	Risks/questions/considerations for Dundee and Angus College?	Action
SFC have monthly monitoring information now, rather than quarterly from Dundee Uni			Prepare for presenting monthly monitoring or other regular financial data to SFC if and when required
SFC now attend Court, Finance and Property Committee and Audit Committee			
SFC commissioning independent review of all Uni and College Governance Effectiveness Reviews to identify and red flags	SFC had better engagement with unions than uni staff, and provided better answers on TOR development than uni staff	Where might ours flag something?  All SLT to have an awareness of content / discussions relating to this?	Recently published review (December 2024) highlights positive mix of support and challenge, including Board approach to questioning and transparency/accuracy of SLT responses.
SFC meet quarterly with institutions and have other ways to challenge when issues arise e.g. Observing Court & committee meetings, undertake investigations, ask for remedy and action plan if financial regs breached and can work with OSCR and Institution of Charities to bring their powers to bear. Will bring in bespoke way to address an institution's issues. SFC have powers of intervention and regulatory powers.			Might expect quarterly / regular finance meetings with SFC.  Prepare for engagements on basis as determined by SFC.
SFC looking to do "Hot Reviews". Will commission independent teams to do in-year hot reviews.		What might our hot review results say?	Prepare for engagements on basis as determined by SFC.

**FINANCE & PROPERTY COMMITTEE**

**Tuesday 27 May 2025**

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**INFRASTRUCTURE**

**10 (ii) ESTATES UPDATE**

**PAPER G**

**BOARD OF MANAGEMENT**  
**Finance & Property Committee**  
**Tuesday 27 May 2025**



**Estates Update**

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*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**

There has been a slight increase in funding from the previous year in Capital Funding for Maintenance for the period 1 April 2025 – 31 March 2026.

The level of funding for Capital Funding for Maintenance for the period is **£2,654,077.00** for the following elements –

- Backlog Maintenance Works
- Infrastructure Improvement Works
- Lifecycle Maintenance
- Loan Repayment

At this stage approx. £750k of the allocation has been identified to tackle a range of Backlog Maintenance and Infrastructure Improvement projects.

The Estates Project team has identified and developed a programme of priority projects around mechanical and electrical infrastructure, road resurfacing, internal and external building fabric, energy controls, CCTV systems.

There are also a number of Infrastructure Change requests that academic and support teams are invited to submit for improvements to their facilities along with the rationale around the impact of doing the works. These applications are then considered by the Infrastructure Change Group which is made up of mainly SLT members representing the curriculum and the infrastructure team and decisions are taken to either approve, reject or defer.

These projects are detailed below-

## Estates Priority Backlog Maintenance Projects

<b>Project No.</b>	<b>Description</b>	<b>Campus</b>	<b>VALUE (inc VAT)</b>
PW800	Boiler Plant Room Pump Replacement	Gardyne	£60,000
PW801	Science Annexe - OGR external entrance repair	Kingsway	£2,500
PW802	South Tower - external lift room fabric repair.	Kingsway	£2,500
PW803	External fence repaint	Kingsway	£5,000
PW804	CALC - window repair/replacement	Arbroath	£5,000
PW805	Nursery external fabric repair	Arbroath	£1,500
PW806	Tower lower ground internal refurbishment	Kingsway	£6,000
PW807	Sports Hall and Gyms 1, 2 and 3 LED lighting replacement	Gardyne	£20,000
PW808	Additional Classrooms creation CALC Library	Arbroath	£35,000
PW809	Additional Classrooms creation CALC Learning Hub	Arbroath	£35,000
PW810	Toilet refurbishment x 2 in Clova Building	Arbroath	£7,000
PW811	Creation of Animation studios on Level 3	Gardyne	£25,000
PW812	Relocate LACE to Enterprise Zone P&D - external signage	Arbroath	£7,000
PW813	Hardwire Testing	Gardyne + Arbroath	£30,000
PW814	Electrical Distribution Board Upgrade - Tower Block - Phase 2	Kingsway	£20,000
PW815	Lapsafe relocation CALC building	Arbroath	£8,000
PW816	Creation of storage - entrance area PE Block	Gardyne	£5,000
PW817	Removal of rooflights Sports Hall	Gardyne	£20,000
PW818	Upgrade of Esk Classrooms x 12 - Carpets, Ceilings, Lights, P&D	Arbroath	£60,000
PW819	Tower toilet upgrade 6th, 5th, 4th and 3rd floors	Kingsway	£20,000
PW820	Road Resurfacing at Gardyne	Gardyne	£30,000
PW821	CALC Building Heating and Controls modifications	Arbroath	£20,000
PW822	Furniture Procurement	All	£50,000
PW823	CCTV Upgrade	AC & KC	£50,000

## Infrastructure Change Group Approved Projects

PW831	Barbering @Gardyne - Vinyl floor and cordless equipment	Gardyne	£5,000
PW832	Plumbing Workshop amended layout	Kingsway	£2,000
PW833	Gym 2 floor refurbishment	Gardyne	£5,000
PW834	Sports block corridor flooring replacement ground and 1st floor	Gardyne	£15,000
PW835	Dance studio 1 floor membrane replacement	Kingsway	£3,000
PW836	Hair and Beauty reception refurbishment	Arbroath	£10,000



PW837	Beauty Classrooms refurb - floors, ceilings lighting, P&D, additional sinks	Arbroath	£40,000
PW838	Replacement flooring A416 and A417 - minor P&D and furniture	Kingsway	£7,000
PW839	Art Display Area	Gardyne	£3,000
PW840	Soundproofing Student Services rooms	Kingsway	£7,000
PW841	Student Services refurb	Arbroath	£12,000
PW842	Reconfigure ICT Workroom	Gardyne	£15,000
PW843	Upgrade 326 in line with other E-sports areas	Gardyne	tbc
PW844	Esports to Learning Lab	Gardyne	tbc
	Upgrade Layout of 252 - new power poles, new carpet, P&D	Gardyne	£15,000
PW846	Dance studio refurbishment	Gardyne	£20,000
PW847	Games Hall, Gyms 1,2 and 3 painting and corridors	Gardyne	£15,000
PW848	Sports Block Staff toilets and changing - P&D and flooring	Gardyne	£8,000
PW849	Space workroom and social space refurb	Kingsway	£10,000
PW850			

The majority of the works will be completed prior to the start of the new 2025/26 academic session with the remaining works completed by the 31<sup>st</sup> March 2025.

#### 4. 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

**FINANCE & PROPERTY COMMITTEE**

**Tuesday 27 May 2025**

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**PROCUREMENT**

**11 (ii) PROCUREMENT UPDATE**

**PAPER H**

# BOARD OF MANAGEMENT

## Finance & Property Committee

Quarter 3 – February 2025 to April 2025



## Procurement Update

*Paper **H** 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 30 April 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 1<sup>st</sup> February 2025 and 30<sup>th</sup> April 2025.

<b>Contract name</b>	<b>Taxi Services and Private Transfers</b>
Route to Market	Open Tender
Successful Bidders	City Cabs Dundee t/a City Cabs, Link Cabs Carnoustie, Birkhill Taxis, MAP Travel
Contract Value	£120,000
Owner	Team Leader, Student Funding
Award Date	23/04/2025
Start Date	28/04/2025
Contract Period	3 years plus 2 x 1-year options to extend

#### 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). Appendix A provides more details.

<b>Contract name</b>	<b>Timetabling Software</b>
Proposed Supplier	CELCAT
Estimated Contract Value	£35,000
Owner	Director of Infrastructure
Intended Contract Start Date	1 April 2025
Proposed Contract Period	12 Months

### 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.

There are no planned contracts to 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.

There are no other procurement activities to report for the period.

## **2. Recommendation**

Members are asked to:

- i) note the recently awarded contracts (Section A)
- ii) approve retrospective Non-Competitive Action (Section B)
- iii) approve anticipated procurements not already included in the Annual Planned Procurement Report submitted to the Finance & Property Committee in September 2024 (Section C)
- iv) note other activity (Section D)

**Author:** Senior Hayley Clarke, Procurement Manager  
Nicky Anderson, Director of Finance

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

**Non-Competitive Award (NCA) Request Form****Appendix A**

<b>SECTION 2: DETAILS OF THE PROPOSED CONTRACT</b>	
Proposed Supplier:	CELCAT
Service/Department:	ICT
Budget/Contract Owner:	Director of Infrastructure
Description of Goods, Services or Works requested:	Timetabling Software
Estimated Value (over the whole life of the proposed engagement; normally 4 years):	£38,773.98 £32,311.65 NET £6,462.33 VAT
Length/Period of proposed contract:	12 Months
Is this an extension or variation to an existing contract?	Yes

<b>SECTION 3: INFORMATION TO SUPPORT THE NCA REQUEST</b> (Please attach supporting documentation)
<p>The Celcat timetabling solution has been in place at Dundee &amp; Angus College for the past 10 years, providing a stable and effective system for managing timetables. The College had initially planned to transition to the Civica-REMS timetabling solution in 2025. However, due to ongoing issues with Civica, the development of the new timetabling solution has been delayed, and it is not yet operational.</p> <p>As a result, to ensure continuity in timetable management and avoid disruptions to college operations, it is necessary to extend the contract with our current provider for another year. This extension will allow time for Civica to resolve its issues and ensure a fully functional system before any transition.</p> <p>The following licenses are required for the continued operation of the Celcat system:</p> <ul style="list-style-type: none"><li>• Core License</li><li>• Attendance</li><li>• Publication</li><li>• Room Booking</li></ul>

<b>SECTION 4: SUBMISSION &amp; APPROVAL OF THE NCA REQUEST</b>	
Request submitted by:	N/A
Date:	N/A
Submission Approved by Budget Holder:	Andy Ross
Date:	17 March 2025
Procurement Review and Comments	

A Non-Competitive Award (NCA) is applicable in this case due to the following procurement justifications:

**Sole Supplier** – Celcat is the sole provider of its proprietary timetabling software, meaning no other vendor can supply, license, or support the system. As a result, there is no viable competition in the market for this specific product.

**Continuity of Service** – The College relies on Celcat for timetabling, attendance tracking, publication, and room booking. Transitioning to an alternative solution would require significant time and investment, which is currently unfeasible due to the delays in implementing the Civica-REMS system. Extending the existing contract ensures uninterrupted service and prevents operational disruptions.

**Avoiding Unnecessary Costs and Risks** – Conducting a full procurement process for an alternative system at this stage would be inefficient, as the College already plans to transition to Civica-REMS once it is fully functional. Implementing a different short-term solution would incur unnecessary costs for procurement, training, and system integration, without long-term benefits.

**Exceptional Circumstances** – Given the unexpected delays in the Civica-REMS timetabling solution, an NCA is necessary to maintain business continuity. The current circumstances justify an exception to competition rules, as re-procuring an alternative solution would not be in the best interests of the College.

Based on these factors, awarding an NCA to Celcat is the most practical and justifiable course of action from a procurement perspective.

Verified by Procurement Manager:	Amanda Buist
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Date:	17 March 2025
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Accept <input type="checkbox"/>	Reject <input type="checkbox"/>	Board Management <input type="checkbox"/> Approval Required
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Approved by Head of Finance (<£5,000)	
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Approved by Vice Principal (<£25,000)	
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Finance & Property Committee + SFC >£25,000):	
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Date:	
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**FINANCE & PROPERTY COMMITTEE**

**Tuesday 27 May 2025**

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**STRATEGIC RISK REGISTER**

**PAPER I**

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

**BOARD OF MANAGEMENT**  
**Finance and Property Committee**  
**Tuesday 25 May 2025**



**Strategic Risk Register Update**

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*Paper 1 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 June 2025 Strategic Risk Register is enclosed and it is noted that no changes have been made to the current risks allocated to the Finance and Property Committee.

Following discussions at the March Audit and Risk Committee a recommendation was made to consider inclusion of an additional risk to the Strategic Risk Register in respect of the College's aspirational standards in financial planning, budgeting and audit.

A copy of this draft risk is enclosed for comment, with final approval resting with the Audit and Risk Committee on 3 June 2025.



#### **4. Major Risks**

Risk 2.2: As outlined within the agenda and papers considered, the risks surrounding the future financial sustainability of the College remain significant and focused savings plans are currently being progressed to support on-going sustainability.

#### **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

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

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
2	Financial (cont)									
2.7 F&P	Failure to reach aspirational standards in financial strategy, budgeting, planning or audit	4	3	12	<ul style="list-style-type: none"><li>• Clear financial strategy aligning to College priorities and FFR</li><li>• Rigorous zero based budgeting in place</li><li>• Regular, timeous and accurate budget monitoring</li><li>• Effective audit planning and completion</li></ul>	3	2	6	<ul style="list-style-type: none"><li>• Regular review of financial priorities to align / realign with available funds</li><li>• Comprehensive monitoring and reporting of all finances</li><li>• 'Real time' budget and data analysis underpins decision making</li><li>• Effective audit planning and completion</li></ul>	VPSO DirFin



# STRATEGIC RISK REGISTER

**2024 - 2025**

As at June 2025

<b>Post Holders</b>	ELT	Executive Leadership Team	Prin	Principal	<b>Score</b>	<b>Impact</b>	<b>Likelihood</b>
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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
<b>1</b>	<b>Strategic and Structural</b>									

<b>1.1</b> <b>LT&amp;Q</b>	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"> <li>Robust strategic planning</li> <li>Effective environmental scanning</li> <li>Strong partnerships</li> <li>Clear links between strategy and practice</li> <li>Concerted demands for increased activity levels</li> </ul>	4	1	4 ↔	<ul style="list-style-type: none"> <li>Robust monitoring via <b>OF&amp;AM Framework</b></li> <li>Clear performance metrics</li> <li>Amendment of strategic direction/ plans</li> <li>Rolling curriculum review</li> </ul>	Principal & Chair
<b>1.2</b> <b>Board</b>	College may be disadvantaged by changes to either UK or Scottish Government policies	4	3	12	<ul style="list-style-type: none"> <li>Effective environmental scanning</li> <li>Negotiation/influence at national level</li> </ul>	4	2	8 ↔	<ul style="list-style-type: none"> <li>Review of changes and amendment of strategic direction/plans</li> <li>Financial strategy sensitivities</li> </ul>	Principal & Chair
<b>1.3</b> <b>Board</b>	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: <ul style="list-style-type: none"> <li>Ability of the College to meet key regional strategies/objectives</li> <li>Financial loss or unmanageable financial risk</li> <li>Reputational loss</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Effective project/activity management in place</li> <li>Clear governance structures</li> <li>Project/initiative finances clearly incorporated within College financial strategy and plans</li> <li>End of project and exit/contingency planning</li> </ul>	3	2	6 ↔	<ul style="list-style-type: none"> <li>Regular project updates at Executive/Board level</li> <li>Monitoring of project activities, plans and outcomes</li> <li>Clear project Management arrangements in place</li> <li>Budget reporting and management</li> </ul>	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.

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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
<b>1</b>	<b>Strategic and Structural (cont)</b>									
<b>1.4 Board</b>	College disadvantaged as a result of changes arising from major national educational body reviews: SFC, SQA, EdS	3	3	9	<ul style="list-style-type: none"> <li>Negotiation/influence at national level</li> <li>Review of activities/projects and response to new opportunities</li> </ul>	3	1	3 ↔	<ul style="list-style-type: none"> <li>Robust monitoring via OA</li> <li>Amendment of strategic direction/plans</li> <li>Rolling curriculum review</li> </ul>	Principal
<b>1.5 Board</b>	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"> <li>Robust CEAP in place</li> <li>Multiple strands of activity/action</li> <li>Embedding sustainable practices in normal activity and ways of working</li> <li>Clear links between strategy and practice</li> <li>Planned investment in carbon reduction</li> <li>Sustainable procurement</li> </ul>	3	2	6 ↔	<ul style="list-style-type: none"> <li>Robust monitoring and reporting of CEAP at SLT and Board level</li> <li>Clear performance metrics</li> <li>Amendment of strategic direction/plans</li> <li>Monitoring of scope 3 emissions</li> </ul>	VPSO, DirInf, HoE

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<b>2 Financial</b>										
<b>2.1 F&amp;P</b>	Change in Funding Body and/or Funding Methodology and Allocation – Reduction or restriction in Funding	3	4	12	<ul style="list-style-type: none"> <li>Negotiation/influence at national level</li> <li>Contingency plans for amended funding levels or requirements</li> </ul>	3	2	8 ↔	<ul style="list-style-type: none"> <li>Advance modelling of new funding requirements, methodologies, and allocations</li> <li>Monitoring impact of changes</li> <li>Amendment of strategic or operational direction / plans</li> <li>Financial strategy sensitivities</li> </ul>	VPSO
<b>2.2 F&amp;P</b>	Failure to achieve institutional sustainability	5	4	20	<ul style="list-style-type: none"> <li>Protection of funding through dialogue with SFC and SG</li> <li>Input to create sector 'flexibilities'</li> <li>Robust annual budget-setting and multi-year financial strategic planning</li> <li>Effective budgetary control</li> <li>Where required, swift action to implement savings</li> </ul>	4	4	16 ↔	<ul style="list-style-type: none"> <li>Monthly monitoring of budgets</li> <li>Regular review of financial strategy and non-core income sensitivity</li> <li>Effective use of sector 'flexibilities' to support sustainability</li> <li>Amendment of strategic priorities and timing to align with funding levels</li> <li>Review and amendment of activity and budget planning to address over/under performance against activity (credit) target</li> <li>Detailed monitoring of savings programmes</li> <li>Detailed monitoring &amp; management of CDEL/RDEL risks</li> </ul>	VPSO

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<b>2</b>	<b>Financial (cont)</b>									

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

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

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<b>3</b>	<b>People and Performance (cont.)</b>									

<b>3.4</b> <b>HR&amp;D</b>	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	4	4	16 12	<ul style="list-style-type: none"> <li>Clear and proactive approaches to managing and promoting health, safety, and wellbeing</li> <li>Continuous self-evaluation and action planning</li> <li>Rigorous CPD arrangements in place</li> <li>Regular staff and learner feedback arrangements</li> </ul>	3	2	6 ↔	<ul style="list-style-type: none"> <li>Regular employee engagement monitoring</li> <li>Open communication with staff</li> <li>Comprehensive monitoring of key PIs and student/staff feedback</li> <li>Regular union/management dialogue</li> </ul>	VPSO
<b>3.5</b> <b>Board</b>	Reputational Risk – Loss of reputation with key stakeholders	4	2	8	<ul style="list-style-type: none"> <li>Marketing strategy</li> <li>Reputation plan</li> <li>Positive marketing approaches</li> </ul>	3	2	6 ↔	<ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Social media monitoring arrangements</li> </ul>	VPCP, DirC&A
<b>3.6</b> <b>HR&amp;D</b>	National bargaining outcomes impact adversely on College operations, activity, and flexibility	4	4	16	<ul style="list-style-type: none"> <li>Influence within Employers Association</li> <li>Management of bargaining outcomes and implementation</li> </ul>	4	3	12 ↔	<ul style="list-style-type: none"> <li>Positive union relations and staff communication</li> <li>On-going discussions with staff</li> <li>Innovation in approaches</li> </ul>	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"><li>Adherence to legislative and good practice requirements</li><li>Positive Union relations and staff communication</li><li>Effective management development programmes</li><li>Industrial action continuity planning</li></ul>	4	2	8 ↔	<ul style="list-style-type: none"><li>Regular union/management dialogue</li><li>Regular employee engagement monitoring</li><li>Open communication with staff</li><li>Industrial action continuity planning</li></ul>	VPSO
3.8 A&R	Significant Breach of data security / data protection	5	4	20	<ul style="list-style-type: none"><li>Effective management of GDPR compliance</li><li>Mandatory staff CPD and awareness raising on data protection (relative to role)</li></ul>	4	2	8 ↔	<ul style="list-style-type: none"><li>Active data protection monitoring and auditing</li><li>Effective information and data security policies in operation</li><li>Regular data security monitoring/testing</li><li>GDPR Action Plan</li><li>Staff CPD</li></ul>	VPCP, DirInf
3.9 HR&D	Failure to meet Prevent and related obligations	5	3	15	<ul style="list-style-type: none"><li>Prevent training</li><li>Staff awareness and contingency planning</li><li>Engagement/practice sharing with local agencies</li></ul>	5	1	5 ↔	<ul style="list-style-type: none"><li>Business Continuity Plan including scenario testing</li><li>Information sharing with local agencies</li></ul>	VPCP, VPSO

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

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

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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	Responsibility
4 Infrastructure											
4.1 A&R	Major Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures, RAAC or similar infrastructure failure	5	3	15	<ul style="list-style-type: none"><li>• Sound systems of administration</li><li>• Clear fire and disaster recovery arrangements</li><li>• Staff CPD</li></ul>	5	1	5 ↔	<ul style="list-style-type: none"><li>• Business Continuity Plan including scenario testing</li></ul>	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"><li>• Planning, careful phasing of changes to processes and systems</li><li>• Effective management of ICT arrangements</li><li>• Clear investment plan</li></ul>	3	2	6 ↔	<ul style="list-style-type: none"><li>• Regular review/reporting on milestones, systems effectiveness etc</li><li>• Regular CPD</li></ul>	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"><li>• Effective management of ICT arrangements</li><li>• Active ICT/data security monitoring and cyber security policy</li></ul>	4	2	8 ↔	<ul style="list-style-type: none"><li>• Staff CPD on cyber security issues</li><li>• Regular security monitoring/testing</li><li>• Cyber resilience plan</li></ul>	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"><li>• Effective infrastructure and systems design and implementation</li><li>• Effective management of ICT arrangements and GDPR compliance</li></ul>	4	2	8 ↔	<ul style="list-style-type: none"><li>• Active data protection monitoring and auditing</li><li>• Effective information and data security policies in operation</li><li>• Regular data security monitoring/testing</li></ul>	VPSO, DirInf	

**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	Responsibility
<b>4</b>	<b>Infrastructure</b>									
<b>4.5</b> <b>F&amp;P</b>	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"> <li>Creation of long-term infrastructure principles and vision</li> <li>Multi-year estates strategy and capital planning</li> <li>Lobbying of SG and SFC on capital and backlog maintenance funding</li> <li>Identification of alternative funding routes</li> <li>Planning for D&amp;A Foundation bids</li> </ul>	4	4	16 ↔	<ul style="list-style-type: none"> <li>Lobbying of SG and SFC on campus vision and needs</li> <li>Prioritization of capital plans and expenditures</li> <li>Regular review of capital plans/timescales relative to funds</li> </ul>	Principal VPSO

**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.

**FINANCE & PROPERTY COMMITTEE**

**Tuesday 27 May 2025**

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**SUPPORT SERVICES REPORT**

**PAPER J**

# BOARD OF MANAGEMENT

## Finance & Property Committee

Tuesday 27 May 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 – Nicky Anderson

The SFC announced the following in respect of financial and funding requirements since 28 February 2025.

Publication	Topic	Allocation £000
SFC/AN/13/2025	<a href="#">College Transformation Framework</a> SFC is inviting colleges to submit expressions of interest for AY 2025/26 by 16 June 2025. Although later proposals may be considered.  This framework allows colleges to vary, on a temporary basis, the delivery of credits from the thresholds set during the annual funding round, without impacting core teaching grant. This aims to allow colleges to transition to a more sustainable footing from within existing budgets.	
SFC/AN/09/2025	<a href="#">College Indicative Funding Allocations 2025/26</a> Announcement of indicative funding for AY 2025/26  Indicative Teaching Funding Allocation Support for increase in National Insurance costs Student support funding Capital Maintenance	32,261 Tbc 7,390 2,654
SFC/CI/01/2025	<a href="#">College Mid-year Financial Forecast Return 2024/25</a> Call for updated financial forecast return for AY 2024/25	
SFC/AN/06/2025	<a href="#">In year Redistribution of Student Support Funds 2024/25</a> Announcement of the in-year redistribution of student support funding from SFC for AY 2024/25 and details of the recovery and reallocation of unspent funds to support student funding needs across the sector.	150



SFC/CI/04/2025	<a href="#">Scottish Teachers' Pension Scheme Funding for Colleges 2024/25</a> Announcement of funding to support the change to the Scottish Teachers' Pension Scheme employer contribution rate	450
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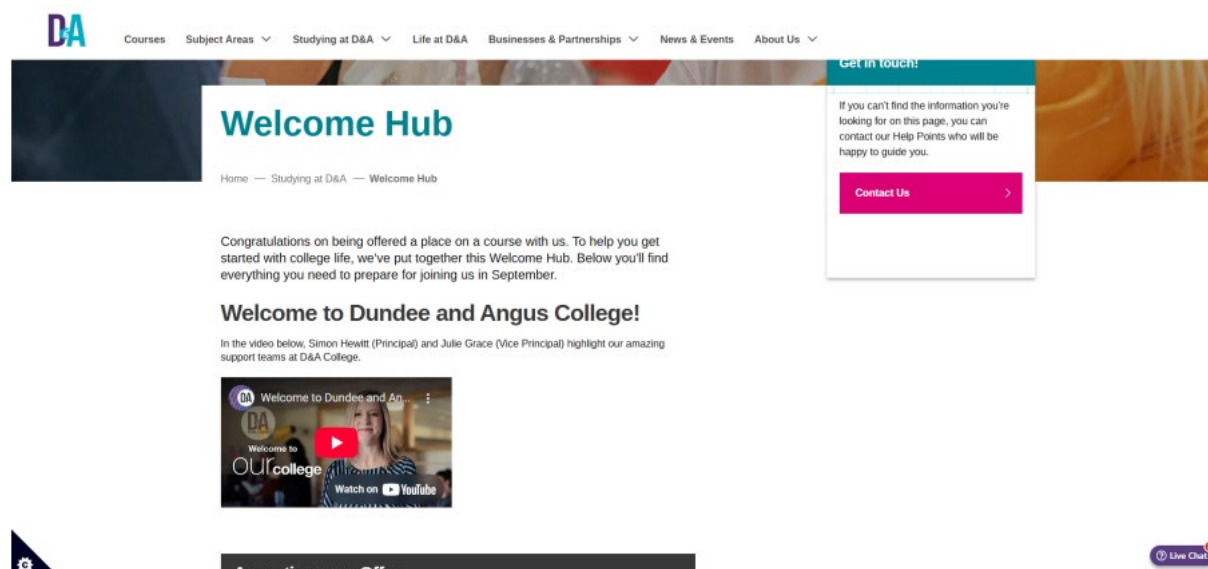
#### 4. Supporting our Learners – Leann Crichton

1. Recruitment 2025/26 Numbers of applications for full-time courses commencing in September 2025 are strong. To date, 10,000 applications have been received, a 27% increase compared to the same time last year. Almost 5,000 offers have been made, and 1,696 candidates are currently undergoing the selection process.

Student funding applications for the 2025/26 academic year are scheduled to open this week. Targeted workshops will be advertised to our current students, and Help Point and Student Services staff have already been visiting ESOL and Supported Education learners to prepare them for funding requirements.

Skills training and career development courses for 2025/26 are now open for bookings. Following employer feedback, a group booking system to enrol multiple candidates has been developed and is in testing, and is expected to go live later this month.

In late April, the first “Keeping Warm” newsletter was sent to all candidates with an offer of a place. This newsletter serves as a Welcome to D&A, highlighting essentials tasks to complete before starting college and provides an insight into the services available to support their learning - [Dundee & Angus College | Welcome Hub](#)



Full preparations are underway with curriculum and support teams to welcome the new intake of full-time students to their Connect2D&A days. These taster days are designed to get them ready for college life, meet staff and their peers, view college facilities and ensure they are prepared to start their successful journey with D&A College.

2. Modern Apprenticeships In April, Skills Development Scotland (SDS) awarded the college a Modern Apprenticeship contract for 2025/26 with an allocation of 221 places, consistent with last year's contract. This allocation will allow us to continue to grow apprenticeships and work-based learning which is a key priority for the college. The reporting and compliance requirements of the SDS Modern Apprenticeship contract are highly bureaucratic and time consuming. An internal project was initiated last August to streamline administration burden as far as possible by introducing digital based forms. In addition, all Modern Apprenticeship data held in our student records system has been imported into a reporting and tracking dashboard for use by assessing staff and providing management information. The new dashboard has just been rolled out for use and feedback by staff.

## **5. Service Design Academy - Maralyn Boyle**

### **2024/25 Short Courses Performance to date**

In addition to PDA running for 12 learners from August – March 2025, three online short courses ran in rotation from August 24 – July 25

- Discover Service Design (7-hour) - 48 learners
- Introduction to Service Design (14-hour) x 3 cohorts – 37 learners
- Practical Service Design (35 hour) x 2 cohorts – 30 learners

**Total open course income: £148,010**

There has been an uplift in bookings for Practical Service Design May course with 23 places and income of £41,285. Two funded Angus UKSPF places for Montrose Community Trust, and invoiced places for learners coming from South Ayrshire Health and Social Care Partnership, Perth and Kinross Council, Scottish Qualifications Authority, Registers of Scotland, Public Health Scotland, North Homes, Peabody and Ulster University.

A fifth Service Design for Data Professionals course was funded again by Tay Cities Digital Skills Fund/Data Lab to be delivered again in February - March 2025. 85 learners have taken this course from 2023.

All course development has been paused to focus on income generation until the end of session.

### **2024/25 Customised projects update from previous report**

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 third and final workshops were delivered with local business Flora Gardening in April 2025

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 running in May '25. [Empowering communities to design better services for families - Service Design Academy](#)

Angus Alive – 2-day customised course in March funded by UKSP fund “Service Design for Leadership” designed to meet the needs to building meta-skills in team leaders to lead teams through collaboration.

Angus Housing Association – 1-day course in March to introduce the Senior Leadership team to service design. The Chief Executive of Angus Housing has completed the Professional Development Award and has a vision to embed a service design approach across the organisation, the focus of the training on how the team developed services informed from survey feedback.

Street Soccer – 1-day course in March with the Change Centre team who have been delivering football themed personal development programmes for socially disadvantaged adults and young people. Our course was developed to help the team understand how service design can help them engage effectively with service users and one another, solve problems, and bring ideas into reality

## 2024/25 Business Development

Kim Anderson delivered a talk to staff across Fife Council as part of their “Dive into Digital Programme” in January. She talked at the pan-Ayrshire Health and Social Care Innovation event in March.

Our partnership with Service Design Network including organisational accreditation due for renewal in May 2025. The offer of SDN individual accreditation could offer an alternative to the PDA.

Bids:

- Arbroath Town Board – 3 x workshop design co-ordinators bids were issued. 2 tenders collapsed for all tenderers and 1 was **unsuccessful**
- SportScotland community engagement training framework tender £220,000 over 2 years **(pending)**
- Midlothian Employability Training **(pending)**
- Invest to Save Bid sponsored by Digital Office and Cosla £229,000 **(pending)**

## Finance

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	<b>407,073</b>	299,588*	<b>495,700</b>	<b>319,018**</b>
Pay Costs	<b>414,668</b>	<b>327,129</b>	<b>392,140</b>	443,863***
Total non-pay costs	<b>16,379</b>	<b>10,657</b>	<b>42,722</b>	<b>11,657</b>
<b>Contribution/ (net cost)</b>	<b>-23,974</b>	-38,198	60,838	-136,502

All invoices in 2024/25 will relate to delivery to be completed by the end of the academic year, with current contribution not reflective of year-end performance.

£34,095 invoiced commercial contracts and £45,230 UKSP/Tay Cities funded work Has been delivered.

\*\* Forecast includes actual income achieved by May 15<sup>th</sup> plus 5 Thorntons secondment invoices until the end of 24/25 of £19,430

## 6. Business Partnerships – Ann Marie Macaskill 1<sup>st</sup> April 2024 – 31<sup>st</sup> March 2025

### SME Skills (D&A delivery Income)

#### Tay Cities SME Skills Fund Year 5

Year 5 Tay Cities SME Skills Fund now completed. Overall Target for Year 5 including costs £525K

Business Target £400K - Equally divided between Angus, Dundee, Fife and UHI Perth

£100K 20 businesses per Local Authority region

Full Target £400K applications approved and achieved drawdown figure of £525K. **Achieved.**

Underspend of £9,871 carried over to Q2 Year 6 – a request of an additional £10K was approved so in real terms **achieved £535K Year 5 (102% of target).**

#### Breakdown of delivery

Angus	21 businesses	81 courses	376 delegates
Dundee	21 businesses	69 courses	342 delegates
Perth	21 businesses	79 courses	471 delegates
Fife	22 businesses	113 courses	317 delegates
<b>Total</b>	<b>85 businesses</b>	<b>338 courses</b>	<b>1506 delegates</b>

Included within the Dundee figures were 2 delegates who attended partner Dundee University Help to Grow Programme.

#### Additional Income

##### 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.

Final Delivery numbers for De Carbonisation of Transport

##### **Achieved income - £104,105, 104% of Target**

##### **255 individuals trained, comprising:**

- 201 Electric Vehicle £70,500
- 36 Charge Point Installation £12,600
- 18 Individuals attended over 3 Service Design De Carbonise Your Fleet £21,000

## 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 will come directly to Dundee and Angus College with the remainder paying for the lecturer or associate trainer time.

### Actual Income Achieved

**£148,366, 129% of target.**

BPT requested an additional £33,366 from Dundee City Council to meet demand – which was agreed.

- 32 businesses supported
- 74 Courses
- 361 Delegates

Anticipated 30% income after costs £23,850      **Achieved £29,610**

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

This was approved and launched in September 2024 and delivered by 31<sup>st</sup> March 2025.

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

### Actual Income Achieved

£269,071

**101% of Target (Angus was unable to provide additional funds)**

9 organisations with 250+ members of staff = £154,034. Outputting 49 courses with 398 delegates.

27 organisations with less than 250 members of staff = £115,037    63 courses    521 delegates

## 7. Gardyne Theatre – Nicky Anderson

During the 2024/25 academic year we have held 68 shows to date. Currently we have 24 shows booked up to the end of this academic year. If all shows go ahead, we will stage 92 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 will be provided at the meeting.

## **8. Bad Debt – Nicky Anderson**

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 required to be written off during the period 31 January 2025 to 30 April 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 27 May 2025**

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## **DATE OF NEXT MEETING**

Tuesday 9 September 2025 at 5.00pm in Room K-TO-624, Kingsway Campus.