

BOARD OF MANAGEMENT



**Tuesday 17 June 2025 at 5.00pm in Room K-TO-226
Kingsway Campus**

AGENDA

16:30- Arrival with Tea, Coffee, and Biscuits (Meeting to commence at 5:00pm)

- 1. WELCOME**
- 2. APOLOGIES**
- 3. DECLARATIONS OF INTEREST OR CONNECTION**
- 4. MINUTE OF LAST MEETING – 13 MARCH 2025** Paper A for approval LO
- 5. MATTERS ARISING** Paper B for approval LO
- 6. NATIONAL ACTIVITY UPDATE** Verbal update LO
- 7. INFRASTRUCTURE VISION UPDATE** Verbal update SH
- 8. STRATEGIC ITEMS**
 - 8.1 2030 Strategy Development Update Paper C for approval SH
 - 8.2 Strategic Projects Update Paper D for information JG
- 9. STUDENTS' ASSOCIATION REPORT** Verbal Update KR/AL
- 10. PRINCIPAL'S REPORT** Paper E for information SH
- 11. NATIONAL BARGAINING UPDATE** Paper F for information ST
- 12. FINANCE ITEMS**
 - 12.1 Financial Sustainability & Savings Planning Verbal update SH
 - 12.2 2025/26 Draft Interim Budget Paper G for approval ST
 - 12.3 Financial Forecast Return (FFR) Verbal update ST
 - 12.4 Finance & Property Committee Management Accounts(for information only) Paper H for noting only -
- 13. GOVERNANCE ITEMS**
 - 13.1 Membership Update Paper I for information ST
 - 13.2 Board Evaluation & Development Plan Update Paper J for approval ST
 - 13.3 Infrastructure Governance Arrangements Paper K for approval SH/ST
 - 13.4 Board Metrics Paper L for noting ST
- 14. MINUTES OF COMMITTEE MEETINGS** Paper M for information LO
 - 14.1 Learning, Teaching & Quality – 14 May 2025
 - 14.2 Human Resource & Development – 22 May 2025
 - 14.3 Finance & Property – 27 May 2025
 - 14.4 Audit & Risk – 3 June 2025
- 15. CORRESPONDENCE** Paper N for information LO
- 16. REVIEW OF GOVERNANCE PROFESSIONAL ARRANGEMENTS** Paper O for approval LO
- 17. DATE OF NEXT MEETING** Tuesday 30 September 2025 at 5.00pm Room A-IS-103 Arbroath Campus

BOARD OF MANAGEMENT

Tuesday 17 June 2025



MINUTE OF LAST MEETING

PAPER A

BOARD OF MANAGEMENT



**Tuesday 18 March 2025 at 5.00pm in Room A-IS-103
Arbroath Campus and Microsoft Teams**

Draft confirmed by Chair

PRESENT:

Laurie O'Donnell (Chair)	Margo Williamson
Derek Smith	Simon Hewitt
Adele Lawrence	Neil Lowden
Brian Lawrie	Robert Young
Ged Bell	Kara Ramsay
Carri Cusick	Kelly McIntosh
Matthew Beattie	Stephen Oakley
Richard Gordon	

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

1. WELCOME

L O'Donnell welcomed everyone to the Board of Management Meeting and acknowledged that this would be M Williamson's and D Fordyce's final Board meeting.

2. APOLOGIES

Apologies were received from Donald Mackenzie, Donna Fordyce, Helen Honeyman, and Jackie Buchanan.

3. DECLARATIONS OF INTEREST OR CONNECTION

There were no declarations of interest or connection.

4. MINUTE OF LAST MEETING

The minute of the Board of Management meeting held on 13 December 2024 was approved as an accurate record.

5. MATTERS ARISING

All matters arising had been progressed, with one scheduled for June 2025. The DASA action for the 'Freaky Friday' event remains to be organised and would be confirmed as soon as practicable.

6. NATIONAL ACTIVITY UPDATE

L O'Donnell provided a verbal update, highlighting that public finances remain a significant challenge.

It was noted that Dundee University is facing financial difficulties, with a £35 million funding gap. As a result, over 600 staff members-equating to c20% of the workforce-have been identified for potential job cuts. It was anticipated that this will have implications for the courses on offer in the city, the broader regional economy and scrutiny of university and college finances. S Hewitt stated that discussions are ongoing with educational leaders to ensure that provisions remain in place within the city rather than being lost.

With Scottish elections taking place next year, it was noted that there was a potential risk of growing delay in decision-making the closer it gets to the election. This could present difficulties for the College infrastructure project.

It was noted that the Colleges Scotland structure was under review to become more streamlined and better equipped to navigate political dynamics and advocate for the role of college's role in society.

The potential impact of the issues at Dundee University on future recruitment was discussed. B Lawrie also highlighted the importance of precise budget-setting, stressing the need to avoid deficits by building the budget on a realistic starting position and enhancing robust financial monitoring. N Anderson confirmed that work was continuing to improve and enhance the quality of budget-setting and monitoring within a challenging financial environment.

S Oakley queried whether discussions around future articulation opportunities being maintained were happening and S Hewitt confirmed that discussions are taking place in this regard.

The national update and potential impacts for D&A were noted.

7. INFRASTRUCTURE VISION UPDATE

S Hewitt provided an update, noting that significant progress has been made since the meeting in December 2024.

Discussions with private investors in January had resulted in two in principle offers to fund the project, with a willingness to collaborate with the Scottish Government around the funding model that would be needed. Further discussions are required to facilitate access to this funding. The focus has shifted from making the initial case for the project to refining the financial model and ensuring its viability.

Work will progress to the Outline Business Case (OBC) development stage through the Scape framework with a mini-tender exercise progressing over the next few weeks. The OBC development process is estimated to take between three to six months, at which point a decision will be made on whether to proceed to the Full Business Case (FBC).

Given that no capital funding is available, the project must be financed through revenue. This presents a challenge, requiring creative solutions to address financial constraints and other associated issues.

S Oakley enquired whether there was an existing financial model, either within Scotland or internationally. S Hewitt referenced the Mutual Investment Model used in Wales, which has been approved in Scotland since 2019 but not used. Investigations into this approach are ongoing, but the key challenge remains how the investment is accounted for and funded over a number of years.

R Young asked about the OBC work being conducted. S Hewitt confirmed that the OBC will be to RIBA Stage 2, with a focus on additional information to underpin the next stages for the Green Skills hub. R Young offered his support, noting that it was important that the right expertise is in place to inform developments and mitigate risk.

S Hewitt welcomed this offer and noted that specialist support was being provided and that the project team is working on a phased approach to mitigate risks by breaking it down into smaller, manageable components.

L O'Donnell emphasised the importance of maintaining momentum and noted that there would be a need to create a governance board for the project. S Hewitt responded that this was being considered and transition to the project board would depend on timelines for funding availability.

L O'Donnell thanked S Hewitt for the update.

8. STRATEGIC ITEMS

8.1 2030 Strategy Development Update

S Hewitt provided an update on ongoing discussions. In February, the draft was shared with staff, generating a wide range of feedback from over 200 staff. The draft would now be shared for engagement with students, with the final version to be completed by June 2025.

S Hewitt will continue to progress this work and it was noted that staff engagement has been positive, and the strategy well-received. There was appreciation for the fact that observations and comments had been reflected in the document, contributing to an exciting and well-developed strategy.

L O'Donnell thanked S Hewitt for his contribution.

8.2 Strategic Projects Update

J Grace presented the paper for noting, confirming that the Tay Cities Deal projects remain on track and are achieving their targets.

J Grace reported that the Sustainable Construction Skills Project has been approved at the initial stage and the submission will proceed to the next stage of governance.

Regarding the UK Shared Prosperity Fund, the Multi-Year and Decarbonisation Funds are set to conclude in March 2025. These initiatives have exceeded their targets and have been highly beneficial to both the College. Further bids have been submitted for additional business support plans, with positive feedback received.

L O'Donnell commended J Grace and the team on their progress and achievements.

9. STUDENTS' ASSOCIATION REPORT

K Ramsay presented the Student's Association Report stating that the election season has begun, leading to increased interest. Class representatives are actively encouraging nominations for staff across various categories. Additionally, "Feedback Friday" is being developed, with different focus areas planned for each month.

A Lawrence provided an update on student engagement activities, noting that the Breakfast Club continues to be well attended three days a week. The Christmas Box Appeal was a great success, and the Thrive event featured a showcase of everything D&A has to offer.

The Scottish Tertiary Enhancement Programme, a four-year initiative aimed at enhancing activities within a chosen topic, has already successfully completed three events.

Efforts are ongoing with the "Make It Happen" fund, working alongside Geoff Leask to empower young people from D&A to use their voices within their local communities. Additionally, the Peer Listening Exchange Programme has been introduced to develop essential listening and communication skills whilst also fostering a sense of community. Plans are also in place for the "Freaky Friday - Board of Management Edition" event.

Arrangements around the consideration of student feedback were discussed and J Grace explained that the three curriculum directors engage directly with students and work closely with the Students' Association through monthly meetings. While the feedback process is informal, actions are taken within the year, leading to rapid and visible improvements. Consideration is being given to ways of promoting these changes more effectively.

S Oakley further questioned how feedback is communicated back to those who provided it. A Lawrence noted that this had been recently discussed, with ideas such as using TikTok to make the process more engaging and ensuring that students are informed of the actions taken in response to their input.

L O'Donnell acknowledged the efforts being made and expressed appreciation for the work being done.

10. PRINCIPAL'S REPORT

S Hewitt presented the paper for noting.

He stated The Traditional Skills event was successfully held for the second consecutive year, with attendance from the Angus Provost and the Minister. Their presence was well received, and the event was noted as a positive experience.

Additionally, the Lego League event was highly successful, with outstanding energy and enthusiasm from the participating school children. Shona Robison was also on campus that day, and it was encouraging to see her engagement.

S Hewitt highlighted several awards the College has won since the last meeting, recognising these as significant achievements.

L O'Donnell commended the efforts of all involved, acknowledging the substantial work put into the report and congratulating the team on their success.

11. NATIONAL BARGAINING UPDATE

S Taylor reported that the information covered in this report is more positive than recently. The settlements for staff has facilitated discussions and contributed to progress in this area.

Lessons learned are being reviewed, and work has been planned to clarify expectations and behaviours regarding national bargaining.

Discussions are ongoing regarding the national COVID circular but it is hoped that resolution can be achieved on this nationally.

S Taylor also highlighted progress in national bargaining, stating the support staff pay demand has been submitted and discussions on this were progressing.

He further noted the ongoing developments at a national level, particularly regarding changes within the Unison FE branch. Despite these national issues, local relationships remain positive, with a strong focus on collaboration to support both students and staff within the college.

S Taylor noted that nationally several Unison representatives have resigned and joined GMB. A recognition agreement is already in place at D&A with GMB, and it was noted that this change will not have a significant impact, as the College will continue to work positively with both unions at the local level.

L O'Donnell acknowledged the considerable work involved and thanked everyone for their efforts.

12. FINANCE ITEMS

12.1 Financial Sustainability

S Hewitt stated that financial stability continues to be a core priority, with the College in a better position than before. Looking ahead, S Hewitt noted a focus on arrangements and exploring opportunities to make efficiencies, particularly in non-core activities.

S Hewitt stated that there were uncertainties regarding the Scottish Funding Council's (SFC) changes to the allocation of funding. There is potential for a reduction in funding, with estimates indicating a shift from a 5.6% reduction to a 3% increase but the impact on D&A was as yet unknown.

S Hewitt explained that the College was expecting to receive 60% of the increase in National Insurance costs but that it looked likely that this would only be c48%. Ongoing national discussions around this were taking place.

The ongoing need for efficiencies and targeted savings was noted.

L O'Donnell asked if a reduction in funding is expected, to which S Hewitt responded that this was not fully known yet, but discussions nationally were ongoing.

The update was noted.

12.2 GTL Review

The paper on future options for the operation of the Theatre was discussed in detail and approved.

Given the nature of the paper and input around staffing it was agreed that this item would be restricted from publication.

12.3 Forvis Mazars Annual Audit Report

It was noted that the Audit Report had been circulated and discussed in previous meetings. N Anderson highlighted the Annual Audit report was now finalised and signed off by auditors.

N Anderson highlighted arrangements had been progressed for a wash up and planning meeting for the 2024/25 audit arrangements.

The annual report was noted.

12.4 Financial Statements for the year ended 31 July 2024

It was noted that the Financial Statements for 2023/2024 had been circulated and discussed in previous meetings. N Anderson highlighted the Annual Accounts had been finalised and signed off by the Chair and Principal for submission to SFC and Audit Scotland.

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

The monitoring report was noted.

13. TERTIARY SECTOR QUALITY ARRANGEMENTS

S Taylor summarised the paper that had been considered in detail at the Learning, Teaching, Quality Committee and was presented to the Board for information and guidance on how the sector quality arrangements are changing.

Over the past two years, there has been a shift away from Education Scotland, with the introduction of a single approach covering both colleges and universities overseen by Quality Assurance Agency (Scotland) (QAA).

The paper outlines the details of the process, noting that despite significant changes, the focus remains on the quality of learning, teaching, services, and outcomes, as well as the cultural and reflective aspects of evaluation.

In the paper presented in November 2024, several areas were unclear, and these remain unresolved as feedback is still awaited on the self-evaluation action plan.

Initial work with managers across the College is underway, focusing on how to build from existing quality systems to deliver the outcomes required by the framework. This work is ongoing, and it is hoped that many staff will not notice a significant difference as these changes are embedded rather than progressed as an add on.

S Taylor outlined the different steps of the process, including the self-evaluation action plan. The STEP programme has been positive, with engagement from both staff and students over a four-year period. This process includes reviewing topics and gathering input from students.

S Taylor highlighted the full quality review for D&A had been scheduled for AY 2029/2030.

The document was praised as an excellent and well-prepared piece of work.

14. GOVERNANCE ITEMS

14.1 Strategic Risk Register

S Taylor reported that the Risk Register has been reviewed at the Audit and Risk (A&R) meeting.

Two key points were highlighted: first, the audit of risk management and the work on risk appetite had necessitated the clarification and adjustment of some of the scoring. This adjustment, which was made at the last A&R meeting, resulted in changes to the scores but did not impact on the underlying risks or mitigations.

Secondly, an increase in risk around infrastructure has been identified, which has risen through regular reviews. A few issues regarding infrastructure were discussed, focusing on what is required and the potential impact.

B Lawrie enquired if "cautious" is equivalent to "moderate" in the scoring. S. Taylor confirmed that the contents of the risk management policy and Risk Appetite session feedback can be shared and agreed to share it with the Board. **S Taylor to progress.**

L O' Donnell acknowledged the improvement in the process and noted satisfaction with the scoring system.

L O' Donnell asked whether the risks captured in the register reflect the board-level risks for which the College is accountable for. S Taylor confirmed that the risk register is periodically reviewed through a structured risk universe approach, led by the Internal Auditors and approved through the Audit and Risk Committee, ensuring it aligns with the College's strategic plans.

14.2 Membership Update

S Taylor highlighted that two sets of interviews have been conducted, with the aim of identifying three new board members when vacancies arise. Potential candidates had been identified, with arrangements now progressing through the Scottish Government arrangements.

S Taylor also noted that, as per Scott Anderson's report presented at the last meeting, it was identified that board members would welcome information on the role of the Senior Independent Member (SIM) of the Board. This was included in the paper along with an outline of the role of SIM.

The paper was noted.

14.3 Board and Committee Meeting Calander 2025/2026

S Taylor highlighted the 2025/26 calendar to the Board for review. L O'Donnell noted the arrangement in place for the December meeting and for planned strategic development events.

S Taylor noted that meeting invites for 2025/26 would be issued shortly and asked that any potential issues around planned dates be highlighted as soon as practicable.

14.4 Board Metrics

S Taylor noted the usual range of Board metrics and highlighted the improved student survey outcomes from the autumn 2024 survey. These figures were welcomed.

M Williamson thanked the Student Association for their valuable feedback from students and for their hard work.

15. MINUTES OF COMMITTEE MEETINGS

The committee minutes were noted.

16. CORRESPONDENCE

The list of recent correspondence was noted.

17. Date of Next Meeting

Tuesday 17 June 2025 at 5.00pm in room K-TO-605, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
Risk Appetite session output and Risk Management Policy to be shared with Board members	S Taylor	31 March 2025

BOARD OF MANAGEMENT

Tuesday 17 June 2025



MATTERS ARISING

PAPER B

BOARD OF MANAGEMENT

Tuesday 17 June 2025

Matters Arising



Paper B for information

The following actions were noted from Tuesday 18 March 2025 Board of Management Meeting:

Agenda Item No	Action	Current Status	Open/Closed
14.1	Risk Appetite session output and Risk Management Policy to be shared with Board members S Taylor	Shared with Board members	Closed

The following actions were noted from Friday 13 December 2024 Board of Management Meeting:

Agenda Item No	Action	Current Status	Open/Closed
7.0	Board development plan to be updated to include actions from the externally facilitated review. S Taylor	Included in Agenda	Closed

The following actions were noted from Tuesday 1 October 2024 Board of Management Meeting:

Agenda Item No	Action	Current Status	Open/Closed
8.1	Options to run a Freaky Friday event with Board members to be investigated. K Ramsay & A Lawrence	Still under consideration	Open

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

BOARD OF MANAGEMENT

Tuesday 17 June 2025



STRATEGIC ITEMS

8.1- 2030 STRATEGY DEVELOPMENT UPDATE

PAPER C

BOARD OF MANAGEMENT

Tuesday 17 June 2025



2030 Strategy Development 'Our College' Update

Paper for approval

1. Progress to Date: Our College 2030

Following the Board's review of the draft 2030 *Our College* Strategy in March 2025 further feedback has been sought from staff and students.

This has included a very useful and informative discussion with the Student Congress and with the trade union Joint Consultation Forum.

The key themes of the feedback received and discussed have been common throughout including:

- Overall, the Strategy is an ambitious and values driven approach that fits well with the culture and ethos of D&A
- Some of the wording was inaccessible for some students and a simplified version to publicise to students would be welcomed,

These points have been built into the final version.

2. Recommendation

The Board is asked to consider and approve the final draft of the strategy.

3. Link to Strategic Risk Register

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

- 1.1 Failure of College strategy to meet the needs of the D&A Region and/or national priorities (e.g. Employability, DYW, attainment, articulation)
- 1.2 College may be disadvantaged by changes to either UK or Scottish Government policies
- 1.4 College disadvantaged as a result of changes arising from major national educational body reviews

Author and Executive Sponsor: Simon Hewitt, Principal

1

DA our College

Strategy 2030



foreword

At Dundee & Angus College, we believe in the power of education to transform lives and strengthen communities.

The new 2030 '**Our College**' strategy is our shared ambition to create opportunity, build resilience and drive positive change across our region. It puts students at the heart of everything we do, supports and values our people and commits to working hand-in-hand with partners to make a lasting impact.

This is more than a strategy, it's a promise to be bold, inclusive and relentless in our pursuit of a better future for all.

Simon Hewitt
Principal

Laurie O'Donnell
Chair of the Board

introduction

Dundee & Angus College celebrated a decade of delivering for our students, stakeholders and region on 1st November 2023. In those 10 years, we've:

- Qualified **100,000** students, of whom:
 - **12,000** had a disability
 - **4,000** were care experienced
 - **24,000** were from the region's most deprived areas
- Processed **200,000** student enrolments
- Worked with **10,000** company partners
- Delivered a **£530,000,000** impact to the Scottish economy

Despite a hugely challenging fiscal and educational landscape since 2013, D&A College has clearly delivered impactful outcomes for our communities. This was evidenced through the work of our 2020 to 2025 Strategy, which placed strategic focus on thriving communities and key partnerships.

Building on that excellent work, we now embark on a creative, bold and ambitious plan for the future of college delivery to benefit the people of Angus and Dundee. Over the coming 5 years, D&A turns its focus to 'Our College', continuing the essential work of being an anchor institution in our communities and networks.

After a hugely successful focus on the external, D&A sits in a well-connected, well-respected position. In announcing our 10 year estates infrastructure vision in November 2024, we have taken the aspirational and inspirational step of defining our D&A future for the benefit of our students, staff and the broader employability landscape in our region.

Through the 2030 Our College Strategy, D&A will focus on the culture, values and sustainability of the College, exploring who we want to be for a new working and learning environment and new working model, building our culture internally and externally with our staff, students and stakeholders.

This strategy defines our 'why'. | **our** students staff infrastructure impact

We cannot support and deliver for one without the others.

our

vision
mission

our College

Vision: to inspire, enable and empower our students and staff to thrive and succeed.

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



Success is different for every student, we want all our students to learn, develop, thrive and achieve **their** success.



Student Story

Ollie's Cyber Security Journey

[Read it here](#)

our students

Objectives

- 1 Enable Student Success:** Enhance student success and satisfaction by providing an inspiring, enabling, engaging and sustainable learning environment.
- 2 Provide Inclusive Education:** Ensure all students, regardless of background, have access to the high-quality education, skills, training and support necessary for them to succeed through a key focus on 'Changing Learners'.
- 3 Develop Career Readiness:** Equip our students with the confidence, skills, experience and attributes needed for successful careers in their chosen fields, including an entrepreneurial mindset to open additional routes to positive destinations.

Key Actions

- Expand and develop our part time and work-based learning options and pathways to meet the diverse economic and social growth needs of our region.
- Through our focus on 'Changing Learners', develop and enhance transitions and the wrap-around support services our students need to succeed, integrating resilience and respect within course planning and delivery.
- Build on our academic, business and community partnerships to provide our students with inspirational learning experiences that improve lives and align with economic needs as well as supporting entrepreneurial skills growth.
- Develop sustainability focused, adaptive and interactive learning and teaching approaches motivating our students to develop their knowledge, skills and experience, enabling and empowering them to be successful in their learning journey.



We believe in investing in our staff to support diverse and engaging career pathways which benefit individuals, teams and students.



Staff Spotlight
Amy Monks

[Read it here](#)

our staff

Objectives

- 1 Champion Professional Development:** Continue to enhance the skills, growth and futures of our people through comprehensive and career long professional learning befitting the learning organisation we are.
- 2 Embed Wellbeing and Support:** Co-create a supportive work environment that embeds wellbeing and sustainability within our outcomes and enhances experiences of our staff.
- 3 Role Model Leadership and Culture:** Create and encourage a collaborative, proactive and confident, coaching culture for all staff at all levels, in all roles, that nurtures innovation, ownership, accountability and aspiration.

Key Actions

- Provide and promote effective, reflective and sustainably driven career long professional learning (CLPL) programmes and development opportunities that meet the needs of the diverse roles and aspirations within our College, with a particular focus on the Changing Learner.
- Engage our staff across all parts of our College through cross-College initiatives that provide opportunities to connect, support and develop our staff community.
- Deliver leadership programmes within our College that develop future leaders from within our existing people and promote a reflective, value-based ethos and culture.
- Co-create a comprehensive culture of wellbeing, coaching, professional learning and sustainable living that supports staff to thrive.



We have a bold and exciting vision for the future that will deliver for our students, staff and our region.



College transformation
Proposed major new campus developments
in the centres of Dundee and Arbroath.

[Read it here](#)



our infrastructure

Objectives

- 1 Deliver our Infrastructure Ambitions:** Co-create and maintain digitally enabled, sustainable and state-of-the-art facilities and environments that engage staff, students and stakeholders, and support innovative teaching, learning, working and service delivery.
- 2 Drive Sustainability:** Ensure our campuses and operations are sustainable, energy-efficient and meet our net-zero ambitions laid out within our Climate Emergency Action Plan.
- 3 Culture of Welcome:** Make our campuses inclusive, accessible and welcoming to all students, staff, stakeholders, partners and communities.

Key Actions

- Deliver key infrastructure developments which are aligned with this and other strategies, promoting a culture of welcome to diverse groups and partners and supporting the College journey to our 10-year infrastructure vision.
- Create a net-zero culture, embedding sustainable practices and green technologies across all campuses, and throughout our learning, teaching and service delivery to reduce our environmental impact and move us towards our net zero ambitions.
- Enhance the 'culture of welcome' through specific projects and actions, adopting inclusive policies to ensure our students, staff and stakeholders feel supported and safe.
- Create and deliver a 2030 Digital Strategy, ensuring digital accessibility, providing assistive technologies, embedding data within our operations and aligning learning, teaching and services with sustainability and transformative technologies such as AI and automation.



Our College changes lives and impacts people in positive ways – everything we do is to inspire, enable and empower our students and staff to thrive and succeed.



DFN Project Search
Graduation celebrates life-changing achievement

[Read it here](#)

our Impact

Objectives

- 1 Strengthen Community Connections:** Deepen our internal and external relationships with our communities by growing partnerships and collaborative projects that deliver mutual benefit and address shared needs and opportunities.
- 2 Drive Economic Growth:** Contribute to our local and national economies by creating a skilled workforce, supporting local businesses, delivering financial stability to our College and maximising our regional social and economic contribution.
- 3 Be Trusted and Respected throughout Scotland:** Increase the regional and national reputation and visibility of our College for the benefit of our students, staff and stakeholders.

Key Actions

- Grow and sustain strategic partnerships with local organisations, schools and third sector groups that improve the lives, opportunities and outcomes of our communities, tackling key regional issues such as poverty, economic activity and participation.
- Develop new income streams through strategic decision making and prioritisation of involvement in local / national projects.
- Add significant additional value to our region through partnerships, projects and activities aimed at addressing regional economic challenges and supporting economic growth and transformation.
- Promote the success and capabilities of our College, enhancing our reputation regionally and nationally through our actions and through the implementation of strategic marketing, communication and engagement plans.

conclusion



We are a high performing, creative and values-driven College equipped with excellent staff who go the extra mile to support our students to succeed to their full potential.

We are already doing much of the work associated with achieving our goals because we are ambitious for ourselves and our students. This strategy is about focus on the core values that make D&A what it is.

We recognise the challenges facing our region in relation to economic inactivity, socio-economic barriers and employability issues. This Strategy will support the College to deliver for the region as we work closely with partners to utilise public sector funding to best advantage through all that we do.

Our staff, students, stakeholders and our wider communities are crucial in meeting these ambitious goals

Together, we can and will make significant improvements to the lives of those in Angus and Dundee who need the College to help them reach their potential.

Strategy Family Documents and References

Student Written 2030 Strategy | Student Charter | Leadership Excellence Framework | Wellbeing Strategy | Digital Strategy

2030 Strategy Measurement Plan

Proposed Measurement	Current Baseline	2030 Target
our Students		
1 Student Satisfaction Survey: Overall Experience	94% 23/24	97%
2 Student Success: SIMD10	66.1% 22/23	73%
3 Student Experienced: Care Experienced	57.6% 22/23	70%
4 Progression to a Positive Destination	92.2% 21/22	94%
5 Progression to Employment	12.7% 21/22	15%
6 Growth of Part Time Portfolio	367 23/24	500
our Staff		
7 Staff Satisfaction	81/76 23/24	85 / 80
8 Number of CPD Events Supported / Delivered	317 22/23	450
9 Development of a D&A Leadership Programme	-	40
10 Increase the number of internal D&A Community Events	TBC	TBC
our Estate		
11 Secure Funding for Long Term Estates Vision	£5m	£265m
12 Student Experience Survey: Places & Platforms	86% 23/24	90%
13 Reduce Carbon Emissions (Scope 1 & 2)	2033 t 21/22	0
14 Refresh Digital Strategy	-	-
our Impact		
15 Proportion of Income that is SFC grant funded	79% 23/24	75%
16 Proportion of Expenditure that is staff costs	71% 23/24	68%
17 Develop new model of support with Employability Partners	-	-
18 Enhance the Profile of D&A	-	-



BOARD OF MANAGEMENT

Tuesday 17 June 2025



STRATEGIC ITEMS

8.2 - STRATEGIC PROJECTS UPDATE

PAPER D

BOARD OF MANAGEMENT

17 June 2025

STRATEGIC PROJECTS UPDATE



Paper D for noting

1. Tay Cities Deal (TCD) Projects

The 3 Tay Cities Deal Skills and Employability Programme Projects led by D&A College continue to perform well, drawing down funding and delivering on the outputs and outcomes in line with the respective business cases. Annual reports have been produced summarising the first year of full delivery for **Tay Cities Engineering Partnership (TCEP), Science Futures and Supporting SME Skills**. The enclosed annual reports were commissioned to showcase the achievements and will be shared with partners and relevant stakeholders.

1.2 Sustainable Construction Skills

The Scottish Government provided feedback on the Business Justification Case (BJC) for the above proposed project in May. The minor amendments and actions were addressed and the second version of the BJC was submitted for approval. The TCD Management Group approved the BJC v.2 on 17 May, subject to full approval by the Scottish Government. The BJC v.2 will be presented to the TCD Joint Committee for approval on 20 June. This will again be subject to full Scottish Government approval unless this is received before the Joint Committee meeting. Once approved, the project can move into the delivery phase.

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

The above funding stream has been extended for 1 further year and both Angus and Dundee City Councils have opened up challenge fund opportunities for local organisations to bid for funding. The funding allocations have been significantly reduced and both local authorities have set specific criteria for investment. D&A College has submitted bids to Angus Council for: Multiply funding to support the continuation of homework clubs; and UKSPF funding for SMEs to support their training needs. Bids will be submitted to Dundee City Council for Green Skills, Digital Skills and skills training investment for Dundee businesses.

3 Approvals

The Board is asked to:

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

4 Link to Strategic Risk Register

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

- 1.1** Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)
- 1.4** Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on:
 - Ability of the College to meet key regional strategies/ objectives
 - Financial loss or unmanageable financial risk
 - Reputational loss
- 3.5** Reputational Risk – Loss of reputation with key stakeholders

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

THIS PROJECT IS FUNDED BY:



SCIENCE
FUTUR>S

UNLOCKING OPPORTUNITIES IN THE
SCIENCE SECTOR

Annual Report 2025

INTRODUCTION

Science Futures is an innovative project to support the growth of the science sector across the Tayside region.

Led by Dundee & Angus College, the Science Futures project is a **£1.975 million collaboration** funded by the Scottish Government through the Tay Cities Region Deal (TCRD) Skills and Employability Development Programme.

Together, with its partners Science Futures will create **new training programmes** and improve existing courses at different SCQF levels providing learners with clear career pathways to meet the skill demands of Tayside's growing biotech, biomedical, and agritech sectors.

Science Futures aligns with other transformative initiatives including Dundee University's Life Sciences Innovation Hub which is set to open in 2025. Together, these projects form part of the Scottish Government's **£25M Tay Cities Biomedical Cluster Project** funded through the Tay Cities Region Deal, which is predicted to support over **800 new life sciences jobs by 2053** and inject more than **£190M into the local economy**.

OUR PARTNERS

UHI | PERTH



Dundee has recently been named as

**Europe's No.1 location
for research impact**

in biomedical and health sciences

KEY HIGHLIGHTS

➤ Rebranded as
Science Futures

➤ Website and
social media
launched

➤ Marketing
assets created

Banners, backdrops, business
cards, presentations, pens.

➤ Film days onsite

at GSK and James Hutton
Institute to capture student
stories.

➤ Project officially
launched at
Dundee Science
Centre

➤ New Advanced
Higher practical
courses developed

Practical Chemistry and Biology
for S6 pupils across Angus and
Dundee.

Nearly £200K of
lab equipment
purchased

to help update the labs and
ensure curriculum is current
and industry standard.

➤ Online HNC in
development

with one of the project
partners UHI Perth.

➤ Essential
Laboratory
Skills Course

developed and delivered to the
first cohort.

75 schools
engaged

over the year with around

2570 pupils

➤ Student work
placement

arranged with ThermoFisher
Scientific and Abertay
University to allow our
students to get real life
employment experience.

Curriculum
Steering Group
formed

with representatives from
the 7 projects partners, NHS,
GSK, DYW and SDS.

PROJECT TARGETS FOR 2030

40

Primary schools
visited

44

Secondary
schools visited

110

additional HNC/D
students

29

additional
apprentices
(85% from Tay
cities region)

10

Work placements
per year

>

Tayside's life sciences
sector is on the rise with

800 new jobs
projected by
2053

SCHOOLS VISITED

TARGET	ENGAGEMENT	% OF TARGET
44 secondary	29 schools	65.9% of target
40 primary	48 schools	120% of target



> Scotland's life sciences sector
smashes target with
£10.5 billion turnover

beating the 2025 goal of £8 billion
two years early

ACHIEVEMENTS SO FAR

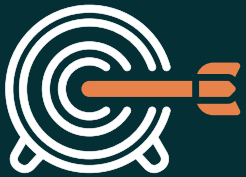
The project is making great progress towards many of the 2030 targets. One standout achievement is the higher-than-anticipated engagement of students with declared disabilities. While there is still significant work to make careers in science truly accessible for all, the team remains committed to addressing these challenges and driving further progress.

TARGET AUDIENCE	TARGET	INCREASE	% OF TARGET ACHIEVED
HNC/D Students	110	22	20%
Female Students	70	7	10%
Students from SIMD 20 Decile	40	12	30%
Students with Declared Disabilities	27	37	137%
Students from Ethnic Backgrounds	8	5	62.5%



INSPIRE

Encouraging young minds to pursue a career in science



ASPIRE

Launch your science career through further education and work experience



UPSKILL

Explore advanced opportunities in the science sector



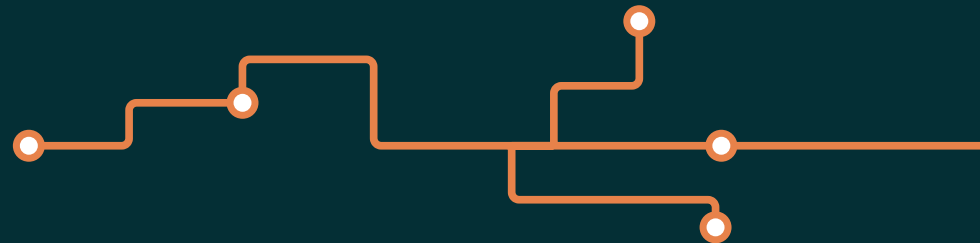
RETRAIN

Revitalise your career and explore science pathways.

CAREER DEVELOPMENT

The aim of the project is to create and inspire new career pathways by encouraging young people to pursue science-related careers, working with industry to provide apprenticeship opportunities and engaging with businesses to upskill or retrain their workforce to support the growth of the region's life sciences sector.

FIND OUT MORE HERE



STUDENT STORIES CAPTURED

These case studies shine a spotlight on students and their real-life experiences to inspire the next generation of scientists. Discover how Science Futures has helped to transform their skillset and lead them to successful careers in Tayside's science sector.

WATCH THE CASE STUDIES 

ADELE LAWRENCE



LIAM ROBERTSON



BECKY SMITH



ZENA COWIE



JAMIE ORR



ANNA LOHMUS

AGE 20, DUNDEE

I studied English for 2 years to further my career goals and then applied for the HNC, where we're doing loads of things but it's all subjects I like. My favourite is the accomplishment of achieving my goals and furthering myself - the teachers and peers are a big plus too! I even won 2 top prizes last year which has totally given me the power to go further and never give up. I want to go to uni after this and find a good job I really love so I can help people become healthier through science.

NINA VERNON

AGE 20, TAYPORT

I didn't consider college after school, but after disappointing grades, I looked into resitting and found the NC in Applied Sciences. I applied right away. Now, almost 3 years later, I'm at D&A studying my HND and loving it! The atmosphere is better than school - getting to know lecturers really helps. I'm proud to have become a STEM Ambassador.

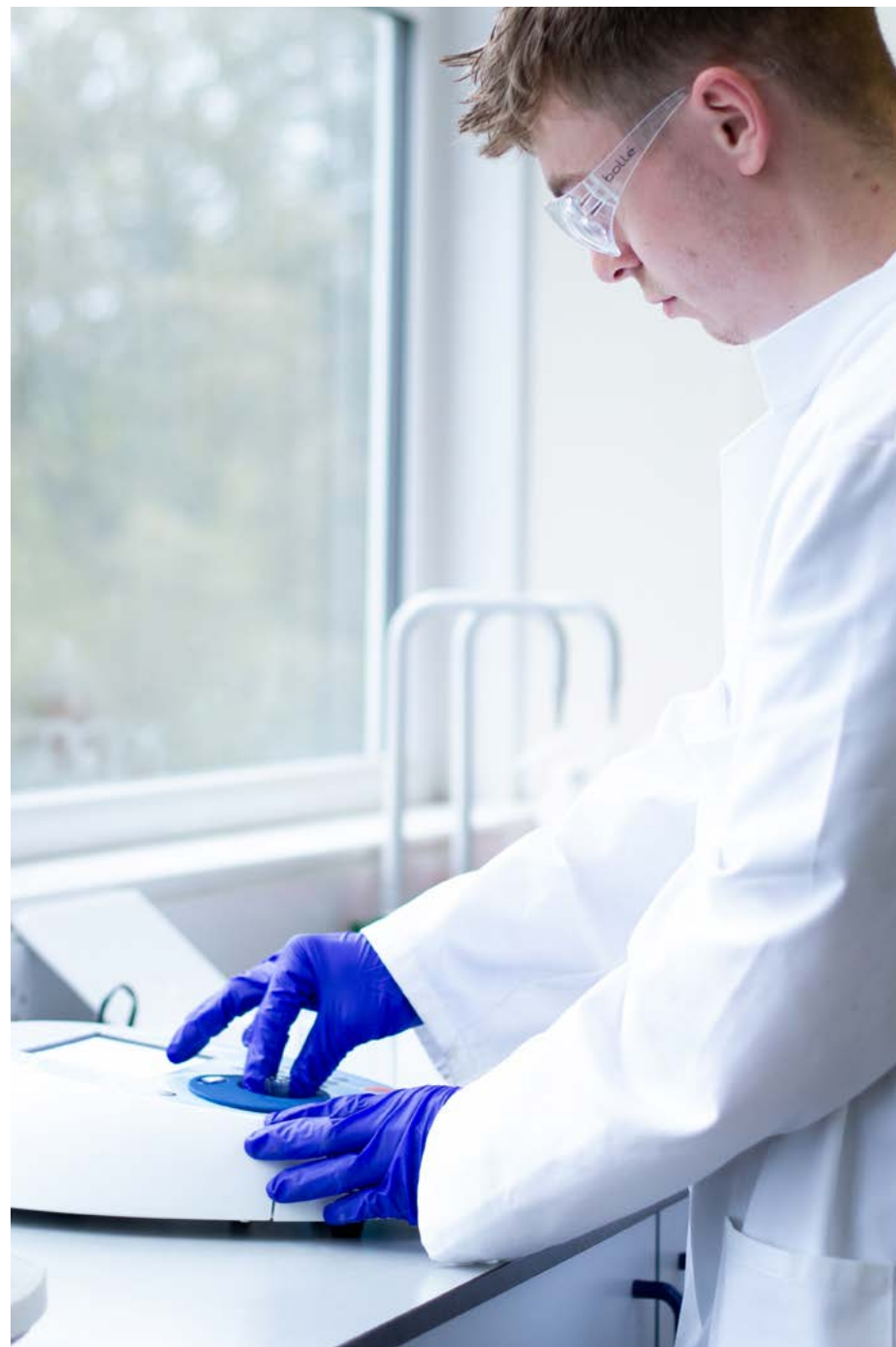
CURRICULUM DEVELOPMENT

A Curriculum Steering Group was formed with representatives from the 7 project partners along with:

1. **The NHS**
2. **GlaxoSmithKline**
3. **Developing the Young Workforce Tayside**
4. **Skills Development Scotland.**

The group meets quarterly to drive the direction of the project.

- New Advanced Higher Practical Chemistry and Biology courses developed for S6 pupils across Angus and Dundee.
- Online HNC is currently in development with UHI Perth, a partner in the project.
- Essential Laboratory Skills Course developed and delivered to the first cohort



EVENTS SO FAR

STEM Careers, D&A College

OCTOBER 24

150 pupils from Dundee, Angus and Perth and Kinross schools attended a one day careers event at Gardyne campus.

They listened to individual pathways into careers from various project partners including Prof Derek Stewart (JHI), Prof Marios Stavridis (University of Dundee), Claire Gammie (Abertay University), as well as industry reps; Wendy Prophet (NHS), Kirstie Gray (Leverhulme Research Centre for Forensic Science), Shona Patton (Occam Biosciences) in addition to staff from D&A.

There was also a lunchtime marketplace where pupils could speak with universities and colleges to explore course options for different careers, learn about the benefits of Modern Apprenticeships - combining work and study - and chat with industry reps about the skills and qualifications needed for various jobs.

[WATCH IT HERE](#)



Launch, Dundee Science Centre

NOVEMBER 24

Tayside's science community gathered at Dundee Science Centre on Thursday 7th November for the launch of Science Futures.

Hosted by project lead Pamela Duke, the launch event highlighted the collaboration between the seven key partners in science and education who are committed to attracting and retaining skilled talent in the Tay Cities region : Dundee & Angus College, Dundee Science Centre, University of Dundee, Fife College, UHI Perth, Abertay University and The James Hutton Institute.

It was an evening of networking, sharing the opportunities behind the project and a showcase on Dundee University's Life Science Innovation Hub which is due to open in 2025. The event was well attended with 72 attendees present.

[WATCH IT HERE](#)

Angus Primary STEM Careers

JANUARY TO MARCH 25

Science Futures took part in the Angus STEM Careers Event that took place in different primary schools across Angus. We delivered to over 240 P5-P7 pupils with hands-on activities such as fingerprinting and pH challenge to engage them in science subjects.



Essential Laboratory Skills Course

JANUARY 24

Ten registered students from Dundee and Angus College, NHS, Abertay University and senior phase school pupils attended a 3 day course on basic laboratory skills such as pipetting, preparing solutions, aseptic techniques, experimental design, PCR and gel electrophoresis along with traceability and auditing.

STEM Expo

FEBRUARY 25

Hosted at The Skills Academy, Michelin Scotland Innovation Parc Dundee, Science Futures were represented by D&A College, Abertay University and University of Dundee. The event welcomed over 1000 s2's with exhibitors from education and local businesses to introduce young people to careers in science, technology, engineering and maths!



Dundee Young Carer's Workshop

Hands-on workshop activities delivered to over 50 young carers from Dundee schools.

Developing the Young Workforce, Brechin High School & Montrose Academy

MARCH 27 & 28

Over two action-packed days, 195 pupils from S2, S3, and senior years took part in interactive STEM sessions designed to open their eyes to exciting careers in engineering and life sciences.

Hosted at Brechin High School and Montrose Academy, the event gave students the chance to rotate in small groups through a range of hands-on, immersive activities that brought science to life. The life sciences stations included:

- > Forensic Science - Crime Scene Investigations
- > Gene Testing
- > Bloodborne Disease Investigations

Each session was designed to spark curiosity, build practical skills, and highlight the real-world impact of careers in STEM - showing students what's possible when science meets imagination.



SCIENCE
FUTUR>S



VISIT SCIENCEFUTURES.CO.UK

info@sciencefutures.co.uk
[01382 919878](tel:01382919878)

THIS PROJECT IS FUNDED BY:



Scottish
Government
Riaghaltas
na h-Alba



TAYCITIES
Smarter + Fairer

TCEP

TAY CITIES ENGINEERING PARTNERSHIP

ENGINEERING TAYSIDE'S FUTURE

ANNUAL REPORT 2025

INTRODUCTION

Tay Cities Engineering Partnership (TCEP) is a network dedicated to the growth and development of Engineering and Advanced Manufacturing in Tayside, in light of the widening STEM skills gap across the region.

Our ambitious partnership is made up of six organisations who are working together to exchange expertise between industry and education sectors to create a skilled future workforce and accelerate the pace of research and development which will benefit the businesses, local community and the economy.

The partnership secured funding of up to £2M from the Scottish Government as part of the Tay Cities Regional Deal which will help to drive the transformation of the local engineering and advanced manufacturing sector.

MEET THE PARTNERS

UHI | PERTH



 Fife College
Transforming Lives



 atg
ANGUS TRAINING GROUP



OUR TARGET FOR 2030

ENGAGE

10,000

SCHOOL PUPILS

OUR PURPOSE



MISSION

At TCEP, our mission is to drive forward the growth and development of the local engineering and advanced manufacturing sector across the Tayside region.



AMBITION

Our ambition is to encourage the people of Tayside to embrace engineering. As a growing sector, engineering is full of exciting opportunities that are waiting to be discovered.



GOAL

Ultimately, our goal is to make this ground-breaking industry as appealing and easily accessible to individuals and businesses as we can.

Whether that's supporting young people to choose engineering as their career path through hands-on experiences, helping businesses to adopt new technologies and upskill their staff to improve efficiency, or providing technical support to enterprises during their research and development stages.

[FIND OUT MORE HERE >](#)

PROGRESS TOWARDS 2030 TARGETS

- **600M² ENGINEERING & ADVANCED MANUFACTURING CENTRE (EPIC) DELIVERED AND FULLY EQUIPPED.**
- **PRODUCT INNOVATION LAB (PIL) CREATED 4 COMPANIES TO BE REFERRED BY YEAR 5**
- **10,000 PUPILS TO BE ENGAGED BY YEAR 5**
- **50 COMPANIES TO ACCESS DEMONSTRATOR SPACE BY 2030**
- **SMAS CONTINUOUS IMPROVEMENT WORKSHOPS DELIVERED IN ARBROATH AND PERTH.**
- **£500,000 IN-KIND SUPPORT SECURED BY YEAR 5**
- **10 NEW INDUSTRY-SPECIFIC COURSES TO BE DELIVERED BY YEAR 5**
- **5 JOBS CREATED THROUGH TCEP COMPLETE**





PROGRESS TOWARDS 2030 TARGETS

- **3% TURNOVER INCREASE FOR COMPANIES ENGAGING WITH TCEP**

- **15% INCREASE IN FEMALE PARTICIPATION IN D&A ENGINEERING COURSE BY YEAR 5**

- **MOBILE ENGINEERING UNIT TO VISIT ALL SCHOOLS IN TOP 20% MOST DEPRIVED AREAS**

- **20 COMPANIES TO COMPLETE TCEP PROJECTS BY 2030**

NEW COURSE DEVELOPMENT

Working with partners, we have already created and launched:

- Intro to automation and cobots
- Intro to CAD and 3D Printing
- Intro to CNC machining
- PDA in Advanced Manufacturing
- Composites Course

- **INCREASE D&A ENGINEERING STUDENT NUMBERS
600 PART-TIME
500 FULL-TIME**

EPIC - ENGINEERING PARTNERSHIP INNOVATION CENTRE

Hosted by Dundee & Angus College at their Arbroath Campus, EPIC is our first state-of-the-art facility which opened on 19th June 2023. At EPIC, we provide interactive sessions where schools, businesses or members of the community can gain access to engineering through educational events and hands-on experiences.

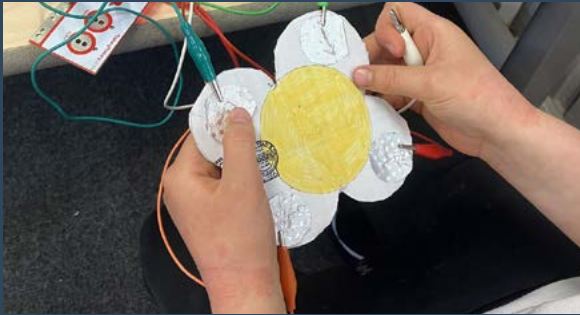
TCEP RESOURCES PROVIDED

- State of the art facilities
- Modern equipment
- Partnership Knowledge/ Experience
- Industry Connections
- Job Search Support
- Funding Sources (for innovation/start-ups/ businesses)
- Training & Qualifications
- Taster Sessions
- Cobot Demonstration Centre Hosted by Angus Training Group

COMING SOON

- Mobile Engineering Technology Unit





UHI PERTH – STEM OUTREACH PROGRAMME

Our partner UHI Perth is providing a brilliant example of this by engaging with primary pupils, allowing them to experience hands-on STEM activities. This resource also provides teachers support so they can grow in confidence and deliver similar sessions independently in the future.

When visiting Kettins Primary School for a day in December 2024, the pupils spent time building bridges, pin-pong ball tracks and towers out of kapla as well as a session all about coding, using the #spehero minis and Botley robots. One pupil exclaimed “this was the best day ever!”

 [WATCH IT HERE >](#)

OUR EVENTS

Studies show that decisions on career direction are often made between the ages of 11-14. Therefore, to influence these choices we need to be engaging with students at the earliest opportunity ensuring they understand all the potential opportunities available.

 [HOW TCEP IS WORKING WITH SCHOOLS >](#)

PRIMARY STEM CAREERS

FEBRUARY 2025



 [WATCH IT HERE >](#)

SEAVIEW PRIMARY SCHOOL PILOT

APRIL 24

230 Primary Students visited EPIC to learn what engineering is and how modern technology can benefit the industry.

WHAT WE THOUGHT...



 [WATCH IT HERE >](#)

STEM EXPO

NOVEMBER 23 & FEBRUARY 25

Hosted at the Skills Academy, numerous exhibitors from a wide selection of industries and educational institutions provided hands on STEM activities for over 1000 S2 students from over 29 secondary schools from across Dundee, Angus and Perthshire regions.

NOV 23: 942 students, 69 teachers
FEB 2025: 785 students, 69 teachers



ENGINEERING CAREERS EVENT AT ARBROATH ACADEMY

DECEMBER 23

72 students visited a number of stations in small groups to learn about the diverse engineering opportunities available in Angus.

TCEP provided the keynote speech with Angus Training Group and D&A College providing interactive stations to discuss engineering career opportunities, whilst highlighting the importance of metaskills.

INFORMATION FOR EDUCATORS IN ANGUS

FEBRUARY 24

1st event of its type for TCEP – piloted in Angus with roll out to other areas of the region planned. Teachers and Careers advisers were invited to learn about what is involved in engineering, the career pathways and hands-on activities TCEP can provide.

Our role was to educate those who have daily interactions with young people, informing them so they can pass on and reinforce the messages TCEP deliver.

From the session, TCEP were able to get feedback from teachers and careers advisors on how they felt the facilities at EPIC could be utilised to engage and inspire young people which has led to a series of other events aimed specifically at both primary and secondary school children.

LEGO LEAGUE

FEBRUARY 24 & FEBRUARY 25

Hosted by D&A this event included a STEM zone with 6 practical activities, hosting 19 teams of 158 pupils, ages 9-16 from Dundee, Angus, Perthshire and Inverclyde. In total, 36 Teachers attended from 10 Primary Schools, 7 Secondary Schools & 2 Independent Schools.

FEB 2024 158 pupils
FEB 2025 121 pupils



MOCK INTERVIEWS, BRECHIN HIGH SCHOOL

MARCH 24

6 students interviewed and given feedback to prepare them for job applications.

#STEMCHALLENGE 2024 - ARBROATH ACADEMY

We were invited to support a pilot initiative by Baker Hughes Montrose to engage students in designing, building, testing and pitching their prototype in a Dragons Dens style event.



ARBROATH APPRENTICESHIP FAIR

MARCH 24

440 attendees. D&A College and Angus Training Group provided information and activities to engage attendees in engineering activity.

HOLIDAY ACTIVITIES

OCTOBER 24

On Monday the 7th of October we joined forces with Friockheim Community Hub Ltd to support some of their holiday activity offerings.

Fifteen 7-13 year olds attended and impressed us all with their knowledge and enthusiasm.

Their activities included:

- Designing and building a wind turbine (MTA Kits)
- Exploring a wind turbine using the VR headsets
- Learning about welding and how to do it using the AR welders
- And finally a bit of basic programming racing the sphero robots around the hall

We had great feedback from the attendees and their supervising adults!

STEM RACING

NOVEMBER 24

Our partnership manager Helen Ritchie was honoured to be a member of the judging panel for the event and commented on how impressive the students' work was, it's evident they've put a lot of time and effort into their cars and presentations. TCEP and D&A College also played a part in supporting the schools by machining foam blocks into the pupils desired car body shape.





STEM CAREERS FAIR

MARCH 25

150 S4 pupils from Dundee, Angus and Perth and Kinross schools attended a one day careers event at Gardyne.

The day consisted of two sessions where students attended talks from industry professionals and had the opportunity to explore the employer marketplace to find out more about what each of them could offer. It was particularly great to have 3 of our partners exhibiting in one place!

BRECHIN HIGH SCHOOL & MONTROSE ACADEMY

MARCH 25

Attended by partners Angus Training Group and D&A College alongside industry supporter Hydrus Group. This event gave 195 pupils from S2,3, and senior years opportunities to experience a mixture of hand on activities and virtual reality environments including:

- Electronic Circuitry Pinball wizard
- Virtual Welding
- Weather Effects on Windmill Operations

BLAIRGOWRIE HIGH SCHOOL

FEBRUARY 25

A group of 15 S2 and S3 females joined us at EPIC, and were treated to three presentations from females in industry including Jade Anderson, Caryn Gibson and Helen Ritchie. As well as sharing personal experiences of overcoming challenges and achieving progression, attendees took part in various activities including VR wind turbine and hydrogen refuelling station exploration, augmented reality welders, sphero robots and cobots.

“Feedback from the girls ranged from very good to excellent. Keywords to describe the event included fun, interesting, enjoyable and amazing. They felt that participating in the activity helped them to build confidence around the world of work, improve their knowledge of the world of work and feel better prepared for the world of work.”

LEAP ACTIVITIES

3 sessions run to introduce disengaged students to engineering activity including:

- CAD Design & 3D Printing
- AR Welding & Hydrogen fuel cell car kit
- Cobots



SMAS CONTINUOUS IMPROVEMENT WORKSHOP

MARCH 24 & JANUARY 25

TCEP teamed up with the Scottish Manufacturing Advisory Service (SMAS) to host interactive business breakfasts in Arbroath and Perth to support businesses in rethinking their approach to efficiency and productivity in the fast pace manufacturing sector. The event was aimed at senior managers and business leaders.

[VIEW IT HERE >](#)

AWARENESS ACTIVITIES

Activities included:

- LinkedIn engagement
- Supporting events hosted by partner organisations
- Webpage development
- Individual business visits to EPIC
- Completion of one project for a local business



IMPACT STORY

CALTECH

Demonstrated how 3D printing could be used to reproduce a component no longer manufactured by their supplier.

Caltech
LIFTS



h robot

TCEP

TAY CITIES ENGINEERING PARTNERSHIP

VISIT TCEP.SCOT

INFO@TCEP.SCOT
01241 432614

THIS PROJECT IS FUNDED BY:



**TAY CITIES SME
SKILLS FUND**

UNLOCK YOUR WORKFORCE'S POTENTIAL

ANNUAL REPORT 2025

INTRODUCTION

The Tay Cities SME Skills Fund, funded through the Tay Cities Deal, offers a £5,000 grant opportunity to small to medium sized businesses in the Tay Cities region to use to upskill or re-skill their workforces through training provided by academic training providers across the region.

This fund is not just about financial support; it's a strategic investment in workforces across the area. It focuses on enhancing employee experience, creating professional growth, and boosting talent retention - all vital components for sustainable business success.

PARTNERSHIP

Partnership working is at the heart of the Tay Cities SME Skills Fund's success. By bringing together colleges, local authorities, economic development agencies, and business support organisations, we ensure that businesses across the region have access to not just funding – but the right guidance, training, and long-term support to make it truly impactful.

This coordinated approach helps us respond more effectively to the real skills needs of SMEs, tailor training to local demand, and deliver outcomes that genuinely benefit businesses and communities across the Tay Cities region.

TRAINING PROVIDERS



BUSINESS SUPPORT PARTNERS



WHY THE TAY CITIES SME SKILLS FUND IS CRUCIAL

According to the Scottish Government's Businesses in Scotland: 2022 Statistics Report, the country hosts 358,575 small and medium-sized enterprises as of March 2022. These businesses contribute significantly to the economy by providing 1.2 million jobs, representing 55.9% of private sector employment.

SMEs constitute 99.4% of all private sector businesses and contribute 40.2% to private sector turnover as of March 2022. By supporting SMEs in this manner, we not only encourage their individual economic growth but also generate positive ripple effects for the broader region and business landscape as these businesses increase their spending and contribute to overall economic vitality.

The fund serves as a targeted resource to boost employee capabilities, aligning them with ever-changing industry demands. Upskilling staff can support common growth challenges such as recruitment and retainment.

The training provided through the fund can aid businesses in working towards their Net Zero strategies as their workforces can be upskilled or retrained in new and sustainable technologies.

358,575
SMEs IN SCOTLAND (AS OF MARCH 2022)

99.4%
OF ALL PRIVATE SECTOR BUSINESSES

1.2 MILLION
JOBS PROVIDED WHICH IS 55.9% OF PRIVATE SECTOR

40.2%
OF ALL PRIVATE SECTOR TURNOVER

SMART OBJECTIVES — YEAR 5 (APRIL 2024 — APRIL 2025)



A MAJOR MILESTONE ACHIEVED! THE TAY CITIES SME SKILLS FUND HAS SUCCESSFULLY ALLOCATED **100% OF ITS FUNDING** FOR THE FINANCIAL YEAR — HITTING ITS TARGET OF **£525,000** IN FULL.

OBJECTIVE: INVEST £400,000 WORTH OF TRAINING INTO THE BUSINESS COMMUNITY WITHIN THE TAY CITIES REGION.

ACHIEVED:

£393,886

INVESTED IN TOTAL APPROVED APPLICATIONS

OBJECTIVE: SIGN UP A MINIMUM OF 80 NEW BUSINESSES (20 IN EACH GEOGRAPHIC AREA)

ACHIEVED:

85 BUSINESSES IN TOTAL SUPPORTED OVER THE 4 AREAS

DUNDEE 21 ANGUS 21
PERTH 21 FIFE 22

OBJECTIVE: SUBMIT 4 QUARTERLY IMPACT REPORTS AND FINANCIAL SUBMISSIONS TO SCOTTISH GOVERNMENT.

ACHIEVED:

4 REPORTS

SUBMITTED WITHIN REQUIRED TIMESCALES

OBJECTIVE: HOLD 4 QUARTERLY STRATEGIC GROUP MEETINGS WITH PARTNERS.

ACHIEVED:

3 MEETINGS

OBJECTIVE: SUPPORT A MINIMUM OF 120 INDIVIDUALS THROUGH TRAINING PROVISION.

ACHIEVED:

2087 DELEGATES ACHIEVED
341 COURSES DELIVERED



ANGUS

21 BUSINESSES

£98,762 INVESTED

89 COURSES

584 DELEGATES

DUNDEE

21 BUSINESSES

£98,694 INVESTED

65 COURSES

421 DELEGATES

PERTH

21 BUSINESSES

£101,365 INVESTED

109 COURSES

762 DELEGATES

FIFE

22 BUSINESSES

£95,065 INVESTED

78 COURSES

320 DELEGATES

TARGET AUDIENCE & FEEDBACK

Business owners & managers who are responsible for HR & staff development of small-to-medium-sized businesses in the Tay Cities Region (Dundee, Angus, Perth, Northeast Fife) with less than 250 employees (preferably in the 30-250 size) from any industry but particularly those working in the engineering, manufacturing, construction, hospitality and care sectors.



VIEW DARREN'S STORY



**OWNER, DARREN REID
GARDENING SERVICES**

BALGILLO NURSERIES

STRENGTHENING TEAM CONFIDENCE WITH THE TAY CITIES SME SKILLS FUND

Since opening in 2008, Balgillo Nurseries has grown into a well-established childcare provider with four nurseries. Owned and operated by Pam and Kim, the business has a team of 30 staff members delivering high-quality early years education.

THE CHALLENGE

Pam and Kim recognised a gap in soft skills across the team, particularly around communication. Staff needed support with confidence, eye contact, and managing difficult conversations.

DISCOVERING THE TAY CITIES SME SKILLS FUND

Through Skills Development Scotland, they were introduced to Dundee and Angus College. The Tay Cities SME Skills Fund offered a cost-effective way to provide structured training.

TAILORING THE TRAINING

Elaine from D&A College helped design a bespoke customer service programme covering:

- Nursery-specific customer service
- Conflict management
- Communication for a supportive workplace

FLEXIBLE DELIVERY & STRONG IMPACT

Training was delivered online and in person, with 20 staff completing it. Staff became more confident, teamwork improved, and relationships with parents strengthened.

SMOOTH APPLICATION PROCESS

Elaine guided Pam and Kim through the paperwork, making the funding process simple and efficient.

FLORA GARDENING

BOOSTING GROWTH THROUGH TAY CITIES SME SKILLS FUND

Founded in 2011 by Ionut and Stefania Pasare, Flora Gardening is a family-run business in Dundee with eight team members. Ionut's passion for professional development drives their success.

A COMMITMENT TO UPSKILLING

Flora Gardening has previously trained staff with D&A College. When Ionut learned about the Tay Cities SME Skills Fund, he saw it as an invaluable opportunity: **"It helps us expand our skills, making us more competitive for larger projects."**

STRATEGIC TRAINING INVESTMENTS

Ionut enrolled himself and two team members in a 3-day 360 Degree Excavator course. The qualification enables them to take on larger projects, clear sites, and work with private clients and contractors. Additional training included:

- Conflict management, improving communication and client relations
- Procurement and sales training, enhancing operations and profitability

"We already have a strong team, but this training makes us even better."

LOOKING AHEAD

Flora Gardening's experience with the fund has been overwhelmingly positive. Ionut plans to continue working with Dundee and Angus College to explore more training options, helping his team stay competitive as the business grows.

"If the grant is available, why wouldn't you take advantage of it? It's an investment in your people and your future."

MSIP

LEVERAGES TAY CITIES SME SKILLS FUND TO BUILD STRONGER TEAM

Michelin Scotland Innovation Parc (MSIP) is a joint venture between Michelin, Dundee City Council, and Scottish Enterprise, focused on green mobility and decarbonisation. As it opened up post-COVID, MSIP recognised the need to strengthen internal collaboration and customer-facing skills.

THE CHALLENGE

With teams coming together after a period of remote and siloed work, MSIP's leadership saw an opportunity to build cohesion, improve communication, and sharpen customer service. To maximise training impact, they sought funding support and were introduced to the Tay Cities SME Skills Fund.

SOLUTION: TARGETED TRAINING, FULLY FUNDED

Marketing and Innovation Director Gill Simpson worked with Training Needs Advisor Elaine Donnachie to develop a tailored plan. This included:

- A two-day 'Effective Teams' course for all staff
- One-day leadership training for managers

"It sparked important discussions about what skills we really needed. The sessions gave us practical tools and lightbulb moments — especially around the customer journey," said Gill.

STRONGER TEAM, SEAMLESS PROCESS

The training helped break down silos, improved communication, and built a stronger sense of shared purpose. Gill described the process as simple and efficient: **"It took less than an hour of my time. The Fund team handled the heavy lifting, and we had approval within a week. The techniques we learned are already making an impact and will continue to strengthen our team."**

EVENTS

D&A COLLEGE CAMPUS LAUNCH EVENT

UNLOCKING TALENT - THE 2024 RETENTION REVOLUTION
31ST JANUARY 2024

The “Retention Revolution” launch event brought together local businesses, regional partners, and academic institutions to spotlight the importance of investing in employee experience. Attendees learned about the benefits of the fund, as well as the diverse training opportunities offered by institutions including Dundee and Angus College, Fife College, UHI Perth, the University of Dundee, and Abertay University.

Guest speakers included Jade Robertson of Little Lies and Jimmy Urquhart of Discovery Flexibles, who shared their inspiring business journeys, highlighting the challenges they've overcome and the transformative impact of investing in staff development. Their stories left a lasting impression on the audience, reinforcing the value of continuous learning and growth.

The event also featured a motivational speech by Stevie Baxter, whose powerful message encouraged attendees to seize new opportunities and strive for their full potential.

Together, the event set a positive and energising tone for the future of workforce development in the region.



EVENTS



FIFE - SME SKILLS FUND

KINGSBARN'S DISTILLERY & VISITORS CENTRE

27TH MARCH 2025

This event showcased how local businesses can leverage the Tay Cities SME Skills Fund to upskill their workforce and drive growth.

Attendees heard firsthand from the Kingsbarns team about their positive experiences with the fund and the tangible benefits they've realised through targeted training programmes. Ashley Brown, Tay Cities Training Needs Advisor, also provided valuable insights into how SMEs can access up to £5,000 in training grants to support workforce development across the region. Representatives from Fife College highlighted the tailored upskilling opportunities available, designed to meet the specific needs of local businesses.

The event also featured valuable networking opportunities, enabling business owners and industry professionals to connect, share experiences, and build new relationships.

To round off the evening, guests enjoyed a private whisky tasting of the award-winning Doocot whisky, guided distillery tours, and an exclusive shopping experience at the venue's bottle shop.

EVENTS

PERTH - FUTURE READY

UHI PERTH

27TH NOVEMBER 2024

Ashley Brown, Tay Cities Training Needs Advisor, was delighted to attend the Future Ready event at UHI Perth on Wednesday, 27th November 2024. The event brought together local employers to explore how they can future-proof their workforce through funded training opportunities.

Ashley was on hand to promote the Tay Cities SME Skills Fund, which offers grants of up to £5,000 to help businesses upskill or reskill their teams. With valuable contributions from the UHI Perth Business Engagement Team, Tay Cities advisors, and guest speakers, the session provided a wealth of insights and practical guidance. Employers also had the opportunity to network, share ideas, and learn from others who are investing in the growth and development of their people.

The poster features a collage of images: on the left, a group of people at a networking event; on the right, a woman sitting at a desk in a classroom or office setting. The text is overlaid on these images.

Future Ready

Upskill your Workforce with UHI | PERTH

This is an excellent opportunity for local employers to explore how we can collaborate to upskill your workforce, learn about training opportunities and network with other local employers.

-  Wednesday 27 November 2024
-  10am-12noon
-  UHI Perth, Academy of Sport and Wellbeing

EVENTS



ANGUS - BUSINESS GATEWAY TRANSFORM BUSINESS FESTIVAL

CARNOUSTIE GOLF HOTEL

20TH FEBRUARY 2025

Ann Kerr and Adele were delighted to attend the Transform Business Festival at the Carnoustie Golf Hotel on 20th February 2025. This dynamic event, organised by Business Gateway and Elevator, brought together entrepreneurs, start-ups, and businesses of all sizes from across Tayside for a full day of inspiration, learning, and connection.

Attendees had the opportunity to engage in energising guest speaker sessions, bite-sized learning workshops, fireside chats, and 1-1 advisory sessions. The day also featured an Ecosystem Village, where Ann and Adele joined fellow partners and exhibitors to showcase the support available to businesses across the region.

The keynote speech from Cally Russell, CEO and co-founder of Together, offered a powerful message about resilience, innovation, and the role of business as a force for good. His journey, including the creation of Lost Stock during the pandemic, inspired attendees to think differently and embrace opportunities for positive change.

The event was a fantastic opportunity for Ann and Adele to connect with local businesses, discuss how the Tay Cities SME Skills Fund can support workforce development, and promote training grants of up to £5,000 available to SMEs.

TAY CITIES SME SKILLS FUND

THIS PROJECT IS FUNDED BY:



[LEARN MORE HERE >](#)

BOARD OF MANAGEMENT

Tuesday 17 June 2025



PRINCIPAL'S REPORT

PAPER E

Tuesday 17th June 2025

Principal's Report

Paper for information

1. Introduction

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

2. Recommendation

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

3. Effective Partnerships

- 3.1. NC Zoo/Life Skills and Media Collaboration: As part of the SCQF Level 6 Zoo Animal Care: Behaviour and Welfare curriculum, learners are required to assess the educational activities provided by local zoos and identify any gaps in provision. This year's cohort focused on the offerings at Camperdown Wildlife Centre, a key partner who we have a strong partnership with. During their assessment, learners identified that many of the existing activities at Camperdown rely heavily on visual engagement, potentially limiting accessibility for individuals with visual impairments or those who may struggle with reading and writing in English. To address this gap, the zoo course learners collaborated with Guide Dogs for the Blind, which provided valuable training resources on supporting individuals with sight impairments. This training highlighted key insights, such as the fact that less than 1% of people who identify as sight impaired can read braille, and introduced various digital tools that can aid accessibility.
- 3.2. Construction Department Shining with Community Projects: Arbroath NPA students recently went above and beyond by designing and building a fantastic playground train for Ladyloan Primary School. Even better, they worked hand in hand with pupils and teachers to bring their playground ideas to life. It's a brilliant example of collaboration, creativity, and skill-building in action. Another fantastic project coming from our Construction department saw students bringing an exciting partnership with Whitehills Primary School to life. It began with our Senior Phase students measuring and designing the perfect shed for the school's needs. Then, our NPA Carpentry & Joinery students stepped up to build it - and finally, the school's Outdoor Champions group joined our Painting & Decorating students on campus to paint it together.
- 3.3. Try Curling: Over the past year, the college has established a partnership with Dundee Curling Club and Curl Dundee to support the development and promotion of curling as part of our broader commitment to sport and physical education. The Sports and Fitness team has worked alongside curling professionals to design projects aimed at raising awareness, increasing the number of young coaches, and integrating curling into the curriculum. These activities [culminated in the first D&A](#)

[College indoor curling tournament](#), engaging over 150 Sports and Fitness students across Gardyne and Arbroath campuses. The event was designed to promote participation in the sport and to contribute to the development of the future coaching workforce. The tournament was supported by HND Sports and Coaching students, who demonstrated strong leadership and enthusiasm throughout.

- 3.4. [CECA Scotland Academy](#): D&A College is one of 6 colleges delivering a pioneering pathway into employment for the civil engineering sector. The 18-week full-time course is supported by the Civil Engineering Contractors Association (CECA), CITB and industry. Students undertake SCQF Level 5 NPA in Construction Operations and are guaranteed an interview with a local civil engineering company on successful completion of the course.
- 3.5. [Hospitality Students Stir Up Skills at Dundee Charity](#): A group of 14 aspiring hospitality professionals have gained invaluable experience through placements with a Dundee charity dedicated to transforming surplus food into nutritious meals for the community. The students, all enrolled in Introduction to Hospitality and Professional Cookery (Level 4), have been taking part in weekly visits to Signpost International at The Roundhouse in Dundee. The initiative is led by Louise Barclay-Fraser, Signpost International's Food Project Coordinator, who also lectures in Professional Cookery at D&A. Her dual role has created a unique opportunity for students to bridge their college studies with meaningful community engagement.
- 3.6. [DFN Project Search](#): On Friday 30 May, seven students [proudly graduated from life-changing project DFN Project SEARCH](#). DFN Project SEARCH is a transition to employment programme for young adults with learning disabilities or autism spectrum conditions, delivered in partnership with NHS Tayside and Dundee Health and Social Care Partnership. The graduation ceremony took place at Ninewells Hospital with certificates presented by myself and David Dall (NHS Tayside Deputy Director of Workforce) whilst family and friends of the students were present proudly celebrating. Many of this year's interns have secured employment proving the success of the project in helping young people find meaningful employment. Congratulations again to this year's graduates: Abbie Flynn, Christopher Garland, Lewis Wilson, Lucy Bain, Nathan Harwood, Sammy Keddie and Tanith Dailly.

4. Future Focused

- 4.1. [Sunrise Solutions](#): The college was awarded an allocation of £36,880 from the Scottish Government Climate Engagement Fund to deliver a project aimed at inspiring learners, staff, and the D&A community to reduce their climate impact by focusing on energy saving and financial health. The Sunrise Solutions project has been a collaborative effort involving both internal teams including Digital team, the Students' Association, Multiply project, Learner Engagement and Academic Development, and external partners. Students directly involved included BA Hons Dance, HNC Textiles, Level 6 Childcare Academy and Pre-Apprenticeship Plumbers. Staff also benefited from development opportunities with sessions led by Energy Saving Trust and Home Energy Scotland.
- 4.2. [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.
- 4.3. [Rapid Improvement Event \(RIE\) – PTV Arrangements](#): In January 2025 the College held a Rapid Improvement Event (RIE) using lean management approaches to review the processes underpinning the appointment, contracting and payment of

part time staff that work variable hours. The purpose of this event was to review and redesign the 'back of house' processes and arrangements for staff contracts of this type, simplifying the number of separate contracts issued and creating a more streamlined claims system for hours worked. Information and guidance on the new arrangements will be developed and shared with staff commencing from August 2025 onwards.

5. Thriving Community

- 5.1. 2025 Annual Staff Awards: The 2025 Staff Awards will take place on Thursday 26 June 2025 in the Gardyne Campus (Board members are very welcome to attend). Three sets of awards are made on the day, with awards nominated and made by our Students, our Staff (over 60 nominations received, shortlisted and then voted on by staff) and the Executive. The event is always one of the highlights of the year and is a fantastic opportunity to celebrate and recognise the amazing efforts that staff put in to support our students and the College community.
- 5.2. Cross Campus Carpentry & Joinery Competition: In March we crowned Construction Crafts students Iain, Rio, and Miles as this year's winners of our cross campus carpentry, joinery, and NPA competitions. The cross-campus carpentry, joinery and NPA competitions are a starting point for students who have been identified as excelling in their apprenticeship training, with the correct skills criteria to engage in competitions. This year's challenge saw the students using the skills, knowledge and expertise gained from their apprenticeship to build impressive roof and rod models to perfection over the duration of a day. Following the competition, we are delighted that 8 of our students are now heading to the CITB SkillBuild Regional Heats held here at D&A College this June for the joinery competition, while 4 will be competing in the carpentry category.
- 5.3. ESOL Graduation 2025: Celebrating Our Students: Last month [we celebrated the incredible achievements of this year's ESOL students](#) at two special graduation ceremonies held at our Arbroath and Gardyne campuses. Filled with emotion, pride and joy, the event brought together over 250 students from more than 25 different countries, each with their own journey. It was a celebration of the students' resilience, determination and dedication, which not only recognised the students' completion of the course, but also their journey, as each class group tutor shared fun and memorable anecdotes from their year together. The ceremony also featured moving speeches from student representatives Olena and Olesia, who spoke on behalf of their peers: "Every lesson was one step closer to something bigger - a new life. Thank you for believing in us when others didn't - even when we didn't believe in ourselves."
- 5.4. Annual Prize Giving: Last month we proudly hosted our annual Prizegiving ceremony - an inspiring event that brought together over 95 students, along with their families, friends, college staff and representatives from local businesses. Held in celebration of our students' remarkable accomplishments, the ceremony was a showcase of dedication, perseverance, and excellence. [With prizes awarded to learners from every department across the College, recognising not only academic achievements but also commitment to balancing home life, work and studies, and the obstacles overcome to achieve brilliance.](#) The atmosphere was filled with pride and celebration, as every award highlighted each student's story and the efforts behind every success.

6. Link to Strategic Risk Register

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

- 1.1 Failure of College strategy to meet the needs of the D&A Region and/or national priorities
- 3.1 Failure to reach aspirational standards in learning, teaching and service delivery

Authors: Senior Leadership Team
Executive Sponsor: Simon Hewitt, Principal

BOARD OF MANAGEMENT

Tuesday 17 June 2025



NATIONAL BARGAINING UPDATE

PAPER F

BOARD OF MANAGEMENT

Tuesday 17 June 2025



National Bargaining Update

Paper for discussion

1. Introduction & Context

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

Following settlement of the recent pay disputes for academic and support staff groups, national bargaining arrangements have been focused more on resolving and progressing some of the longstanding workplans and areas for discussion.

2. Academic Staff Negotiations

Since the previous update there have been ongoing national discussions between the Colleges Employers Association and EIS-FELA. These discussions have focused on resolving and clarifying arrangements around Transfer to Permanency arrangements (circular 04/18) and the national dispute in respect of the use of instructor roles (circular 02/21). Discussions have progressed well on these points and both have now been formally resolved.

Discussions continue in respect of the outcomes of the 'lessons learned' exercise undertaken through the Scottish government. This includes work on culture/behaviours and discussion around possible updating to the national recognition and procedure agreement and ways of working.

3. Support Staff Negotiations

Since the previous update there have been further ongoing national discussions between the Colleges Employers Association and the support unions (Unison, GMB and Unite) in respect of a range of long-standing work. This includes the national job evaluation project, with proposals being developed to seek to get the project back on track and progress outcomes. Consultative ballots on changes to the project are currently being progressed by all three unions.

Discussions are also well progressed in respect of a national policy/guidance on consultation, organisational change and job security.

Work has been taken forward to simplify and re-assess the significant range of twenty outstanding working groups and discussions. These discussions have resulted in a reduction to twelve key areas, with work well progressed on around half of these.

Salary negotiations are progressing, with an employer offer of 3% per annum for the 2025/26, 2026/27 and 2028/29 years tabled alongside proposals for this to be increased to 4.5% for year one if equivalent funding to that provided for academic staff is forthcoming from the Scottish Government.

Salary negotiations are ongoing.

Work is also progressing on a revised National Job Evaluation project. This follows further discussions around the project approach and arrangements followed by national indicative ballots on next steps held by Unison, Unite and GMB. Revised project planning is at an early stage and an update on developments has been [published on the NJNC Website](#).

4. Joint Negotiation Outcomes

Since the previous update there have been some areas of agreement reached at a national level that will impact on all staff groups as follows.

4.1 COVID-19 Guidance (Circular 01/20 and 01/25)

Discussions have progressed nationally and a [revised circular promoting good practice in respect of COVID-19](#) was agreed and implemented in March 2025. This replaces the previous circular and removes the 'special treatment' of COVID-19 absences.

4.2 NJNC National Referrals Process

A [National Referrals Protocol](#) has been agreed to outline the process to be followed by colleges and unions if referring an area of practice or disagreement within an individual college relative to the national terms and conditions of service. This new protocol clarifies the arrangements in place and sets out a clear structure for the contact and information required from both colleges and unions.

4.3 National Discipline Policy and Model Procedure

A [national policy of staff discipline](#) has been agreed for implementation. This policy follows the ACAS guidance and sets a minimum standard for colleges to adopt in respect of their practice. This policy is supported by model procedures that provide a template for colleges to adopt or amend as appropriate.

The College is currently reviewing practice against the national policy but does not expect any areas where significant change will be required prior to implementation in August 2025.

5. Unison National Branch Developments

Issues and developments are still progressing in respect of the matters surrounding the decision by Unison to move of the national FE branch under union supervision.

On 7 November 2024, all colleges received the undernoted notification from Unison Scotland via the Regional Organiser advising that the national FE Branch was being put under supervision.

Within all of these changes it is important to highlight that local relationships with Unison are positive and that on-going engagement and partnership working will continue.

The position of D&A is that these are national issues, and that the College has no locus or input to make with regard to them. Support and access to local and national Unison representation is in place and the College will work as normal to support and address staff needs.

6. GMB representation

The College has been without any local representatives from GMB since spring 2024 and work continues to progress with GMB to seek to encourage College staff to take up this role.

To date no new representative has been identified, but this work will continue to encourage local engagement and representation. GMB are our biggest support union in terms of membership, and it is important for staff to have representation of this type.

The offer of support by local EIS/FELA and Unison representatives to provide informal information or input around the role has been welcomed as part of these arrangements.

7. Link to Strategic Risk Register

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

- 2.3 National outcomes on salaries and conditions of service outstrip ability to pay
- 3.6 National bargaining outcomes impact adversely on College operations, activity, and flexibility
- 3.7 Industrial Relations Problems (including industrial action)
- 3.12 Failure to attract, engage, retain, or develop appropriately qualified staff.

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

BOARD OF MANAGEMENT

Tuesday 17 June 2025



FINANCE ITEMS

12.2- 2025/26 DRAFT INTERIM BUDGET

PAPER G

BOARD OF MANAGEMENT



Tuesday 17 June 2025

2025/26 Interim Draft Budget

Paper for approval

1. Introduction

The College's new financial year starts on 1 August 2025. Our Articles of Governance set out the responsibilities of the Finance and Property Committee and the Board in relation to approval of the annual budget.

At this time each year a draft budget would ordinarily be presented to the Board for approval, however, further work is required to produce an acceptable budget and consequently this report outlines the request to the Board to establish an interim budget for the 2025/26 academic year at this point.

The Finance & Property Committee considered the Interim Budget and proposals at their meeting on 27 May 2025 and agreed the course of action proposed, with the intention to present a draft budget to the September Finance and Property Committee and Board meeting and the request that a proposed draft be shared in advance of these meetings if possible.

2. Recommendation

The interim budget reflects the current financial status and members are asked to note:

- a) the content whilst recognising the ongoing consultation and efforts to improve the position.

Members are asked to approve:

- b) the necessary delay to presenting a final budget to enable the current consultation to conclude and to identify other income / efficiencies to enable a palatable budget to be presented.
- c) that a draft 2025/26 Budget will be presented to the September Board, having been considered by the Finance & Property Committee that targets as close to a balanced budget (or better) as possible.

3. Context

College Funding Allocations and Credit Thresholds were published by the Scottish Funding Council (SFC) on 29 May 2025. These final allocations reflected the indicative allocations published on 10 April 2025. Our credit threshold remains unchanged from 2023/24 and 2024/25 at 98,307.

Our overall indicative Teaching Funding Grant is £32.261m. This is £890k more than our 2023/24 grant of £31.371m. Although it is a 2.8% increase on 2024/25 this represents a real term cut to our funding.

At the time of writing this report the pay award for Support Staff is still being discussed, with further meetings anticipated in early June. The Academic Staff pay award was agreed in summer 2024 at 4.14% for 2025/26 and it is anticipated that settlement for Support Staff will also be in excess of 4.0%. Provision for these pay awards is included in this interim budget.

4. Overview of 2025/26 Interim Budget

The 2025/26 interim budget is a deficit of £2.589m. This includes our annual loan repayment of £457k.

Appendix A shows the 2025/26 interim budget compared to our projected outturn at 30 April 2025 and our 2024/25 budget. The following sections explain the main assumptions in our interim budget.

5. Income

Overall, our income is expected to reduce by £1.204m in 2025/26 compared to the April 2025 forecast. This is mainly due to projects coming to the end of their life.

SFC Grant Income

Our indicative Teaching Funding Grant is £32.261m overall. This is £890k more than 2024/25. The additional funding includes £517k to fund the SPPA academic pension increase (from 23% to 26%) and £284k to fund the difference between 3% and 4.14% for the academic pay award. There is also a further £89k additional teaching grant due to the SFC's reallocation of Teaching Grant Funding across all Scottish Colleges.

The Interim Budget assumes that SFC will also fund the difference between 3% and the final offer for the support staff pay award (£194k has been allowed for this).

The Chancellor increased Employer National Insurance Contributions from 1 April 2025. This will cost the College £750k in 2025/26. Although Scottish Government has indicated that public bodies should receive 60% of the cost (£450k), the interim budget includes £360k based on the initial assumption that 48% of these costs would be met, although the funding allocation notes that only 44% of the cost (£330k) has actually been made available to the College.

In 2024/25 we utilised £91k deferred income for Mental Health Counsellors. There is no further funding available for 2025/26.

Tuition Fee Income

The Interim budget is based on current HE numbers. We expect a reduction in degree level tuition fees in respect of Performing Arts students in 2025/26 with income expected to be £57k less than 2024/25.

The operation of the Service Design Academy is currently under review and a consultation is currently underway, with a proposal to discontinue commercial service design training and consultancy. A final decision will be made in June 2025.

Non-core Income

Non-core income has reduced by £1,162k compared to the April projected outturn. This is due to some projects ceasing after 2024/25 as well as reprofiling of some on-going project income. We have included £124k income relating to the Multiply Project based on current active bids and the position will be updated once final funding decisions are known. We have also included a £500k stretch target for project and commercial income.

Catering and Other Income

There is a reduction in other income of £576k compared to our 2024/25 projections. Of this, £313k relates to the proposal to discontinue the gym and swim programs at Gardyne and close the swimming pool. The gym would return to curriculum use and we will cease offering public gym memberships. We are currently consulting on this proposal, and final decisions will be made in June 2025.

6. Staff Pay

The following pay adjustments have been included in the interim budget:

- 2025/26 pay award for academic staff of 4.14% £732k
- 2025/26 pay award for support staff estimated at £645k
- Additional Scottish Public Pensions Scheme costs resulting from the increase to employer contributions from 23% to 26% £500k
- National Insurance increase from 1 April 2025 £750k
- Incremental Progression £208k

The indicative staffing budget is based upon 2024/25 part time variable teaching staff hours and support variable staff hours. This will be revised once course provision is finalised for the 2025/26 academic year.

The interim staff pay budget includes £300k provision for our Voluntary Severance Scheme.

7. Non-staff expenditure

Non-Staff expenditure has reduced by £418k compared to the April 2024/25 projection. Our utility suppliers have indicated a reduction to costs in 2025/26 and we expect this to save approximately £200k compared to 2024/25 charges. Our estates maintenance budget has reduced by £200k.

A net deficit of £76k is included in the 2025/26 interim budget relating to the Arbroath Nursery. We are working on a business plan which aims to bring the Nursery closer to a breakeven position.

8. Subsidiary company – Gardyne Theatre Limited

The Board has approved the decision to bring Gardyne Theatre under the management of the College from 1 January 2026. Current estimates suggest a cash injection of £65k will be required in 2025/26 to keep GTL Limited operating until 31 December 2025.

9. Capital Expenditure

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

In February 2024 the Scottish Government and the SFC announced that all college sector capital funding must be used on capital spend rather than the previous mix of capital (CDEL) and revenue (RDEL) expenditure. They later reversed this decision for 2024/25, and we are awaiting an expected decision regarding 2025/26 and beyond.

Our 2024/25 indicative capital budget is £2.654m. This is an increase of £124k compared to 2024/25 (£2.530m). We continue to work with SFC, the Finance Director's Network and our auditors to mitigate this risk.

10. Cash Flow Forecast

Current predictions are for an opening cash position of almost £4.0m to fall to circa £1.8m by July 2026 after the loan repayment due in August and off-setting potential negative working capital movements. Cash, free of restrictions, could fall as low as £0.4m, which continues to represent a risk.

Cashflow April 2025 and 2025/26	2024/25 £000 Forecast	2025/26 £000 Forecast
Cash backed surplus/(deficit)	1,869	214
Loan repayment	(457)	(457)
Capital expenditure	1,208	1,905
Capital funding	(1,208)	(1,905)
Asset disposal	38	0
Working capital movements	1,329	2,379
Net movement in cash balances	2,779	2,136
Opening cash balances	6,773	3,994
Closing cash balances	3,994	1,858
Net movement in cash balances	(2,779)	(2,136)

11. Conclusion and next steps

Over the coming months we will refine the budget as new data and information is known and we will take steps to reduce the interim budget deficit of £2.589m and present as close to a balanced budget as possible.

Analysis and updating will continue until the final draft budget is presented to the September meeting of this committee. This will include an updated risk register reflecting the final confirmed position in respect of SFC funding.

12. Job Evaluation

In our 2023/24 annual accounts a provision of £4.0m was created for the middle management/support staff job evaluation exercise with a corresponding contingent asset. This was a technical accounting change as these funds were previously held by the SFC but were required to be returned to Scottish Government. Repayment of the funds by SFC to Scottish Government left the College without associated funding but, should the project reach an agreed conclusion, the College will require this funding from Scottish Government to fulfil its obligation. The Scottish Government remains clear that the responsibility for funding these job evaluation costs rests with it. This is included in our financial risk register.

13. Link to Strategic Risk Register

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

2.2 – failure to achieve institutional sustainability

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

	Revised Budget 2024/25 £000	Projection 2024/25 at 30 April £000	Interim Budget 2025/26 £000	Variance Projection to Interim £000
Income from Scottish Funding Council				
Teaching grant	(31,371)	(31,371)	(31,460)	(89)
Additional grant - academic pension and pay award	(450)	(450)	(995)	(545)
Capital grant	(2,529)	(2,530)	(2,654)	(124)
Additional capital grant	0	(177)	0	177
National Insurance	0	(110)	(360)	(250)
Funding for counsellors	(91)	(91)	0	91
EMA admin grant	(16)	(16)	(16)	0
Access to sanitary products	(23)	(23)	(23)	0
Energy Skills Partnership	(350)	(350)	(350)	0
Total Income from Scottish Funding Council	(34,830)	(35,116)	(35,858)	(741)
Other Income				
Tuition fees	(3,125)	(2,935)	(2,728)	207
Non-core income	(4,045)	(4,359)	(3,197)	1,162
Other income	(2,222)	(2,721)	(2,145)	576
Total other income	(44,222)	(45,131)	(43,927)	1,204
Academic staff costs	18,873	18,810	19,780	970
Support staff costs	15,460	15,749	15,999	250
Other staff costs	1,070	1,150	1,046	(104)
Total staff costs	35,403	35,709	36,825	1,116
Non-staff costs				
Staff related costs	307	305	296	(9)
Consumables and equipment	1,610	1,558	1,689	131
Exam fees	761	803	791	(12)
Student related costs	161	143	177	34
Property costs	3,504	3,927	3,087	(840)
ICT & telephony	1,126	854	1,243	389
Insurance	202	180	199	19
Marketing	279	179	158	(21)
Professional fees	161	181	171	(10)
General overheads	321	417	355	(62)
Interest and charges	105	106	114	8
VAT	942	934	891	(43)
Total non-staff costs	9,479	9,587	9,169	(418)
Total income	(44,222)	(45,131)	(43,927)	1,204
Total expenditure	44,882	45,296	45,994	698
(Surplus)/deficit before loan & GTL contribution	660	165	2,067	1,902
Loan repayment	457	457	457	0
Contribution to Gardyne Theatre Ltd	0	48	65	17
Net (surplus)/deficit	1,117	670	2,589	1,919

BOARD OF MANAGEMENT

Tuesday 17 June 2025



FINANCE ITEMS

**12.4- FINANCE & PROPERTY COMMITTEE
MANAGEMENT ACCOUNTS (FOR
INFORMATION ONLY)**

PAPER H

Board of Management
Finance and Property Committee
Tuesday 27th May 2025



2024/25 Budget Monitoring Report at 30 April 2025

Paper for information

1. Introduction

This report sets out the current projected outturn for the year 1 August 2024 to 31 July 2025 as at 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)
Total income movement		372	(262)	110
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)
Total expenditure movement		678	(79)	599
Net Movement during the period		1,050	(341)	709

Capital Budget Projected Outturn

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

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

5. Cashflow projection

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

Cashflow forecast 24/25	2023/24 £000 Actual	2024/25 £000 Forecast
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
Net movement in cash balances	1,240	2,779
Opening cash balances	5,533	6,773
Closing cash balances	6,773	3,994
Net movement in cash balances	1,240	2,779

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)
SFC Total	(32,300)	(33,913)	(32,410)	(110)
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)
Total income	(41,692)	(42,392)	(42,424)	(732)
Staff pay				
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)
Total pay	35,403	26,324	35,709	306
Non-staff costs				
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)
Total non-staff costs	8,804	6,773	8,379	(425)
Total Income	(41,692)	(42,392)	(42,424)	(732)
Total Expenditure	44,207	33,097	44,088	(119)
Non-consolidated (surplus)/deficit	2,515	(9,295)	1,664	(851)
Gardyne Theatre Limited deficit	8		48	40
Consolidated (surplus)/deficit	2,523	(9,295)	1,712	(811)
Utilise capital as revenue	(1,406)	0	(1,042)	364
Overall (surplus)/deficit	1,117	(9,295)	670	(447)

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.

BOARD OF MANAGEMENT

Tuesday 17 June 2025



GOVERNANCE ITEMS

13.1- MEMBERSHIP UPDATE

PAPER I

BOARD OF MANAGEMENT

Tuesday 17 June 2025

Membership Update



Paper for approval

1. Introduction

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

2 Board of Management Membership

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

To operate within the terms of the legislation the Board of Management must now include **a minimum of 17 members and a maximum of 20 members** (up to 12 of whom are classified as “ordinary members” recruited under the board arrangements). The College Board cannot operate legally with fewer than 17 members.

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

3 Board Recruitment

As noted at the March meeting, the terms of office for Margo and Donna come to an end at the end of May and April respectively. The Board also has a vacancy arising from Daniel's resignation in December 2024.

Recruitment has been underway over recent weeks and formal endorsement is sought for the following appointments that have been progressed under the arrangements delegated to the nominations Committee.

Name	Experience / Specialism
Kirstin Marsh	Head of Intergovernmental Relations Secretariat, UK Government
Brian Mooney	Managing Director, Effectus Research Ltd, Global Practitioner Strathclyde Business School, Head of Innovation, Urban Foresight.
Colin Smith	Operations Director, James Hutton Institute (until recently Depute Director/Head of Facilities Herriot Watt University)

All three candidates interviewed very well and bring a balance of skills and experience that will benefit the Board and College going forward.

4 Board Vice Chair and Committee Chair Roles

In addition to the above appointments, the loss of Margo and Donna has also impacted on Committee / Chair arrangements and the following changes are highlighted for formal endorsement.

The Finance and Property Committee has approved Brian Lawrie as Chair of the Finance and Property Committee and Ged Bell as Vice Chair of F&P.

A current vacancy exists in the role of Vice Chair of the Board and Helen Honeyman has been nominated as the only candidate. The Board are asked to formally endorse this appointment.

To support the appropriate mix of skills and experience across all Committees, the following changes to Committee memberships are proposed: Ged Bell will move from Audit and Risk to Learning, Teaching and Quality whilst Carri Cusick will move from Finance and Property to Audit and Risk.

5 Co-opted Members

Following the expiry of her period of office as a Board member, Donna Forsyth has noted her willingness to remain as a co-opted member of the Finance and Property Committee.

A further candidate was also identified through the interview process for possible co-option to the Finance and Property Committee to bring additional infrastructure project experience as follows.

Derek Stewart	Co-Director of the National Alternative Protein Innovation Centre (NAPIC), James Hutton Institute
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Interest has also been expressed by Sally Middleton to return to the Learning, Teaching and Quality Committee on a co-opted basis.

Co-options of this type are subject to Board approval and approval is sought to progress the three noted above for an initial period of two years.

6 Students' Association Nominees

Following the expiry of their tenure as Students' Association President and Vice President, the Board membership of Kara Ramsay and Adele Lawrence will expire over the summer. The new Students' Association President, Connor Pithie, will join the Board in August 2025 alongside one other DASA nominee (to be confirmed).

Thanks are offered to Kara and Adele for their input over the past year.

7 Approvals

Summarising the above, approval is sought for the following.

- Endorsement of the appointments of three new board members as detailed.
- Endorsement of the decision of the Finance and Property Committee to appoint Brian Lawrie and Ged Bell as Chair and Vice Chair respectively
- Endorsement of appointment of Helen Honeyman as Vice Chair of the Board
- Approval to co-opt three individuals as specified.

8 Link to Strategic Risk Register

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

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

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

Name	Appointment	Member Until	Profession/Specialism
1. Laurie O'Donnell	Regional Chair July 2022	Scottish Government Appointment until 10/07/2026	Learning & Teaching, Digital, Management
2. Helen Honeyman	January 2019	31/12/2026	Risk, Governance, HR Management
3. Donald Mackenzie#	April 2019	31/03/2027	HR & OD, Corporate Communications, Management
4. Neil Lowden	January 2019	31/12/2026	Educational Management, Learning & Teaching, Educational Policy
5. Brian Lawrie*	May 2022	31/04/2026	Finance, Public Service Management
6. Jackie Buchanan*	February 2023	31/01/2027	Public Service Management, Legal, Governance & Procurement
7. Carri Cusick*	April 2023	30/04/2027	Economic Development/ Enterprise, Digital, Management
8. Ged Bell*	September 2024	31/08/2028	ICT/Digital, Public Sector Management
9. Kelly McIntosh*	February 2025	31/01/2029	Public Service Management, Education, Learning & Teaching
10. Robert Young*	February 2025	31/01/2029	Private Sector Management, Infrastructure/Engineering
11. Kirsten Marsh*	June 2025	31/05/2029	Government Strategy, Funding, Infrastructure & Economic Development
12. Brian Mooney*	June 2025	31/05/2029	Business Consultancy & Turnarounds, National Project Leadership
13. Colin Smith*	June 2025	31/05/2029	Infrastructure & Estates Leadership, Senior HE Management
14. Simon Hewitt	August 2020	--	Principal
15. Matthew Beattie	November 2023	31/10/2027	Non-Teaching Staff Member
16. Derek Smith	April 2023	31/03/2027	Teaching Staff Member
17. Stephen Oakley	March 2024	31/03/2028	Teaching staff union nominated member
18. Richard Gordon	February 2025	31/01/2029	Non-teaching staff union nominated member
19. Kara Ramsay	August 2024	31/08/2025	Student Member
20. Adele Lawrence	March 2024	31/08/2025	Student Member
21. Donna Fordyce (Co-opted F&P member)	June 2025	31/05/2027	Economic Development/ Enterprise, Fisheries, Retail Management

Senior Independent Member

* eligible for reappointment

BOARD OF MANAGEMENT

Tuesday 17 June 2025



GOVERNANCE ITEMS

**13.2 – BOARD EVALUATION & DEVELOPMENT
PLAN UPDATE**

PAPER J

BOARD OF MANAGEMENT

Tuesday 17 June 2025



Board Evaluation and Development Plan Update

Paper for information

1. Introduction

This paper summarises progress made in respect of the actions arising from the evaluation of the effectiveness of the operation of the Board of Management approved in December 2024.

2. Board of Management Evaluation

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

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

The externally facilitated review was completed in December 2024 and the approach adopted in respect of the evaluation of the effectiveness of the operation of the Board meets the above requirements.

3. Development Plan Update

The evaluation undertaken in December 2024 was comprehensive and encompassed detailed evaluation undertaken by an independent reviewer.

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

The Board Evaluation report resulted in completion of a series of action points which together with previous areas for development are summarised in appendix 1 below.

4. Board Member Development & Recording

One of the outcomes of the December 2024 Board evaluation was in respect of the completion and tracking of development sessions offered by the College Development Network (CDN). As part of this, Board members are reminded that all Board members are required to undertake the Board Induction training organised by CDN (normally within 12 months of taking up a Board position).

In addition, any member of a Remuneration Committee is required to undertake the REM Com training and members of Audit Committee are encouraged to undertake the audit training unit.

A wide range of other training is available online from CDN and all board members are encouraged to sign up with CDN to gain access and to inform Penny Muir by e-mail when a unit has been undertaken.

5. Approval

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

- Approval of the updated Board Development Plan (see appendix 1).

6. Link to Strategic Risk Register

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

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

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

BOARD DEVELOPMENT PLAN AS AT 17 JUNE 2025

Following on from the evaluation of the effectiveness of the operation of the Board of Management approved in December 2024 the following key development actions were identified for action. Progress in respect of these actions is summarised below, and as appropriate revised implementation dates have been identified.

Action	Responsibility	Timescale
1. Promoting diversity of Board membership should remain as a key feature in all future recruitment arrangements. Where this diversity cannot be achieved through membership appropriate steps will be enacted to ensure that the Board has access to input and awareness across as diverse a range of experience as possible.	Chair/Secretary	Next and future recruitment
Incorporated into arrangements. Nominations Committee will take due cognisance of the requirement to achieve a 50:50 M/F split in future recruitment. Recruitment to continually seek to address other diversity indicators		
2. Staff Board members will be encouraged to provide wider reflections of staff experience at Board level.	Chair	As required.
Discussion progressed with staff Board members, will continue to inform appraisal discussions/inputs.		
3. Monitoring and tracking of Board member training (including CDN managed training) to be enhanced	Secretary/Board Administrator	Dec 2025
Details of engagement with CDN training has been sought and will inform future appraisal sessions/inputs. Board members are asked to advise the Board administrator of board related training undertaken and periodic update requests will be issued to members.		
4. Information on the role of the Senior Independent Member to be shared with all Board members	Secretary/Board Administrator	Feb 2025
Update information provided and role highlighted on Board membership list.		

Action	Responsibility	Timescale
5. Board Chair Evaluation to be requested from Scottish Government	Chair	Feb 2025
This requirement has been raised with the Scottish Government		

Internal Audit Actions	Responsibility	Timescale
1. The Board should consider and establish what the College's high-level risk appetite is for each defined risk category, and residual risks on the SRR should be formally considered for compatibility with this stated risk appetite. The UK Government Orange Book guidance note on risk appetite can be used for reference, particularly in relation to documenting the risk appetite.	Chair/Secretary	Sept 2024
Completed as part of October 2024 Strategic Development session, with updates noted within the revised Strategic Risk Register		
2. A plan should be implemented to ensure that periodic risk management training is provided for Board members	Chair/Secretary	Dec 2027
Completed as part of October 2024 Strategic Development session, with refresh to be scheduled on a 3 year rolling basis thereafter.		

BOARD OF MANAGEMENT

Tuesday 17 June 2025



GOVERNANCE ITEMS

**13.3 – INFRASTRUCTURE GOVERNANCE
ARRANGEMENTS**

PAPER K

Campus Development Project Governance

Paper for approval

1. Introduction

As Board members will be aware, the campus development vision launched in November 2024 has progressed positively, with significant buy-in from all major stakeholders. This is a very positive position to be in and the College aims to move through the formal infrastructure management steps of developing the Outline Business Case for submission to the Scottish Funding Council and Scottish Government. Assuming the go ahead is provided following that stage, the College will then progress to Final Business Case and thereafter (assuming approval and funding is confirmed) instigation of the development programme.

As these stages develop, the following outline governance arrangements are recommended. It should be noted that these arrangements will be subject to further review and confirmation as each stage is reached to ensure that they match with the appropriate infrastructure strategy and funding requirements in place at that point in time.

The arrangements proposed reflect those adopted in other similar large-scale infrastructure projects within the college sector in recent years.

2. Project Stages and Governance Approaches

The following project stages and governance approaches are recommended.

2.1. Strategic Visioning

The Development of the strategic vision has been led by the Principal and Senior Leadership Team with input and engagement from the and wider Board. Positive input through this stage has also been provided by the College's media advisors and through the temporary engagement of a Strategic Funding Advisor.

2.2. Outline Business Case (OBC) Development

Approval to procure the technical support required for creation of an Outline Business case was provided by the Finance and Property Committee in February 2025.

Additional guidance provided by the Scottish Funding Council has clarified the level and detail of information required at this stage and work is progressing towards a draft OBC for submission in late 2025.

An OBC Project Board will be established to oversee and inform the development of the OBC. This Board consists of the Senior Leadership Team with input as required from the Marketing or other Managers and meets regularly the OBC Project Lead on progress and information needs to inform the OBC, including the management and oversight of OBC related risks.

A range of staff, student and stakeholder engagement sessions will be run under the direction of the OBC Project Board to inform infrastructure plans, OBC development and future needs.

Minutes of the OBC Project Board will be shared with the Finance and Property Committee and Board of Management at each subsequent meeting as part of a written progress report for Board of Management members commencing from September 2025.

The draft OBC will be subject to review and approval by the Board of Management (as investment decision makers) prior to finalisation and submission.

2.3. Full Business Case (FBC) Development

The creation and progression of the FBC will require more significant technical and governance input to ensure that the final specification of the project, facilities and costs are fully managed to meet College and funder expectations. The FBC process is significantly more complex than the OBC and will incur significant costs to be developed.

As the transition to FBC development is made the governance arrangements will develop further as follows.

Creation of a New Campus Executive Board to oversee development of the FBC. This Board will have oversight of the key stages, content and assumptions underpinning the creation of the FBC. This will include the management, oversight and reporting on risks to the Board of Management and Government as required.

Indicative membership of the New Campus Executive Board will be:

- Chair (BoM Member)
- Principal
- 2 Vice Principals
- Project Director
- Director of Infrastructure
- Head of Estates
- 2 further BoM Members
- 2 Co-opted Board members that bring large scale infrastructure project expertise
- Representative from Scottish Futures Trust / Scottish Government /SFC (as necessary)
- Technical Advisors and specialists will attend as required
- Secretarial / Administrative support as required

A range of staff, student and stakeholder engagement workstreams (including Board of Management engagement) will be run under the direction of the Campus Executive Board to inform infrastructure designs, FBC development and facility needs. This work will include design groups to support the creation and finalisation of design details for specialist facilities within the final design.

Minutes of the Campus Executive Board and updates from workstreams will be shared with the Finance and Property Committee and Board of Management at each subsequent meeting as part of a detailed written progress report for Board of Management members.

The draft FBC will be subject to review and approval by the Board of Management (as investment decision makers) prior to finalisation and submission. This may include interim Board decision making on key items where necessary.

3. Consideration and Approvals

Board members are invited to consider and approve the planned governance approach.

4. Link to Strategic Risk Register

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

- 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
- 2.6** Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services
- 3.2** Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.
- 3.5** Reputational Risk – Loss of reputation with key stakeholders
- 4.5** Lack of investment in ageing / beyond serviceable life infrastructure (inc RAAC, Asbestos and M&E failure concerns) impacts on financial sustainability and/or delivery of learning and/or services

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

BOARD OF MANAGEMENT

Tuesday 17 June 2025



GOVERNANCE ITEMS

13.4 - BOARD METRICS

PAPER L

BOARD OF MANAGEMENT

Tuesday 17 June 2025

Board Metrics



Paper for information

1 Introduction

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

2 Board Metrics Report

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

3 Link to Strategic Risk Register

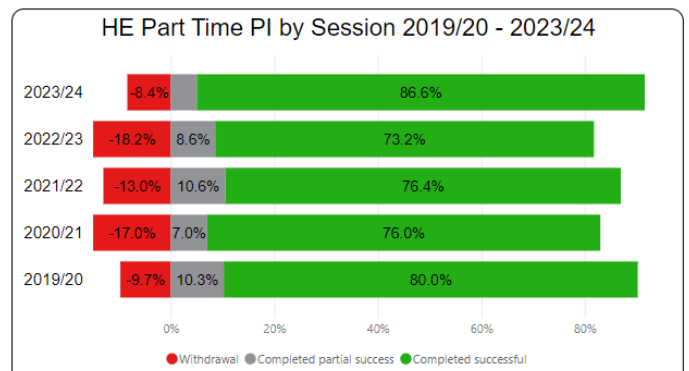
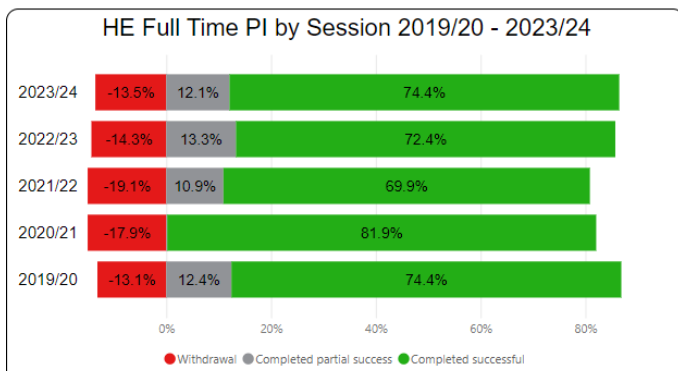
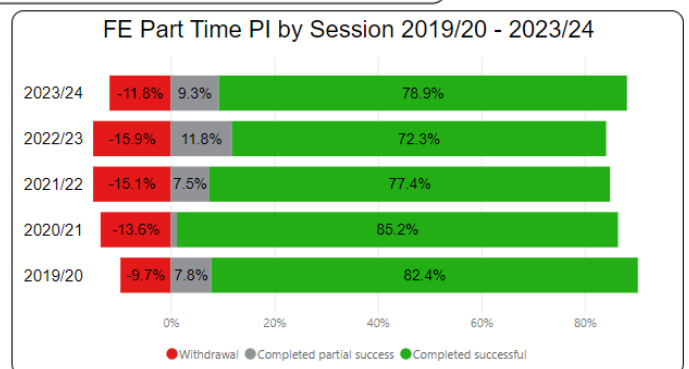
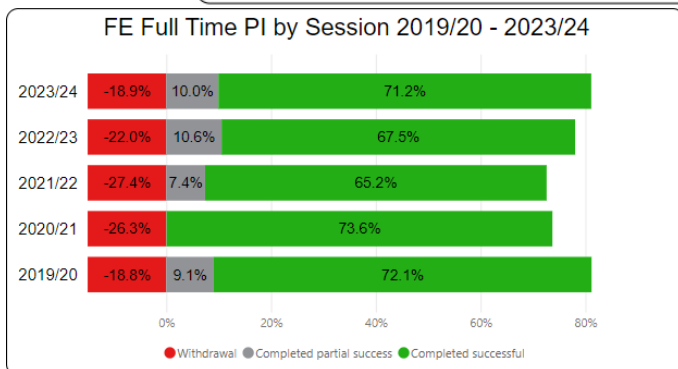
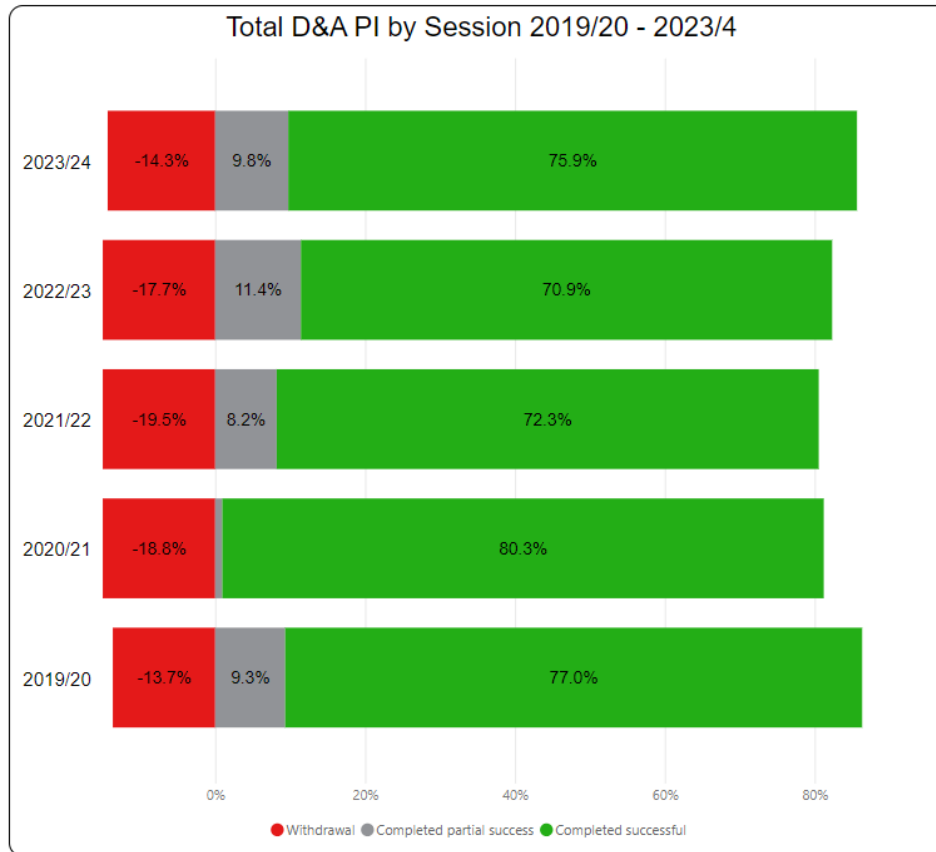
Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely;

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

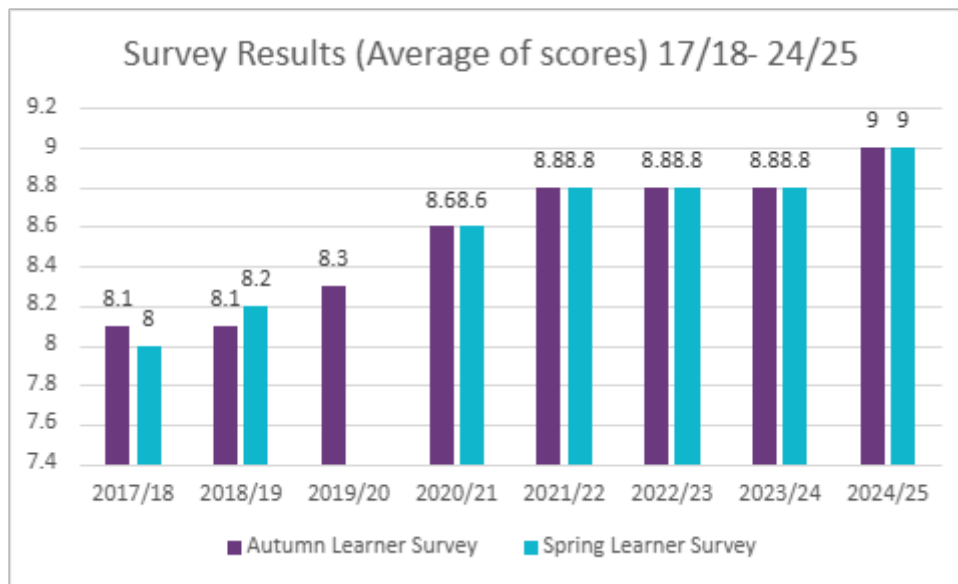
Author Lauren Mowatt, Data Analyst

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

Performance Indicators



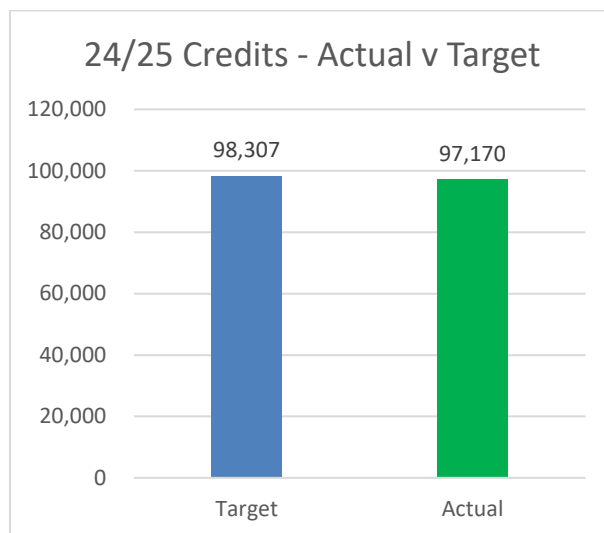
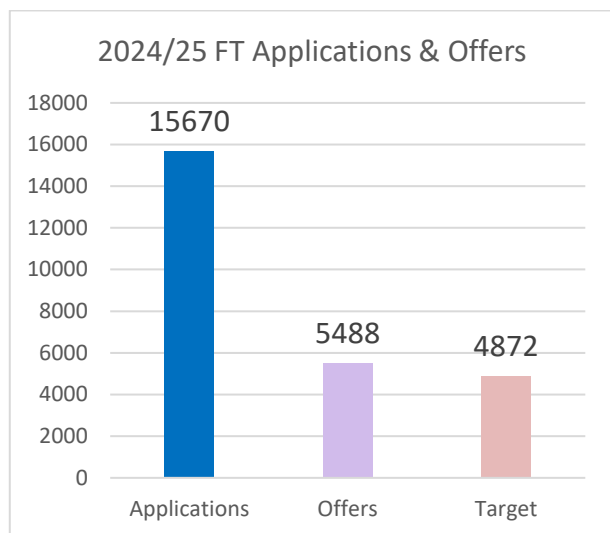
Student Survey Results



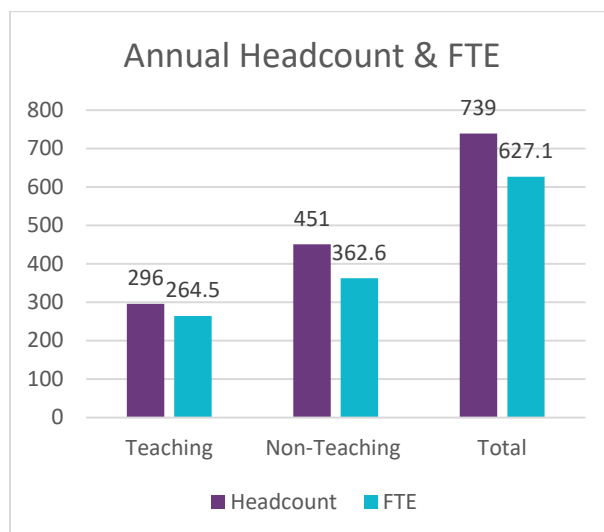
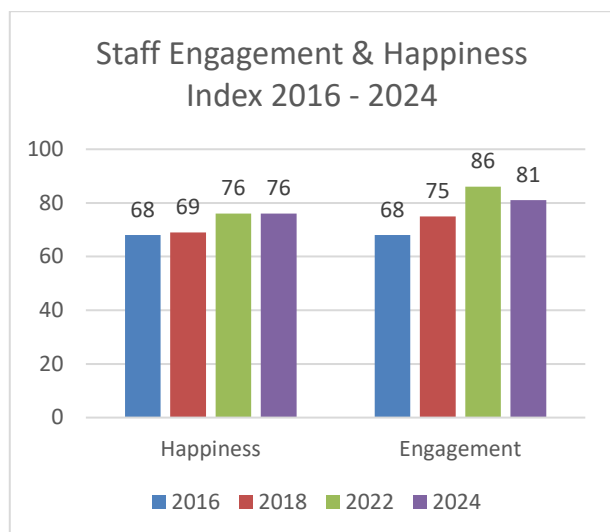
Note: The 2019/20 L&T Survey was not completed. The Learner Survey is now scored out of 5 but the results are scaled up to be consistent with prior years. The overall 2024/25 Autumn survey score was 9 (4.5 out of 5).

SFC Student Satisfaction & Engagement Survey – Positive response rate

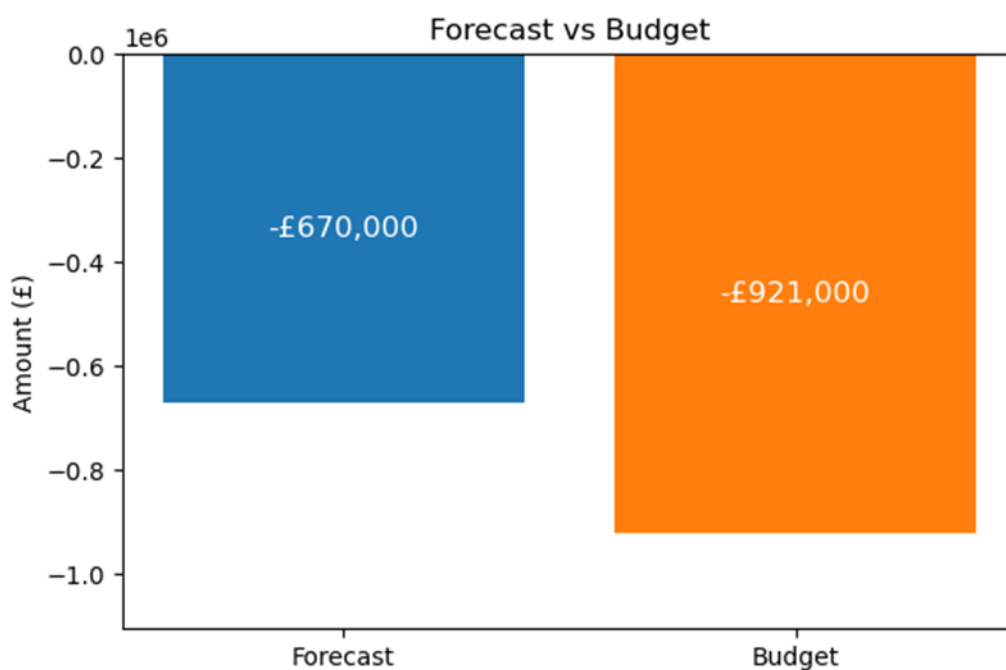
	D&A	National
Overall Satisfaction 2020/21	92.4%	85.9%
Overall Satisfaction 2021/22	96.3%	90.2%
Overall Satisfaction 2022/23	96.7%	93.4%
Overall Satisfaction 2023/24	97.2%	92.1%



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



	Staff Absence Last Full Quarter	Staff Absence Rolling Year to Start of Last Quarter
Average working days lost per sick headcount	4.15 days	7.74 days
Working time lost	1.73%	2.97%
Comparison with sector/national rates	3.3% (3.4% CIPD 2023)	
UK All Sector rate (CIPD 2016)	3.4%	
UK Public Sector rate (Unison 2016)		



	2024/25	2023/24	2022/23
RIDDOR – Reportable Accidents	1	7	4

Student incident reported as a result of a power drill injury

2024/25	Completed	Planned
Audits Completed v Planned	2	8#

one audit has been rescheduled into the 2025/26 audit plan.

BOARD OF MANAGEMENT

Tuesday 17 June 2025



MINUTES OF COMMITTEE MEETINGS

PAPER M

14.1- LEARNING, TEACHING AND QUALITY- 14 MAY 2025

14.2- HUMAN RESOURCES & DEVELOPMENT- 22 MAY 2025

14.3- FINANCE & PROPERTY- 27 MAY 2025

14.4- AUDIT & RISK- 3 JUNE 2025

BOARD OF MANAGEMENT



Learning, Teaching and Quality Committee

Wednesday 14 May 2025 at 5.00pm **Room K-TO-624,**
Kingsway Campus (MS Teams option available)

Minute of the Learning, Teaching and Quality Committee meeting held on Wednesday 14 May 2025 at 5.00pm in Room K-TO-624 Kingsway campus and via Microsoft Teams.

PRESENT:

Neil Lowden	Kelly McIntosh
Derek Smith	Simon Hewitt
Adele Lawrence	Kara Ramsay
Stephen Oakley	

IN ATTENDANCE: Steve Taylor (Vice Principal / Secretary to the Board)
Julie Grace (Vice Principal Curriculum and Partnerships)
Jane Roscoe & Steph Toms (Directors of Curriculum & Partnerships)
Leann Crichton (Director of Student Experience)
Penny Muir (Board Administrator)

1. WELCOME

N Lowden welcomed everyone to the Learning, Teaching and Quality Committee meeting.

2. APOLOGIES

Apologies received from Laurie O'Donnell, Lee Lappin and Helen Honeyman.

3. DECLARATIONS OF INTEREST & CONNECTION

There are no declarations of interest or connection.

4. MINUTE OF THE PREVIOUS MEETING

The minute of the meeting held on Wednesday 12 February 2025 was approved as an accurate record.

5. MATTERS ARISING

5.1 SEAP Feedback

S Taylor noted that minimal feedback had been received, with the overall response being positive and no red flags identified.

It was noted that an institutional liaison meeting took place last week, marking a new aspect of the process. The meeting was described as constructive, with valuable discussion around the SEAP content.

N Lowden thanked S Taylor for the feedback.

6. CURRICULUM REVIEW & FUTURE CURRICULUM PLANNING

J Grace presented an outline of the curriculum review work being undertaken.

It was noted that curriculum planning is a forward-looking and strategic task, moving beyond the previous review which took place within the context of a reduction in activity targets. With the new strategy due to be launched this was a good time to review curriculum.

J Grace stated that the curriculum operates on a two-year formal review cycle. As part of this cycle, teams have been asked to confirm part-time and upskilling provision for the 2025/26 academic year. Simultaneously, work has commenced on shaping the 2026/27 full-time curriculum portfolio, considering what the curriculum should look like and what learning needs it should address.

J Grace highlighted a particular emphasis on the importance of how learning is delivered, including approaches to assessment, meta-skills identification, use of digital systems, and staff development. The curriculum planning process comprises of three key stages:

- analysis (both internal and external),
- identification, and
- development.

Before submitting proposals, curriculum teams are expected to engage with a set of curriculum planning checkpoints.

These checkpoints support alignment across resource planning, curriculum design, staff skills development, and activity planning.

An important aspect of the future delivery model will be embedding CPD more directly into classroom practice. This element is being actively developed to enhance how delivery is supported and resourced.

The Committee was informed that the College is currently in stage two of the process- collating information to advise departments-after which outcomes will be brought to the Senior Leadership Team (SLT) for consideration. The Committee was assured that this is a routine and well-established process.

During discussion, K McIntosh asked about the impact of changing learner demographics and the implications for finance and funding given the growth in additional support needs and the challenges this can create. J Grace confirmed that this trend is being noted, and that entry requirements and support mechanisms are under review to ensure they meet the needs of individual learners.

Although the overall level of credits and funding has remained stable, the balance of provision within the curriculum is shifting. J Grace also highlighted transition points - both into college and from entry level provision into mainstream courses – were being reviewed to improve collaboration between teams and to support learners more effectively.

S Hewitt reflected that the SLT is moving into a more proactive phase, with the forthcoming strategy enabling a longer-term perspective on learning, teaching, and CPD. He stressed the importance of identifying what support is needed and taking intentional steps to deliver and embed it within what we do.

N Lowden referred to the curriculum improvement cycle and work connected to Education Scotland.

J Grace responded that while the College's approach has evolved, it remains aligned with Education Scotland's development principles, particularly through ongoing workforce development. The College continues to uphold shared values and ethos, especially in supporting students with additional needs.

J Roscoe concluded the discussion by noting that student voices continue to be a positive part of the review process.

N Lowden thanked J Grace for the presentation.

7. STUDENTS' ASSOCIATION REPORT

A Lawrence provided an update on recent student engagement activity. She reported that the student election closed at the start of May, with a total of 381 votes cast across campuses. Voting will reopen in October specifically for the Kingsway campus (as no Vice President candidates had come forward).

The Student Led Staff Awards are progressing well, with support from class and department representatives.

Students were being encouraged to participate in the Learner and Student Satisfaction Survey, which is being promoted both online and in person, resulting in an increased level of engagement.

It was noted that the Thrive initiative continues to have a positive impact. The Breakfast Club remains popular, with arrangements in place to provide breakfasts on each morning of the exam period in collaboration with campus teams.

Student feedback has highlighted a desire for more career guidance. In response, one-to-one career coaching has been promoted, with students being encouraged to make use of available resources.

K Ramsay highlighted upcoming events including the S3 taster and Connect2 events. Recent class rep celebrations were held at the Gardyne and Arbroath campuses, providing a valuable opportunity to gather student feedback on their overall experiences. One suggestion arising from these sessions was the introduction of a feedback box for ongoing student input.

K Ramsay highlighted the Student Congress was recently held and attended by S Hewitt and L O'Donnell. During the session, students explored college resources and engaged with the Miro board created for the event. There was a focus on digital access and the creation of inclusive environments, particularly with respect to mental health support.

A strategy session was hosted with students and facilitated by S Hewitt and J Lawrence from Marketing. The session explored student feedback to inform the development of the College's 2030 strategy.

In terms of class rep-led actions, students expressed interest in enhancing access to careers advice and raised the value of audiobooks as a tool to support learning.

S Hewitt praised the strategy event, noting the impressive contributions from students and the variety of ideas and perspectives offered. Feedback from this session has been collated by the Marketing team.

N Lowden asked that congratulations be passed on to the newly elected class reps.

In response to a question about the staff awards, K Ramsay explained that the event served as a celebration of staff achievement, featuring student awards, executive awards, and staff awards in an afternoon event (Thursday 26 June at 1.30pm in Gardyne Atrium) open to all staff and Board members.

L Crichton commented that the awards are a great way for staff to hear about and feel the impact of their work, and that it is valuable for colleagues to be recognised. S Oakley added that recognition is often overlooked but is vitally important.

S Taylor noted A Lawrence's effective contribution to the recent Institutional Liaison Meeting.

In response to a query from N Lowden regarding digital accessibility, K Ramsay confirmed that matters are referred to the appropriate teams, with resources and support available through the staff portal and other internal college channels.

N Lowden formally thanked A Lawrence and K Ramsay for their report and contributions over the past year.

8. SPRING 2025 LEARNER SURVEY UPDATE

S Taylor provided a verbal update on the spring student survey. Although the final report has not yet been completed, the survey has now closed. Early indications show a significant improvement in engagement, with an increase of 780 responses compared to the previous year. This brings the total number of responses to 3,884.

There had also been an improvement in satisfaction rates from 4.4 to 4.5 out of 5 (88% to 90% satisfied).

Initial results are very positive, with notable improvements in two key areas: the feedback on staff and on the places and platforms for learning.

S Taylor stated the survey had generated approximately 32,000 comments, providing a rich source of feedback and insight. Once finalised, the survey results will be shared with teams and staff across the College and used to inform team and course reflection / evaluation.

S Taylor noted the digital dashboard will allow users to interact with the data, including the ability to view specific comments from students who selected lower scores, such as 1 or 2, offering greater depth and context to the results.

J Roscoe highlighted a positive development in the participation of ESOL students. By incorporating tools such as Boar maker and simplifying the survey format, the percentage of ESOL students able to complete the survey increased from 19% to 30%, significantly improving accessibility.

N Lowden thanked S Taylor for the survey update.

9. CURRICULUM & PARTNERSHIPS REPORT

L Crichton provided an update on student activity and planning. She reported a 27% increase in student applications, with over 5,000 offers already made. There are still more than 1,700 applicants to process.

Due to funding constraints, it is not possible to introduce additional streams to meet this demand, though some applicants may be referred on to the January provision. This, however, could present challenges, however, work is ongoing with Skills Development Scotland (SDS) partners regarding participation measures to support this.

Student funding applications have opened for the next academic year. Targeted efforts have been made towards specific groups, such as Hair and Beauty students, to ensure funding is in place in time for the purchase of essential training kits.

In relation to upskilling courses, a new process has been introduced that allows for group bookings - enabling multiple individuals, such as groups of ten students, to be enrolled on a course collectively, improving efficiency.

The first informal contact newsletter had been issued to 2024/5 students. This initiative is seen as having real value, particularly in how it highlights the welcome hub and offers departmental tours.

Feedback from students has been very positive, especially regarding access to the content via the My D&A portal.

L Crichton highlighted that Connect 2 days have been organised, inviting prospective students to participate in a range of engaging and fun activities. Evidence suggests that students who attend these events are more likely to remain with the College.

Regarding Modern Apprenticeships, there are currently 221 places confirmed, consistent with last year. L Crichton expressed satisfaction with this outcome, emphasising that Modern Apprenticeships remain a key strategic priority. She acknowledged the bureaucratic nature of the process, which requires extensive individual paperwork, but noted that a recent process review has introduced a unified dashboard system. This is now being used consistently by all staff working with Modern Apprenticeships, improving coordination and tracking.

J Roscoe provided an update on curriculum enhancement initiatives. Two open sessions were held in March 2025 to align provision with the College's five strategic pillars. These sessions were valuable in helping staff reflect on the current baseline, such as how physical spaces support a safe and inclusive learning environment and how this translates into teaching and learning practices.

J Roscoe also discussed the *Step* programme and related networking activities, noting her attendance at three sessions across Scotland exploring enhancement themes for diverse learners and transitions. A final session was held in Dundee, where a toolkit and engagement strategies were developed. The initiative has attracted attention from the Glasgow School of Art, who have expressed interest in the project.

The discovery phase of this work will conclude in the coming weeks, after which the team will identify gaps and next steps for future topics.

J Roscoe also highlighted collaborative work with Abertay University students participating in the 2 plus 2 programmes. These students joined an end-of-year CPD event focused on transition strategies and data-sharing to support learner journeys.

N Lowden raised a query regarding the minimum of five hours per year dedicated to trauma-informed practice training for staff. In response, it was confirmed that this topic has been consistently embedded within staff development days and supported by the dedicated working group.

N Lowden concluded by commending the quality and comprehensiveness of the report.

10. STRATEGIC RISK REGISTER

S Taylor noted that the item had been reviewed, and, at this stage, no changes were proposed.

11. LT&Q METRICS

S Taylor highlighted the key metrics for noting, particularly in relation to this year's activity levels against the credit target, which were reported as being significantly higher than the current credit target.

K McIntosh noted that data trends over the past five years suggest a recovery to pre-COVID levels. J Grace supported this observation and stated that activity levels had returned to pre-pandemic figures and in some cases exceeded them, indicating continued improvement.

12. DATE OF NEXT MEETING

Tuesday 27 August 2025, Room K-TO-624, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
No actions noted.		

BOARD OF MANAGEMENT



Human Resources and Development Committee

Thursday 22 May 2025 at 5.00pm **Room K-TO-624,**
Kingsway Campus (MS Teams option available)

Minute of the Human Resources and Development Committee meeting held on Thursday 22 May 2025 at 5.00pm, in Room K-TO-624, Kingsway Campus.

PRESENT:

Donald Mackenzie	Richard Gordon
Brian Lawrie	Matthew Beattie
Carri Cusick	

IN ATTENDANCE: Steven Taylor (Vice Principal Support Services and Operations)
Julie Grace (Vice Principal Curriculum and Partnerships)
Penny Muir (Board Administrator)
Abi Mawhirt (Head of People and Organisation Development)

1. WELCOME

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

2. APOLOGIES

Apologies received from Simon Hewitt, Billy Grace, Jackie Buchanan, Robert Young, Steven Oakley and Neil Lowden.

3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of connection & interests.

4. MINUTE OF THE PREVIOUS MEETING

The minutes of the meeting held on 20 February 2025 were approved as an accurate record.

5. MATTERS ARISING

There are no matters arising.

6. PEOPLE, OD & COMMUNICATIONS REPORT

S Taylor presented the report, highlighting significant updates including the most recent equalities mainstreaming which reflects a substantial amount of underpinning equalities work.

The recent Supreme Court judgement was noted for its potential impact on students and staff. Work is ongoing in terms of the practical outcomes from this judgement and also in terms of support for students and staff feeling vulnerable due to the changes.

Communication to staff has acknowledged the impact of the ruling, especially on transgender students and staff, while reaffirming the College's commitment to creating a safe and supportive environment.

B Lawrie suggested that the judgement may lead to clearer guidance in the future, which could be beneficial for the College.

S Taylor also provided an update on a recent Rapid Improvement Event (RIE) which focused on behind-the-scenes processes, particularly around temporary staff contracts. The event highlighted the value of Rapid Improvement Events (RIEs) as an effective methodology and the desire to use these further in the future. In response to a question from D Mackenzie about facilitation, it was confirmed that an external facilitator was used, but that skills and experience were being developed inhouse to support similar exercises. Feedback has been positive, with the process described as intense but ultimately highly beneficial.

R Gordon acknowledged that while change can be challenging, it can also lead to clarity and positive outcomes. C Cusick enquired about the role of the Service Design Academy in such processes. S Taylor clarified that different tools are applied depending on the purpose, noting that the recent Rapid Improvement Event (RIE) specifically focused on the underpinning administrative process. This included the processes for identifying such contracts, allocating hours, issuing contracts, and ensuring alignment with the payroll system, rather than addressing broader service design considerations.

B Lawrie commented on the benefits of the RIE process, including the reduction of duplication and overall efficiency gains. J Grace added that any measures which alleviate workload pressure have been positively received. A Mawhirt emphasised the importance of recognition for the work being undertaken and the shared sense of ownership it fosters.

C Cusick asked whether efficiency gains could be measured. S Taylor confirmed that while formal measurement is possible, the benefits would be clearly evident in the revised process.

A Mawhirt discussed the interconnected nature of internal and external communications, highlighting recent improvements in recruitment platforms which have contributed to increased application numbers. These efforts are closely linked with both recruitment campaigns and internal staff engagement. Future plans include a refresh of staff portal content and targeted messaging for various audiences.

S Taylor mentioned upcoming staff awards and extended a welcome to Board members who may wish to participate.

S Taylor highlighted the TUC *Dying to Work* Charter, noting widespread interest among staff and the importance of the associated resources. By adopting the Charter, the College formally commits to upholding its principles, thereby ensuring a supportive and compassionate environment for staff facing terminal illness. The initiative was welcomed by the Committee.

B Lawrie noted that the gender pay-gap figure had not been finalised within the paper, S Taylor apologies for this and noted that the figure was included in the HR metrics.

D Mackenzie thanked S Taylor for the paper.

7. FINANCIAL SECURITY & SAVINGS PLANNING

S Taylor provided an update on the College's current financial position, noting the ongoing challenges faced by the wider public sector. He emphasised that financial pressures have persisted over a number of years, with the College having previously implemented very major savings plans merely to maintain its position.

Over recent months, attention has been focused on reviewing non-core College activities to ensure that scarce resources are directed towards student-facing priorities.

As part of this strategic review, operational arrangements concerning the Gardyne Theatre, the Gardyne Sports Centre, and the Pool have been under consideration. Financial reviews of both the Service Design Academy and the sports facilities have shown that the College is currently making a significant financial contribution to maintain these services. This was an unsustainable position in the long term.

S Taylor highlighted the key financial concerns which include flat cash settlements, rising operational costs, and particularly high employer on-costs, which accounted for an additional 41% over and above the salary costs for academic staff. Reducing costs would require reductions in staffing, which would in turn affect income; however, the financial contributions currently required to sustain these non-core services are substantial and the proposals to reduce activities would result in a net financial benefit for the College.

S Taylor confirmed that initial consultation processes have begun with the affected staff, with clear and open dialogue also maintained with trade unions. He stressed that the proposals at this stage relate only to consultation and restructuring options. Staff in the affected areas have been informed that voluntary severance remains available, and redeployment opportunities will be actively explored. The College is committed to ongoing engagement with staff and unions throughout the process.

In regard to the Gardyne Theatre, Sports Centre, and swimming pool-the external use is being considered within the context of existing College policies. Discussions are ongoing with two local authorities, particularly in the areas of leisure and culture, to explore options such as continuation of gym memberships and fitness classes. These discussions have been positive and supportive, with efforts being made to mitigate any potential loss of provision.

S Taylor acknowledged the emotional and professional impact on staff affected by the proposals and confirmed that information outlining the rationale and the proposed changes had been shared with those staff members and that an open consultation route was in place for all staff.

B Lawrie welcomed the engagement with trade unions and expressed support for the proposed creation of 1.5 FTE vacancies for Sports Technicians. He commended the College's approach to involving staff in shaping proposals and seeking their input.

J Grace noted that affected staff would be given the first opportunity to apply for any new roles arising from the changes.

D Mackenzie asked about the infrastructure concerns regarding the pool and asked if this had been assessed. S Taylor confirmed that infrastructure concerns have been discussed through the Finance and Property Committee. He acknowledged that current funding levels for capital maintenance are low, with ongoing issues relating to maintenance needs, including the Clova Building in Arbroath and the Kingsway Campus. The pool requires substantial investment but is currently used for only two hours per week in the curriculum, making such investment difficult to justify. J Grace echoed this concern, noting the challenge of justifying capital investment in a non-core facility.

D Mackenzie asked whether staff on a wider basis across the College should view the changes as a threat. S Taylor responded that while these decisions are difficult, they are part of a broader effort to prioritise resources towards the core role of the College in enhancing the student experience. He acknowledged a sense of uncertainty across the public sector, and that despite best efforts, the College remains on a financial "treadmill," with limited scope for this to change given the on-going flat cash nature of funding and increasing costs. He reiterated that staff deserve pay awards, and that the College continues to push forward despite these financial constraints.

R Gordon raised concerns about the potential for further cuts in the future and the need to manage communications carefully to avoid unnecessary worry while maintaining transparency. S Taylor agreed, noting the importance of open communication and reaffirming the College's commitment to engaging proactively with staff and unions. He added that all consultation queries are being addressed within a five-day turnaround to ensure effective responses are received.

D Mackenzie commented on the importance of maintaining momentum and collaboration throughout the process, observing that the College's approach had helped mitigate the impact of difficult steps like this in the past.

S Taylor confirmed that the College is navigating the situation as transparently as possible and continuing open conversations with all stakeholders.

B Lawrie raised a final point regarding Dundee Football Club's use of gym facilities, querying if such arrangements could continue in light of the proposed changes. S Taylor responded that future access to these facilities were being planned and would be based around current hire arrangements, with responsibilities for oversight and staffing falling under external arrangements rather than College staff.

D Mackenzie thanked S Taylor for the comprehensive report.

8. NATIONAL BARGAINING UPDATE

S Taylor provided a positive update, confirming that progress continues across several key areas. This included resolution of a number of longstanding national issues and disputes with EIS/FELA.

Discussions on salaries with support staff are also progressing well, albeit without a final outcome at this stage. S Taylor noted that these negotiations have had a notably different tone, and there is potential for agreement on a three-year deal. Such a settlement would contribute to a more stable period, which in turn it was hoped would support the implementation of the national job evaluation project and provide greater clarity for financial planning. Conversations are ongoing regarding potential Scottish Government funding to support this, which, while not yet finalised, appear more positive.

R Gordon remarked that the absence of industrial action has helped to make negotiations more straightforward.

B Lawrie enquired whether the Scottish Government was considering longer-term funding arrangements. S Taylor stated that this was not clear but confirmed that there is recognition at government level of the importance of equity in arrangements between academic and support staff.

Further updates were provided on employment conditions, including the resolution of issues related to COVID-19. COVID-19 is no longer treated differently from other illnesses with respect to sick pay, and relevant guidance has now been updated to reflect this change.

S Taylor reported that the national discipline policy had been formally implemented, with the People Team aligning and integrating the policy with the College's internal policy and procedure. S Taylor noted that this would not result in any significant changes.

S Taylor highlighted that developments within the Unison branch continue to progress. R Gordon summarised recent developments with regard to this.

C Cusick welcomed the prospect of a three-year settlement, noting the potential for increased stability.

The report was welcomed.

9. STRATEGIC RISK REGISTER

S Taylor confirmed that no changes were proposed to the risks currently allocated to the Human Resources & Development Committee.

B Lawrie queried whether ongoing reviews of areas such as the Gardyne Theatre, the swimming pool, and similar facilities were adequately reflected within the existing risk register.

He asked if these pressures were captured under the current risk categories or whether they should be more explicitly recognised.

In response, S Taylor noted that these issues are currently addressed under Risk 3.7, which relates to industrial relations and broader operational impacts on the College. He explained that these considerations underpin the College's approach to mitigating such risks. The broader implications of these operational areas will continue to be monitored, and should they escalate, the associated risk rating would be reviewed and adjusted accordingly.

S Taylor added that the strategic risk register is intended to reflect core institutional activities, including Finance and HR. Effective management of these areas inherently contributes to risk mitigation. He emphasised that if the College continues to operate in accordance with good practice, risk levels are appropriately managed and adjusted as necessary. The risk framework is embedded within the College's overall management processes.

D Mackenzie thanked S Taylor for the update.

10. HR METRICS

S Taylor confirmed that the correct figure for the gender pay gap is 6.5% and noted it should be reflected accordingly.

C Cusick raised concerns regarding low staff uptake in mandatory training areas, specifically cyber security and GDPR training. A Mawhirt explained that the training cycle resets each year, with figures reflecting completion by the end of the academic year. The training operates on a three-year cycle, during which all staff are expected to complete the required modules. A Mawhirt added that ongoing reminders to staff are in place to encourage compliance.

R Gordon elaborated on initiatives being taken to raise awareness and improve training engagement, including cyber-attack simulation training and awareness campaigns targeting students. He highlighted the importance of smaller improvements in combatting growing cyber threats. R Gordon also highlighted that the College holds Cyber Essentials accreditation and is currently undergoing re-accreditation. Mandatory external training is assigned to individuals who fall victim to simulated cyber-attacks, helping to reinforce understanding of emerging threats.

In response to a question from D Mackenzie on the timeline for achieving satisfactory uptake, it was confirmed that the current cycle runs to the end of the academic year. Reports are shared with managers and the Senior Leadership Team (SLT) to ensure prioritisation within staff teams, with follow-up measures in place.

C Cusick enquired whether mandatory training was extended to Board members. R Gordon confirmed that it could be but noted licensing constraints may apply. He added that attention is also being paid to smaller email addresses and address books linked to the College, particularly in cases where local users lack dedicated technical support. Efforts continue to promote general awareness across all groups.

B Lawrie referred to the data presented on the report, questioning the relevance of current positions and headcount figures, and suggesting a system tidy-up may be needed.

S Taylor explained that the recent rapid improvement event highlighted issues related to the issuing of separate contracts for different pieces of work. This meant that headcount figures may appear lower than the number of 'open' positions, as one staff member may hold multiple positions. For example, a staff member might deliver only a portion of a unit during one semester. Variability in staffing is also influenced by factors such as student numbers and absence cover. Consequently, while there may be multiple positions, fewer individuals may be delivering them, or vice versa. FTEs may reflect either four or five individuals delivering work, or just one, depending on the allocation.

B Lawrie also queried the reporting of non-work-related stress and questioned whether the figure in column three of item number 3 should be updated to reflect the 2023/24 academic year. S Taylor thanked B Lawrie and will update the year accordingly.

The report was welcomed.

11. MEETING MINUTES/UPDATES

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

12. DATE OF NEXT MEETING

Thursday 4 September 2025 at 5.00pm in Room K- TO- 624, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
No action points were noted		

BOARD OF MANAGEMENT



Finance & Property Committee

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

Minute of the Finance & Property Committee meeting held on Tuesday 27 May 2025 at 17:00pm in Room K-TO-624 Kingsway Campus and via Microsoft Teams.

PRESENT:

Brian Lawrie	Robert Young
Stephen Oakley	Simon Hewitt
Ged Bell	Carri Cusick
Matthew Beattie	

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

1. WELCOME

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

2. APOLOGIES

Apologies were noted from Donald Mackenzie, Laurie O'Donnell, Derek Smith, Billy Grace and Donna Fordyce.

3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of interest or connection.

4. APPOINTMENT OF CHAIR AND VICE CHAIR

S Taylor noted that D Fordyce is stepping down, creating vacancies for Chair and Vice Chair. One nomination was received for each: B Lawrie for Chair and G Bell for Vice Chair.

The Committee approved both appointments and extended their congratulations.

5. MINUTE OF THE PREVIOUS MEETING

The minute of the Finance and Property Committee meeting held on 25 February 2025 was approved as an accurate record.

6. MATTERS ARISING

All actions were closed, except for the item relating to GTL. S Taylor proposed that, with the Committee's agreement, this item is be removed as it is no longer an ongoing action. This was agreed.

7. FINANCE

(i) Financial Sustainability

S Hewitt provided an update on the ongoing financial challenges, noting that while the circumstances may differ, the pressure on all public sector finances remains widespread. S Hewitt stressed that continued vigilance and proactive management are essential to remain on top of the situation.

S Hewitt highlighted local and regional pressures, reinforcing the need to focus on core business activities and identify non-core areas that do not deliver a contribution to College finances. In particular, operational decisions regarding the SDA and Gardyne Sports Centre are under review. The current financial contributions required for both of these were increasingly significant and unsustainable, and discussions are ongoing.

The projected deficit for this year has increased to £670K, though it is expected to realign closer to the previous forecast. Looking ahead, next year's interim budget deficit is anticipated to be larger than the budget for this year, however, there is uncertainty regarding scheduled projects and other income along with national insurance and other cost pressures. The Senior Leadership Team (SLT) remains fully engaged in addressing these challenges.

S Hewitt highlighted that core funding is not keeping pace with rising costs. On-costs have reached 41%, a substantial figure with significant implications. This situation is expected to persist over the coming years, however, there are ongoing national conversations about the need to review the funding model for the sector, with cross-party recognition that reform is necessary. The priority remains to focus on core business and navigate through the current challenges.

National discussions also continue regarding apprenticeships and other funding-related matters. The key objective is to maintain control over the organisation's direction.

S Taylor added that staffing remains a central consideration. Active staff engagement and consultation are ongoing, with daily feedback received and responded to. Consultations are also taking place with gym and swim users regarding potential changes.

B Lawrie enquired about the number of external individuals using the gym and swim facilities. A Ross noted that approximately 1,000 individuals use the gym and swim facilities, including children enrolled in swimming lessons. In addition, there are regular facility users such as swimming clubs and community lets.

B Lawrie thanked S Hewitt for the update.

(ii) 2024/25 Budget Monitoring Update

N Anderson reported that only 48% of the anticipated National Insurance funding was anticipated, with key variances in the forecast linked to variable staff costs. She also noted a delay in the collection of outstanding debt; however, the outstanding amount has been reduced by £85k.

There were some complexities around reporting noted in the report, with work progressing on these.

The cashflow position was noted, with an anticipated outflow of cash in the current year, but a reasonable cash position remaining. The requirements around the College's cash-backed position was discussed and clarity provided for Committee members around this.

The Committee welcomed the detailed update and highlighted the need for the senior team to work to pull the end of year position back to a breakeven position.

(iii) 2025/26 Draft Budget

N Anderson presented the interim budget for 2025/26, seeking approval from the Committee to progress on this basis as further work was required to bring the budget into a breakeven position.

She highlighted the current projected deficit of £2.6 million and provided reassurance that active steps are being taken to mitigate this position. The budget includes an additional £890K in teaching grant income compared to the previous year, though this accounts for only 2.8% of the College's total income and was allocated to cover two specific areas of cost.

Staff costs have risen by over £1 million, with provisions made for increases such as National Insurance and Employers' Pension contributions. The budget also includes the annual loan repayment of £457K.

N Anderson explained that projected income had reduced by over £1million as a range of projects and other activities were reaching a conclusion and that replacing this income would remain an area of focus. She acknowledged the challenge of budgeting for grants that may only become available later in the year but confirmed that such opportunities would be pursued as they arise.

She also noted that staffing costs for the next two years will be reviewed to support long-term financial planning. While the budget remains challenging, N Anderson stated that it is not unusual and will be closely managed as it is refined ahead of presentation to the next Finance & Property Committee.

In response to a question from C Cusick about whether this situation is typical across the sector, S Hewitt confirmed that the current position is unfortunately common, noting that the sector wide deficit was greater last year.

In terms of governance, S Taylor added that preparing an interim budget under these circumstances is a recognised practice and had been taken in 2022. The additional time would allow the College to revise the budget further and adjust as more reliable figures become available.

G Bell asked whether the College could document areas at this stage where improvements to the position were expected, both in terms of income and expenditure. S Hewitt responded, highlighting that the non-core income budget was currently set at £3.2 million against a forecast in the current year of £4.3 million. This was a significant area where the College has to work over the months prior to August to increase income. N Anderson confirmed this and also stated that all budget lines are being thoroughly reviewed to ensure no areas are missed and that the College has the most accurate and efficient possible picture of the year ahead.

J Grace noted that, with four months remaining until the start of the new financial year key variables-such as student enrolment and course availability remain uncertain and will not be confirmed until August. As such, the budget at this stage was reliant on known trends and projections.

S Hewitt reiterated the importance of setting a workable budget, while remaining open to adjustment as circumstances evolve. B Lawrie noted the benefit of presenting an interim budget to the Board, as it allows for transparency and clarity regarding the changes made in the final version and the reasons behind them.

R Young queried the timeline for the final budget and raised concerns about potential limitations in capital flexibility for 2025/26 if the CDEL/RDEL switch was not approved by the Scottish Government. This risk was recognised and N Anderson explained that the Scottish Government had changed its guidance on the use of capital grant funding, previously used for maintenance and repairs, stating this was no longer permissible.

For 2024/25 and 2025/26, the Scottish Government and SFC have agreed to relax these rules to allow institutions time to adjust. The College has already revised its policy on capitalising fixed assets and is capitalising all eligible items to mitigate the issue.

N Anderson confirmed that loan repayments will still be made, and that discussions are ongoing with lenders regarding the potential for partial early repayments should this be necessary. She added that underspends on capital do not offset revenue pressures, and conversations with the Scottish Funding Council continue on this. N Anderson noted that this was a sector wide issue and that a resolution had to be found either to move the balance between capital and revenue funds, or to continue with the current guidance on use of CDEL funds.

N Anderson explained that capital project costs have been fully reviewed, named, and justified on a project-by-project basis to ensure full capitalisation, which auditors have accepted. S Hewitt noted the difficulty in distinguishing between capital and maintenance costs, describing it as a grey area under national review. He also updated the Committee on income generation efforts, stating that the SLT had reviewed potential opportunities across Dundee. Although some alternative models have not yielded anticipated returns, future focus will remain on areas where the College excels, such as curriculum delivery, upskilling, and partnership work including apprenticeships. S Hewitt stated that the College is pursuing a strategy that focuses on its core strengths while exploring new ideas in a sustainable manner. A stretch target has been identified, reflecting both ambition and a commitment to improvement income.

B Lawrie advised against pursuing funding avenues that could pose excessive risk, underscoring the importance of a more strategic and focused approach. S Hewitt agreed, drawing attention to the valuable learning from developments within the Service Design Academy and Gardyne Theatre Limited. He reiterated that the College's core strength is in learning and teaching, which along with the associated revenue streams, should remain central to its financial planning.

The Committee agreed the interim budget for 2025/26 for discussion at the Board meeting and acknowledged the ongoing work to refine the financial position ahead of submission of the final budget in September 2025. **N Anderson to progress.**

B Lawrie noted that work would be ongoing and it was agreed that an update on a finalised budget position would be provided to the Committee as soon as this was available. **N Anderson to progress.**

8. GARDYNE THEATRE REVIEW

N Anderson reported that individual consultations are ongoing, with meetings held with GTL and College staff. Staff have also raised questions, and all possible options are currently being explored. Consideration is being given to how the theatre can be managed more effectively, both as part of the College and by making greater use of College facilities. The aim is to reduce the resource burden on the College and to develop a more streamlined approach. There is also potential for offering the theatre space to external businesses to increase utilisation and income.

S Taylor reported that the company had recently undergone a period of suspension due to an issue with a submitted document. The matter has since been resolved, and the company has been fully reinstated, effective from the original suspension date. Planning is ongoing, with operations expected to continue through to the end of the calendar year, as several shows are already scheduled during this period.

The update was welcomed.

9. FINANCIAL GOVERNANCE REFLECTION/UPDATE

S Taylor presented the paper to the Committee.

He advised that, in light of the similarities in core business operations and funding models between Dundee & Angus College and the University of Dundee, the College's Senior Leadership Team had undertaken a reflective self-evaluation. This was intended to review internal practices and consider any relevant issues arising from the recent parliamentary scrutiny of the University of Dundee's finances and governance arrangements from a D&A perspective.

S Taylor highlighted the importance of maintaining a proactive approach as these matters gain wider visibility and noted the possibility of a formal request or similar ask that all colleges and universities undertake a review relative to the outcome of the current inquiry into the Dundee University position.

He explained that the paper was informed by an initial parliamentary review and whilst acknowledging the financial challenges within the College, he reported that no significant gaps had been identified in Dundee & Angus College's current position. He confirmed that the paper would be discussed at the Audit & Risk Committee and would be further developed as additional information becomes available.

R Young raised the question of how the Committee and Board can effectively monitor the progress against the College's self-evaluation. He suggested that peer review could be a useful tool in providing external scrutiny and ensuring readiness for future developments.

In response, S Taylor advised that actions linked to the self-evaluation would be brought back to the Committee at the appropriate time to provide assurance. He added that it was expected that the independent investigation at the university would result in specific asks of the sector which may include a review by the Scottish Funding Council. He noted that the timing of any internal or external audit activities would depend on the release of the final report from the Scottish Funding Council and should take account of any formal findings. He emphasised the importance of the committee being informed and engaged as a proactive governance measure and noted that many of the actions identified would be assessed through the normal audit review process. He stated that he would expect the auditors will be expected to examine the College's governance and risk management arrangements in the context of the university report findings.

G Bell expressed his confidence in the College's proactive approach and welcomed the creation of the action plan, stating that he felt that this exercise demonstrated the College's strong governance and management structures. He noted that this work would not detract from the delivery of key audit priorities and welcomed the clarity it provided.

B Lawrie emphasised the importance of clearly documenting key assumptions, including projected student numbers, to ensure transparency and provide a basis for future reflection. He acknowledged the challenging political environment and stressed the need for effective scrutiny and timely action. While recognising the reality of financial deficits, he underlined the importance of assessing associated risks and ensuring appropriate mitigations are in place. He commended the College's progress in risk management and financial resource allocation.

S Hewitt added that the paper represents a "live document," reflecting current developments and the evolving financial and governance landscape.

C Cusick described the report as a compelling and informative read and thanked the team for its clarity and relevance.

B Lawrie welcomed the report and formally thanked all staff involved in its preparation.

10. INFRASTRUCTURE

(i) Future Infrastructure Vision

S Hewitt provided an update on capital development planning and funding challenges facing the sector. He noted that while the current funding model presents significant issues, the College has engaged with a Global Finance specialist to explore alternative revenue-based funding mechanisms. This includes reviewing models such as that used by Cardiff and Vale College, which have been approved by the Welsh Government. Although no capital funding is currently available, the team is working closely with the Scottish Government and the Scottish Funding Council to identify viable revenue funding options, with some D&A Foundation funding set aside to support early stage progress.

S Hewitt reported that work on the Outline Business Case (OBC) is progressing, with early planning on how the proposed development will be delivered. A major economic impact study has been completed, estimating that a £265 million investment could generate over £1.8 billion in economic value over a 20-year period. The College is now preparing to proceed via the SCAPE compliance route, with the process expected to begin within the coming weeks and to take approximately 16 weeks to complete. Initial design development work is being supported by AETO, with a focus on aligning the project with the College's values, vision, and culture. This work is ongoing in collaboration with the Senior Leadership Team.

In parallel, S Hewitt stated discussions with the Scottish Government were looking at cross-government opportunities and broader engagement to enhance employability provision, with a further update anticipated in early June 2025.

In response to a query from B Lawrie regarding whether the projected £1.8 billion impact could attract additional regional support, S Hewitt acknowledged the potential for this and noted the importance of ongoing strategic engagement with government. He welcomed any advice from committee members and emphasised the need to complete this foundational work first. S Taylor added that the project's benefits will be distributed across both Angus and Dundee, with the aim of delivering significant economic benefit in both areas.

R Young highlighted the importance of the Outline Business Case (OBC) as a key milestone and queried the expected timeline. S Hewitt confirmed the process would take up to 16 weeks, though this may be shortened given that some significant work had already been completed.

R Young also asked whether the Board has the necessary infrastructure and expertise to oversee a project of this scale. He expressed support and a willingness to contribute. S Taylor noted the recent appointment of three new Board members, including individuals with significant infrastructure and major public funding experience. He advised that these appointments would add strength to the Board's oversight capacity and that additional expertise may also be co-opted as needed.

S Taylor stated that a paper will be brought to the June Board meeting outlining future governance arrangements.

S Taylor also confirmed that further governance measures were being planned, including the appointment of a dedicated specialist Project Director. A job description has been prepared, but the role is contingent on securing sufficient funding. A request will be made to the Scottish Funding Council to support this and other funding was being sought.

S Hewitt concluded by noting that AETO, a global firm, is enthusiastic about the project and has offered a favourable rate to support visioning work, reflecting their belief in the project's potential and the positive momentum generated to date.

The report was welcomed.

(ii) Estates Update

A Ross provided an update on estates and infrastructure project plans, with investment divided between traditional capital projects and infrastructure improvements, guided by stakeholder feedback. Over the summer period, the CALC building refurbishment will be completed, including the redevelopment of space on the opposite side of the site to create improved study environments within the library. Enhancements to the ESK building are underway, including the installation of new lighting, carpeting, and updated hair and beauty facilities.

Additional investment is being directed toward the sports facilities for students in Gardyne, with the aim of bridging service gaps and improving the student environment. This includes internal painting and reconfiguration of layouts to enhance functionality and aesthetics.

B Lawrie welcomed the update and commented positively on the breadth of activity being undertaken. He noted that it was particularly encouraging to see a proactive approach being taken, with constructive input from both support and academic teams.

C Cusick observed that the report was useful in highlighting the scale of the planned projects and acknowledged the challenge of delivering a significant volume of work within the relatively short seven-week summer window.

B Lawrie concluded by reaffirming the importance of the scale and scope of capital investment projects and commended the College's ongoing commitment to enhancing its estate.

11. PROCUREMENT

(i) Procurement & Creditors Audit Progress

N Anderson provided an update on the Procurement and Creditors Audit undertaken in June 2024. The audit resulted in six recommendations, with progress regularly reported to both the Audit & Risk Committee and the Finance & Property Committee.

Of the six recommendations, five have been fully implemented. The remaining recommendation relates to conducting a cost-benefit analysis for the ordering of catering supplies, with a completion deadline set for the end of August 2025.

N Anderson also reported on the recommendation concerning compliance with the requirement to raise purchase orders. In the 2023/24 financial year, overall purchase order compliance stood at 23%. This figure has increased to 37% in the current year. While progress has been gradual, she emphasised that sustained focus and targeted efforts have led to significant improvement.

The Committee welcomed the update and acknowledged the positive direction of travel.

(ii) Procurement Update

N Anderson advised the Committee that there was one item requiring approval concerning the Non-competitive Award notice for timetabling software.

The Committee reviewed the matter and granted NCA approval. **N Anderson to progress.**

12. STRATEGIC RISK REGISTER

S Taylor provided an update on the current risk register, noting that there were no changes to the usual risks reported to the Finance & Property Committee (FPC).

S Taylor stated that it was proposed adding an additional risk relating to the signing of the annual accounts. He noted that while this may be too narrow to classify as a strategic risk solely on that basis, it had been incorporated under a broader financial planning and reporting risk. This proposal was presented for the FPC's consideration and comments, with the intention to refer the final decision to the A&R Committee for approval.

S Taylor highlighted that financial sustainability remains a key risk, currently rated as red, and is included on the Board of Management agenda as well as the Audit & Risk Committee's (A&R) agenda.

The Committee approved the update and the additional risk as presented.

13. SUPPORT SERVICES REPORT

N Anderson noted the report.

B Lawrie emphasised the importance of the report in demonstrating how potential student numbers are being monitored, highlighting this as an indicator of the College's strength in attracting applicants. He acknowledged that final student numbers are not confirmed until later in the year, making this information particularly valuable for planning.

Regarding Section 6 of the report, which refers to project income exceeding targets, B Lawrie queried whether this represents additional income or involves extra costs. J Grace clarified that the figures reflect actual income and include a markup applied to all commercial course delivery so that a portion of the income contributes to covering expenses.

B Lawrie thanked N Anderson for the report.

14. DATE OF NEXT MEETING

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

Action Point Summary

Action	Responsibility	Date
Draft Interim budget to be presented to the Board of Management for consideration	N Anderson	17 June 2025
Final draft budget to be shared with Finance and Property Committee members when available.	N Anderson	9 September 2025
Non-competitive Award arrangements to be progressed	N Anderson	13 June 2025

BOARD OF MANAGEMENT

Audit and Risk Committee



Tuesday 3 June 2025 at 5.00pm **Room K-TO-624,**
Kingsway Campus (MS Teams option available)

Minute of the Audit & Risk Committee meeting held on Tuesday 3 June 2025 at 5.00pm in Room K-TO-624 Kingsway Campus and via Microsoft Teams.

PRESENT: Helen Honeyman (Chair) Derek Smith
Matthew Beattie Richard Gordon
Ged Bell

IN ATTENDANCE: Steve McNaught (Henderson Loggie)
Nicky Anderson (Director of Finance)
Steven Taylor (Vice Principal Support and Organisation)
Michael Speight & Konzekerani Chigwenembe (Forvis Mazars)
Penny Muir (Board Administrator)

1. WELCOME

H Honeyman welcomed everyone to the Audit & Risk Committee meeting.

2. APOLOGIES

Apologies were noted from K McIntosh and J Buchanan. S McNaught noted he was standing in for D Archibald.

3. DECLARATIONS OF CONNECTION & INTEREST

No declarations of connection and interest were noted.

4. MINUTE OF THE PREVIOUS MEETING

The minute of the Audit & Risk Committee meeting held on 4 March 2025 was approved as an accurate record.

5. MATTERS ARISING

All matters arising have been completed or are addressed in the current agenda.

6. AUDIT

6.1. 2023-2024 Audit Lessons & Improvement Plan

S Taylor presented an update following discussions at the last meeting, where there had been a delay in the audit sign-off. It was agreed at that time to hold a follow-up session with M Speight and K Chigwenembe to review the audit process and explore areas for improvement in the audit approaches. This session had proven useful and had led to the production of the plan.

S Taylor reported that there has been progress, with significant work taking place behind the scenes to meet audit requirements. He expressed confidence that the College will meet the necessary obligations, with work continuing to progress in subsequent years as required to further refine and enhance arrangements.

M Speight added that from Mazars' perspective, the session with David from Henderson Loggie had been productive. He noted that the foundational elements of the audit process are now falling into place. Although this has not been a typical nine-month audit cycle due to earlier delays, a substantial amount of work is required in a condensed timeframe. He acknowledged that while the outcome in the Autumn may not be fully polished, it will set a clear foundation for future audits.

G Bell queried whether the plan presented was a joint plan between the College and Mazars, or solely a College initiative. S Taylor confirmed that it was a College-led plan designed to support collaborative working and effective information exchange, but that there were elements for Mazars to undertake too.

G Bell asked whether a corresponding plan from Mazars would be forthcoming. M Speight responded that Mazars did not intend to issue a separate plan, as they had contributed directly to the development of the College's plan. He identified capital accounting as a significant challenge last year and acknowledged that lessons have been learned.

M Speight highlighted further additional complications, such as job evaluation work and the transition of responsibilities within the finance team that had also impacted the timing of the audit. He noted that the audit team would be strengthened for 2024/25, with the return of Ruth from maternity leave and K Chigwenembe remaining in post.

S Taylor added that the joint elements referenced in the paper are practical, focusing on the audit timetable, the timely sharing of documentation, and maintaining consistent arrangements rather than implementing significant changes.

H Honeyman highlighted the importance of communication with the Audit and Risk Committee should there be any risk of delays in 2025. She noted that while the process may not be perfect, regular updates are essential to provide assurance that progress is being made. She asked that a further progress update be presented at the next committee meeting. This was agreed,
N Anderson to progress.

6.2. 2024/25 Audit Plan

M Speight provided an overview of the 2024/25 annual audit plan. He reported that planning discussions were held with the Finance team the previous week. The primary objective is to achieve as much consistency as possible throughout the audit process, which is expected to be beneficial.

Regarding areas of Audit and Risk, M Speight reminded the Committee that, consistent with required audit standards the previous years, general ledger entries and revenue recognition would be featured as standard audit items.

The Tayside Pension Fund valuation was highlighted as another area of focus and an internal specialist will review these complex areas, noting that the College has a relatively small percentage of the overall pension fund allocated to it.

M Speight highlighted that the valuation estimates recorded in the financial statements, particularly those pertaining to land and buildings, will be subject to detailed scrutiny. H Honeyman asked whether the College was ahead in terms of the valuation work undertaken for the 2023/4 audit and N Anderson confirmed that a full revaluation was planned for this year.

M Speight clarified that the valuation will be a full valuation, and this detail will be amended in the final audit plan to ensure accuracy.

M Speight reported that the job evaluation scheme continues to present a sector-wide challenge and will feature again in the audit. He noted that the Scottish Funding Council had advised that the publication of the 2024/25 audit guidance will be in July 2025, with the expectation that this would be consistent with the 2023/24 guidance.

As the Job Evaluation project was being progressed, the current basis for the calculation may become outdated over time, potentially impacting financial reporting over a period ranging from six months to several years. Although this is not regarded as a significant risk at present, it remains important to keep the matter under review, with the possibility that an alternative approach of calculation may be required as the project nears implementation. This issue is relevant across the entire sector and does not specifically affect Dundee & Angus College.

M Speight noted that financial sustainability is flagged as a sector-wide risk, though there are no specific concerns for Dundee & Angus College. Other institutions may be in more challenging positions.

H Honeyman enquired about an increase in audit fees, to which M Speight explained that Audit Scotland set the fees, which have risen in line with salary inflation figures.

H Honeyman thanked Mazars for their input and update.

7. INTERNAL AUDIT

7.1. Payroll

S McNaught presented the findings of the recent internal audit of payroll. The audit focused on internal controls around staff costs, which represent a significant portion of the overall budget. The review covered both the People Team and the Payroll Team.

The audit outcome was positive, with a good level of assurance provided and no recommendations identified. Although a small number of administrative-type errors were noted, no significant issues were identified. The audit found that there was a strong segregation of duties, effective checking processes were in place, no errors were identified in deduction calculations, and salaries were aligned with contractual agreements.

S McNaught noted that while this was a strong result for the College, some other college clients had encountered difficulties with payroll, particularly in relation to academic staff. These situations can unravel quickly if not properly managed.

H Honeyman welcomed the positive audit report and commended the Payroll and the People Team for their efforts, she asked about data security in relation to payroll. In response, S McNaught explained that the move to the iTrent system and the implementation of self-service functionality had improved data security significantly. As part of the transition, substantial data cleansing was undertaken, and data protection was a focus throughout.

S Taylor reported that the HR Committee had discussed the progress made through the Rapid Improvement Event, which aimed to streamline staff contracts and positions. It was noted that staff could hold multiple positions, and the plans focused on how the administrative processes for this could be better managed.

G Bell congratulated the Payroll and People Teams, recognising the complexity of payroll within support services. He noted that simplifying payment structures would contribute to more accurate payroll outcomes.

H Honeyman asked whether evidence had been requested to support the AVC compliance. N Anderson noted that this was not a priority as AVC information was held by the staff, but going forward such records would be retained.

H Honeyman thanked S McNaught for the report.

7.2. Internal Audit Progress Report

S McNaught provided a summary of the current position within the annual audit plan. He stated two audits had been completed, with three still to be presented. Areas such as credits, bursaries, and the Education Maintenance Allowance (EMA) are scheduled to be reported later in September 2025.

The budget control audit had been delayed to 2025/26 to create space for the input on capital accounting.

The digital strategy audit had been planned to commence around the current time; however, work is progressing to refresh the digital strategy. As a result, the timing of the audit will be delayed to ensure there is a sufficiently developed strategy in place to review.

H Honeyman asked whether this audit could be expected at the September 2025 meeting. S McNaught confirmed this was the revised expectation.

G Bell noted that the implementation of the digital strategy must provide measurable elements to enable a meaningful audit.

S McNaught responded that, across the sector, there have been changes in guidance, and the College is currently updating its framework to support the implementation of its digital strategy. He advised that it is appropriate to wait until the College has finalised amendments to its own strategy before proceeding with the audit.

The progress was noted and the report welcomed.

7.3. Procurement & Creditors Audit Progress

N Anderson provided an update on the Procurement and Creditors Audit undertaken in June 2024. The audit resulted in six recommendations, with progress regularly reported to both the Audit & Risk Committee and the Finance & Property Committee.

Of the six recommendations, five have been fully implemented. The remaining recommendation had a completion deadline set for the end of August 2025.

N Anderson also reported on the recommendation concerning compliance with the requirement to raise purchase orders. In the 2023/24 financial year, overall purchase order compliance stood at 23%. This figure has increased to 37% in the current year. While progress has been gradual, she emphasised that sustained focus and targeted efforts have led to significant improvement and would continue.

H Honeyman asked whether Purchase Order (PO) compliance levels were expected to increase further.

N Anderson responded that PO compliance should reach the high 90s in percentage terms. Significant efforts are underway, particularly with the Estates team, which is the largest area of spend. Transaction teams have been meeting with team managers to review and reinforce PO compliance in detail.

R Gordon commented that this change is being felt throughout the organisation and acknowledged that the implementation involves more than just financial control as it also touches on broader software and service-related issues.

H Honeyman asked how long the organisation is giving itself to progress on this journey.

N Anderson explained that initial meetings with budget holders have already taken place and will be followed by a series of meetings focusing specifically on Purchase Orders. Compliance will also be monitored during the monthly budget review meetings, offering multiple touchpoints to reinforce expectations and processes.

S McNaught noted the increased risk of fraud where POs were not standard. N Anderson noted that this had been considered in the audit and that further work was being progressed by the new Procurement Manager.

The Committee welcomed the update and acknowledged the positive direction of travel.

7.4. Follow Up Summary

S Taylor provided an update on the progress of audit recommendations. It was noted that recommendations from the previous audit had been reviewed and that it was positive to see progress, with most areas now marked as complete.

S Taylor also referenced proposals relating to the commercial offer within the Sports Centre and noted that it was proposed that these be deleted should the current proposals around the sports Centre operation be progressed.

G Bell asked about the timing of this and steps should the commercial operation be continued and it was confirmed that in these circumstances the audit recommendations would continue to be progressed. The Committee agreed to approve the removal of audit recommendations associated with the Gardyne Sports Centre, if and when the related commercial proposals are no longer being pursued.

8. FINANCIAL GOVERNANCE REFLECTION/UPDATE

S Taylor presented the paper to the Committee.

He advised that, in light of the similarities in core business operations and funding models between Dundee & Angus College and the University of Dundee, the College's Senior Leadership Team had undertaken a reflective self-evaluation. This was intended to review internal practices and consider any relevant issues arising from the recent parliamentary scrutiny of the University of Dundee's finances and governance arrangements from a D&A perspective.

S Taylor highlighted the importance of maintaining a proactive approach as these matters gain wider visibility and noted the possibility of a formal request or similar ask that all colleges and universities undertake a review relative to the outcome of the current inquiry into the Dundee University position.

He explained that the paper was informed by an initial parliamentary review and whilst acknowledging the financial challenges within the College, he reported that no significant gaps had been identified in Dundee & Angus College's current approaches. He confirmed that the paper would be further developed as additional information becomes available.

H Honeyman praised the Senior Leadership Team (SLT) for their tight financial control and proactive approach, describing it as a positive development.

S Taylor described the situation as a work in progress and outlined the next steps, which include reporting back to the Finance and Property Committee (FPC) and the Audit & Risk Committee (A&R) on identified risk areas, progress made, and action plans. He noted that this would include both management and governance practices.

N Anderson highlighted that the exercise provides a valuable opportunity for the SLT to discuss any concerns or issues openly. S Taylor added that through this process, it became evident that some members of the SLT would benefit from more specialised financial training. He also raised the importance of ensuring a clear understanding of how the curriculum and credits operate and how finances are derived from them, emphasising the need for comprehensive organisational and financial knowledge across the team.

H Honeyman welcomed the comments regarding the review of risk management arrangements to ensure that interlinkages between areas of risk were clear and robust.

S McNaught noted that student enrolment figures, despite their critical importance, had not been previously classified as a high-priority risk at Dundee University. He referenced recent reviews of Dundee University's situation to emphasise the necessity of closely monitoring of student numbers, given their substantial impact on institutional performance and planning.

G Bell noted that challenges faced by Dundee University further demonstrated the necessity of such oversight. He affirmed that the College horizon scanning practices have been effective in identifying emerging risks and commended the transparency of this approach, highlighting its value in adapting to external environmental factors.

H Honeyman concluded by commending the work as thorough and valuable.

9. STRATEGIC RISK REGISTER

S Taylor provided an update, noting the ongoing sector financial governance review previously discussed. The report identified a proposed additional risk, which had also been considered by the Finance and Property Committee (FPC). The FPC was comfortable with broadening the review to encompass financial strategy, planning, and audit functions. The Committee approved inclusion of this additional risk. **S Taylor to progress.**

Financial sustainability was highlighted as a significant red risk. The HR Committee and Finance & Property Committee had been informed of planned savings and efficiency measures, with detailed discussions around staffing matters, including consultation with trade unions. A comprehensive update will be provided to the next board meeting.

There has been no material change in the risk around Regarding Reinforced Autoclaved Aerated Concrete (RAAC). A further structural engineering assessment is scheduled, with no expected significant change in condition.

H Honeyman asked about the potential financial risk posed by the RAAC remediation timeline of three to five years in contrast to the timeline for the new campus development. S Taylor stated that this remained a concern but that it was hoped that there has been no deterioration in RAAC condition and if so that the three to five-year rolling review will continue.

Should remediation be necessary, a provisional plan exists, including options such as renting alternative premises or borrowing other public sector space. This would, however, incur additional costs and financial support from the Funding Council would be sought.

The Committee approved the strategic risk register.

10. INTERNAL AUDIT PROCUREMENT

Item was taken without auditors present

N Anderson reported that at the September committee meeting, the responsibility for selecting the internal audit provider was delegated to H Honeyman and N Anderson. This process has now been completed, with two supplier bids received and assessed. Following evaluation, it was recommended that Henderson Loggie will be appointed as the internal auditor for Dundee & Angus College for a three-year term commencing October 2025, with an option for extension of up to 2 further years.

H Honeyman noted the importance of gaining a deeper understanding of the industry in which the College operates, describing this as a positive development.

N Anderson confirmed that the successful supplier scored highest in both price and quality criteria.

G Bell highlighted Henderson Loggie's existing knowledge of the College as an advantage.

H Honeyman emphasised the importance of obtaining the best service and value for the Board's needs, noting that Henderson Loggie's proposal was competitive on both price and service aspects.

The Committee formally approved the appointment of Henderson Loggie as internal auditors for Dundee & Angus College as proposed. **N Anderson to progress.**

11. DATE OF NEXT MEETING

Tuesday 16 September 2025 at 5.00pm in Room K-TO-624, Kingsway Campus

<u>Action Point Summary</u>		
Action	Responsibility	Date
Update on audit progress to be provided to the next meeting	N Anderson	16 September 2025
Risk Register to be updated	S Taylor	13 June 2025
Internal Audit contract to be implemented	N Anderson	16 September 2025

BOARD OF MANAGEMENT

Tuesday 17 June 2025



CORRESPONDENCE

PAPER N

BOARD OF MANAGEMENT

Tuesday 17 June 2025



Correspondence – SFC Communications

Paper for information

Reports and Publications Listing	
Financial Forecast Return for Colleges: 2024-25 to 2027-28 SFC/CI/05/2025 3 June 2025	This Call for Information requests colleges to complete a medium-term financial forecast return for the period 2024-25 to 2027-28.
College Final Funding Allocations 2025-26 SFC/AN/14/2025 29 May 2025	Announcement of final funding allocations for colleges for Academic Year 2025-26.
FES Guidance Notes 2025-26 SFC/GD/04/2025 27 May 2025	Guidance notes and code lists for completion of Further Education Statistics (FES) course / programme data: Academic year 2025-26.
College Staffing Data 2023-24 SFC/ST/03/2025 20 May 2025	Provides summary information on all staff employed in the college sector in Scotland.
College Transformation Framework SFC/AN/13/2025 16 May 2025	Guidance and invitation to colleges to submit expressions of interest in the College Transformation Framework for AY 2025-26.
College Leaver Destinations 2022-23 SFC/ST/02/2025 16 April 2025	To inform stakeholders of the publication of the 2022-23 College Leaver Destinations measurements.
College Indicative Funding Allocations 2025-26 SFC/AN/09/2025 10 April 2025	Announcement of indicative funding allocation for colleges for Academic Year (AY) 2025-26.

Further details on the above Communications can be accessed via:

[Publications - Scottish Funding Council \(sfc.ac.uk\)](https://sfc.ac.uk)

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

BOARD OF MANAGEMENT

Tuesday 17 June 2025



**REVIEW OF GOVERNANCE PROFESSIONAL
ARRANGEMENTS**

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Board of Management

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Review of Board Secretary / Governance Professional Arrangements

Paper for discussion / approval

1. Introduction

The code of good governance for Scotland's Colleges note the following as a recommended approach to support governance arrangements.

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The board must appoint a governance professional who is responsible to it and reports directly to the chair in their governance professional capacity. The governance professional may be a member of the senior management team in their governance professional capacity, but they cannot hold any other senior management team position at the same time.

The appointment and removal of the governance professional is a decision of the board.

Under current arrangements this role is held by the Vice Principal Support Services and Operations, with the individual reporting to the Board Chair in respect of the governance element of their role.

This arrangement has been in place since merger and mirrors a similar arrangement in place in both legacy colleges pre-merger. Similar arrangements are in place in a small number of other colleges.

It has long been recognised that these arrangements are a compromise, with the College being required to add a caveat to the wording within the governance statement in each set of annual accounts to highlight the approach adopted. This has not proved to be an issue and is accepted by the auditors as reasonable practice.

The 2024 Henderson Loggie report highlighted this matter and identified the value in the Board reviewing these arrangements in respect of the above requirements and also the wider staff, stakeholder and board responsibilities of this senior role. Given the importance of these points, the Chair has requested that the current position be reviewed and that consideration be given to the pros and cons of changing the current arrangements.

It should be noted that this is in respect to the overall arrangements and is not a reflection on the performance of the role or the current incumbent.

2. Pros and Cons of Change

The following pros and cons of changing current arrangements are summarised as follows.

Pros:

Impartiality and Independence: A wholly independent secretary may be in a position to provide more unbiased advice and support to the board, free from possible conflicts of interest. Impartiality is important in respect of the integrity of governance processes and a senior leadership team member may face conflicts of interest when balancing their governance responsibilities with their operational roles.

Specialised Expertise: An independent governance professional may bring specialised knowledge and experience in aspects of governance and compliance. This expertise can enhance the board's decision-making and adherence to regulatory requirements.

Focus on Governance: An independent governance professional that is dedicated solely to governance-related tasks may enhance the focus on governance needs and activities. This may in turn lead to more effective governance practices.

Minimising Potential Conflicts of Interest: The current incumbent has a very broad reaching senior role within the College, including significant line management, function and stakeholder management. This has been identified as a potential to generate conflicts of interest and also conflicts for the different aspects of the role. Creating a separate governance role would address these points.

Cons:

Cost: Creating an additional governance professional role will incur additional cost. A review of Governance Professional roles across nine colleges (those responding to an information request) would result in additional costs estimated at c £43k for a 0.6 FTE role inc on-costs.

Integration Challenges: An independent role holder may face challenges in integrating with the detail of the operation of the College and understanding of its specific needs. This may in turn affect their ability to provide the level of expert or nuanced advice or support required by the board.

Limited Availability: An independent governance professional would not be available on a full-time basis potentially leading to delays in addressing or progressing governance issues. Their part-time status may impact the responsiveness of governance support.

Experience and Expertise: Senior leadership team members have a thorough understanding of the college's operations, culture, and strategic goals. This knowledge can enable them to provide more relevant and context-specific advice to the board.

Accessibility: Being part of the senior leadership team, the Governance Professional may be more readily available to address governance issues promptly. Their full-time presence ensures continuous support for the board.

3. Transition and Support Arrangements

Appropriate arrangements will be put in place to ensure the smooth transition of Board arrangements should a change be approved. This will involve close working between the current incumbent across the first full set of meetings post appointment and on-going liaison and support as required thereafter.

4. Consideration and Approvals

Both approaches to appointing a governance professional have their advantages and disadvantages and the Board are asked to consider and discuss these and determine.

- i. If they wish to pursue the creation and appointment of a separate Governance Professional role.
- ii. If they are comfortable to continue with current arrangements and review again in 3 years.

5. Link to Strategic Risk Register

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

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

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Sponsor: Laurie O'Donnell, Board Chair

BOARD OF MANAGEMENT

Tuesday 17 June 2025



DATE OF NEXT MEETING:

**Tuesday 30 September 2025 at 5:00pm, Arbroath Campus,
Room A-IS-103**