

# BOARD OF MANAGEMENT

## Finance & Infrastructure Committee



Tuesday 9 September 2025 at 5.00pm **Room K-TO-624,**  
**Kingsway Campus** (MS Teams option available)

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### AGENDA

1. **WELCOME**
2. **APOLOGIES**
3. **DECLARATIONS OF CONNECTION & INTEREST**
4. **MINUTE OF THE PREVIOUS MEETING – 27 May 2025** Paper A for approval
5. **MATTERS ARISING** Paper B for noting
6. **FINANCE**
  - (i) Financial Sustainability Verbal update SH/ST
  - (ii) Forecast Outturn 2024/2025 Paper C for information NA
  - (iii) 2025/26 Draft Budget and Indicative Budgets for 2026/27 and 2027/28 Paper D for approval NA
  - (iv) Financial Forecast Return (FFR) Paper E for approval NA
7. **GARDYNE THEATRE UPDATE** Verbal Update NA
8. **INFRASTRUCTURE**
  - (i) Future Infrastructure Vision Paper F for information SH
  - (ii) Estates Update Paper G for information BG
9. **PROCUREMENT**
  - (i) Procurement Update Paper H for approval NA
10. **STRATEGIC RISK REGISTER** Paper I for approval ST
  - (i) Risk Register Cover Paper
  - (ii) Strategic Risk Register
11. **SUPPORT SERVICES REPORT** Paper J for noting NA
12. **DATE OF NEXT MEETING –Tuesday 2 December 2025 (Joint meeting with Audit and Risk Committee at 5.15pm in Room K-TO-226, Kingsway Campus)**

**FINANCE & INFRASTRUCTURE COMMITTEE**

**Tuesday 9 September 2025**

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**MINUTE OF THE PREVIOUS MEETING**

**PAPER A**

# BOARD OF MANAGEMENT



## Finance & Infrastructure Committee

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

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Minute of the Finance & Infrastructure 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**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
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

**FINANCE & INFRASTRUCTURE COMMITTEE**

**Tuesday 9 September 2025**

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**MATTERS ARISING**

**PAPER B**

**BOARD OF MANAGEMENT**  
**Finance & Infrastructure Committee**  
**Tuesday 9 September 2025**  
**Matters Arising**



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***Paper for information***

The following actions were noted from Tuesday 27 May 2025 Finance & Infrastructure Committee meeting.

<b>Agenda Item No</b>	<b>Action</b>	<b>Current status</b>	<b>Open / Closed</b>
7.0	Draft Interim budget to be presented to the Board of Management for consideration. <b>N Anderson</b>	Completed on 17 <sup>th</sup> of June 2025	Closed
7.0	Final draft budget to be shared with Finance and Property Committee members when available. <b>N Anderson</b>	Included on agenda	Closed (on agenda)
11.0	Non-competitive Award arrangements to be progressed. <b>N Anderson</b>	Completed by 13 <sup>th</sup> of June 2025	Closed

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

**FINANCE & INFRASTRUCTURE COMMITTEE**

**Tuesday 9 September 2025**

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**FINANCE**

**6 (ii) FORECAST OUTTURN 2024/25**

**PAPER C**

# BOARD OF MANAGEMENT



## Finance & Infrastructure Committee

**Tuesday 9<sup>th</sup> September 2025**

### **2024/25 Forecast Outturn Report**

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#### *Paper for information*

#### **1. Introduction**

This report brings to the Committees attention the projected outturn for the year 1 August 2024 to 31 July 2025.

The Annual Report and Accounts deadline is Monday 29<sup>th</sup> September when Forvis Mazars, our external auditors, will begin the on-site audit of our 2024/25 Annual Report and Accounts.

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

#### **2. Recommendation**

Members are asked to note the current projected 2024/25 outturn of £238k (Appendix A) as at 31 July 2025 and the related cashflow projection (paragraph 5).

A summary of risk is attached at Appendix B.

#### **3. Executive Summary**

The Board approved a deficit 2024/25 budget of £921k (including £457k loan) in June 2024 with the request that the SLT took steps where possible to minimise the out-turn deficit. After in-year budget adjustments, the operating position is a deficit budget of £1,117k 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 31 July 2025 show an overall deficit of £238k.

#### 4. Projected Outturn as at 31 July 2025

Appendix A details the College budget including projects and capital income and expenditure, compared to the current projected outturn, a projected deficit of £238k.

#### Summary of Movements to the Projection

At 30 April 2025 we projected a deficit of £670k, this has reduced by £432k to a projected deficit of £238k. The reasons for this movement are detailed below.

Income	Reason for movement	Decrease £000	Increase £000	Total £000
Commercial work based	Income exceeds budget		(63)	(63)
Managing agents	Income exceeds budget		(95)	(95)
Public sector contracts	No budget at start of f/y		(45)	(45)
Skills Development Scotland	Income exceeds budget		(331)	(331)
SFC ESF funding AY 2021/22	Payback to SFC not previously included in projection	120		120
Other income	Additional income from staff secondments and The Space lets		(46)	(46)
SFC income - pension funding	SFC is no longer funding the academic pension increase from 1 April 2025 to 31 July 2025	150		150
<b>Total income movements</b>		<b>270</b>	<b>(580)</b>	<b>(310)</b>
Expenditure	Reason for movement	Increase £000	Decrease £000	Total £000
Project staff costs	SME and Upskilling Project training and consultancy costs	60		60
Academic and support pay	Overall pay projection reduced		(67)	(67)
Voluntary Severance costs	Increased by £138k for Sports Centre and Service Design Academy	138		138
Non-pay expenditure	Various slippage on minor works, consumables and equipment		(295)	(295)
Debt provision	Increase to bad debt provision	45		45
Other expenditure	Minor expenditure movements - various headings		(3)	(3)
<b>Total expenditure movements</b>		<b>243</b>	<b>(365)</b>	<b>(122)</b>
<b>NET MOVEMENT</b>		<b>513</b>	<b>(945)</b>	<b>(432)</b>

#### 5. Cashflow projection

Cash held at 31 July 2025 is £4,098k. Unrestricted cash currently represents 29 days cash relative to forecast expenditure.

Cashflow forecast 2024/25	2023/24	2024/25
	£000	£000
	Actual	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	1,225
<b>Net movement in cash balances</b>	<b>1,240</b>	<b>2,675</b>
Opening cash balances	5,533	6,773
Closing cash balances	6,773	4,098
<b>Net movement in cash balances</b>	<b>1,240</b>	<b>2,675</b>

## **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

Outturn 2024/25 - Includes operating, projects and capital	Revised Operating Budget £000	Actual costs and income £000	(Underspend) /Overspend £000
Teaching Grant	(31,371)	(31,371)	0
Capital Grant	(2,530)	(2,662)	(132)
Other SFC Grants	(929)	(773)	156
<b>SFC Total</b>	<b>(34,830)</b>	<b>(34,806)</b>	<b>24</b>
Tuition Fees	(3,125)	(2,918)	207
Non core income	(4,045)	(4,891)	(846)
Catering & other income	(2,222)	(2,722)	(500)
Donation from ALF	0	(110)	(110)
<b>Total income</b>	<b>(44,222)</b>	<b>(45,447)</b>	<b>(1,225)</b>
<b>Staff pay</b>			
Teaching pay - established	16,482	16,677	195
Teaching pay - variable	2,391	2,077	(314)
Invoiced staff costs	232	368	136
Teaching support pay	2,730	2,761	31
Support pay	12,730	13,024	294
Apprenticeship levy	108	129	21
Voluntary Severance Scheme	300	438	138
Unfunded pension payments	430	410	(20)
<b>Total pay</b>	<b>35,403</b>	<b>35,884</b>	<b>481</b>
<b>Non-staff costs</b>			
Staff related costs	307	332	25
Consumables and equipment	1,610	1,453	(157)
Exam fees	761	760	(1)
Student related costs	161	163	2
Property cost	3,472	3,389	(83)
ICT and telephony	1,126	1,177	51
Insurance	202	196	(6)
Marketing	279	150	(129)
Professional fees	161	246	85
General overheads	321	406	85
Interest and charges	101	109	8
VAT	970	917	(53)
<b>Total non-staff costs</b>	<b>9,471</b>	<b>9,299</b>	<b>(172)</b>
Total Income	(44,222)	(45,447)	(1,225)
Total Expenditure	44,874	45,183	309
<b>Non-consolidated (surplus)/deficit</b>	<b>652</b>	<b>(264)</b>	<b>(916)</b>
Gardyne Theatre Limited deficit	8	45	37
<b>Consolidated (surplus)/deficit</b>	<b>660</b>	<b>(219)</b>	<b>(879)</b>
Loan Repayment	457	457	0
<b>Overall (surplus)/deficit</b>	<b>1,117</b>	<b>238</b>	<b>(879)</b>

## Appendix B

Risk	Forecast Outturn £000	Risk assessment Likelihood	Impact	Overall	Mitigating actions and owners
Other SFC grants	(3,435)	Low	Medium	Low	There is no risk that this income will reduce at this stage in the financial year.
SFC credit income	(31,371)	Low	Medium	Low	We expect to achieve c98,000 credits (target 98,307). As this is within 2% of our credit target we will retain all tuition fee funding for the year.
Tuition fee income	(2,918)	Medium	High	Medium	Due to implementation of the REMS system we experienced significant delays in raising invoices in relation to tuition fees this increases the risk of non-collection of the income. We are withholding certification for students who do not have a payment plan. Debt outstanding as at 28 August 2025 is £279k this is £149k less than at 30 May 2025 and ££27k less than the corresponding 2023/24 debt figure. We have exhausted our debt management policy and debt is now with our external collection agency. There is a small risk of movement on this income as final checks of final accounts entries are not yet complete
Non-core income	(4,891)	Low	Low	Low	There is a small risk of movement on this income as final checks of final accounts entries are not yet complete
Catering and other income	(2,722)	Medium	Low	Medium	There is a small risk of movement on this income as final checks of final accounts entries are not yet complete
Staff pay	35,884	Medium	Medium	Medium	We have continued to refine staff cost projections on an individual employee basis as the year has progressed. There is a small risk of movement on this income as final checks on final accounts entries are not yet complete. There is a small risk of movement on this expenditure as final checks of final accounts entries are not yet complete
Property costs	3,389	Low	Low	Low	There is a small risk of movement on this expenditure as final checks of final accounts entries are not yet complete
Non-pay expenditure, excluding property	5,910	Low	Low	Low	There is a small risk of movement on this expenditure as final checks of final accounts entries are not yet complete

**FINANCE & INFRASTRUCTURE COMMITTEE**

**Tuesday 9 September 2025**

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**FINANCE**

**6 (iii) 2025/26 BUDGET UPDATE AND INDICATIVE BUDGETS FOR 2026/27 AND 2027/28      PAPER D**

# Finance & Infrastructure Committee

Tuesday 9 September 2025



## Draft Budget 2025/26 and Indicative Budgets for 2026/27 and 2027/28

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### *Paper for approval*

#### 1. Introduction

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

At this time each year a draft budget would ordinarily have been presented to the May Finance and Property Committee for consideration in advance of submission to the Board for formal approval in June. However, further work was required to produce an acceptable in-year budget, and this report highlights progress made since May 2025 and outlines our plans and timetable for the next steps to achieving a balanced budget. The current 2025/26 draft budget position is set out alongside indicative budgets for 2026/27 and 2027/28 at Appendix A.

Members will note that the projected deficits for 2026/27 and 2027/28 are £6.9m and £6.6m respectively assuming a 'do nothing' scenario in respect of savings plans. These medium-term budget deficits mean that we should not consider the 2025/26 budget in isolation.

The SLT are therefore working towards balancing our budget up to and including 2027/28 to enable us to align our financial planning with our strategic priorities and anticipate future risks and any opportunities. The SLT is currently working on detailed savings plans, after consultation with unions and senior managers, we aim to publish draft savings plans by the end of September 2025. As per previous savings plans, we will consult with staff and unions throughout October, with a view to publishing final savings plans by early December 2025.

Alongside this work, we are further reviewing and will revise our Financial Strategy, to be brought to Finance and Infrastructure Committee in December for consideration.

#### 2. Recommendation

- a.) Finance and Property Committee is asked to note progress on the 2025/26 budget (Appendix A) and the associated timeline for finalisation of savings plans (paragraph 10).
- b.) Members are asked to note the indicative budgets for 2026/27 and 2027/28 (Appendix A) and plans for achieving balanced budgets in both those years.

### 3. Context

The Scottish Funding Council (SFC) published final funding allocations and credit thresholds on 29 May 2025. Our 2025/26 credit threshold remains unchanged from 2023/24 and 2024/25 at 98,307.

Our overall indicative Teaching Funding Grant is £32.261m for 2025/26. This is £890k more than our 2023/24 grant of £31.371m. Although it is a 2.8% increase on 2024/25 this still represents a real term cut to our funding.

At the time of writing this report, national pay bargaining for Support Staff pay increases from September 2025 is still being negotiated, with further meetings with unions anticipated in September. 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 more than 4.0%. Provision for these pay awards is included in these draft budgets.

### 4. Overview of 2025/26 Draft Budget

The 2025/26 draft budget is a deficit of £2.348m. This includes our annual loan repayment of £457k and a contribution of £65k to support the operation of Gardyne Theatre Limited through to 31 December 2025.

This deficit has reduced by £241k since the first draft budget of £2.589m deficit was presented to this Committee on 27<sup>th</sup> May 2025.

We are continuing to work with Budget Holders and the Senior Leadership Team (SLT) to identify savings and refine budgets. Key movements since May 2025 are detailed below.

- We are forecasting fewer HE students in 2025/26 because local universities have revised their recruitment requirements. We reduced the tuition fee budget by £157k to reflect this.
- We reviewed project income and related expenditure and included new/additional projects agreed since May 2025, increasing non-core income budgets by £729k and increasing staff costs by £351k.
- We reviewed other income and revised income targets, increasing this budget by £408k.
- We reviewed non-staff expenditure and reduced these budgets by £76k.
- We have removed income and expenditure relating to Service Design Academy, the Sports Centre and swimming pool as these savings plans are now fully implemented.

The key movements between the 2024/25 projected outturn and our 2025/26 draft budget are as follows.

- Our draft budget includes £1.3m provision for the agreed academic pay award of 4.14% and a similar amount for the support pay award, which is still being negotiated.
- We anticipate SFC funding of £333k towards Employer National Insurance contributions which increased from 1 April 2025 (c44% of the actual cost). This increase will cost the college £750k in 2025/26, leaving a £417k unfunded pressure on the 2025/26 budget. This shortfall is anticipated as continuing in subsequent years.

- We have included approved project funding in our 2025/26 budget. Project and other income is £1.7m less than in 2025/26 and 2024/25. This is due to several projects ending in 2024/25 with more limited opportunities for replacement projects/income.

## **5. Indicative budgets for 2026/27 and 2027/28**

To enable Members and the SLT to consider budget implications for the medium term we set indicative budgets for a further two years. Indicative budgets for 2026/27 (£6.9m deficit) and 2027/28 (£6.6m deficit) are included at Appendix A.

These forecasts assume that we 'do nothing' in respect of savings plans to address the increasing deficit position.

### **SFC Grant Income**

Our Teaching Funding Grant is £32.261m in 2025/26. The SFC require colleges to produce a Financial Forecast Return (FFR) in June each year. The June 2025 submission covered the period 2024/25 to 2027/28. The SFC sets out the assumptions to be included in the FFR and in 2025, they indicated colleges should assume no increase to teaching funding budgets for the foreseeable future. We have therefore assumed teaching grant income remains at 2025/26 levels in the 2026/27 and 2027/28 indicative budgets.

### **Other Income**

We used 2025/26 projected HE student numbers for the basis of the 2026/27 and 2027/28 indicative tuition fee budgets. Non-core indicative budgets include projects bid agreed by 31 July 2025 and other income is based on 2025/26 income targets.

### **Staff costs**

The indicative 2026/27 and 2027/28 budgets include provision for the support staff pay offer and assumes no additional income from SFC to offset any increased award. Budgets include national insurance and pension costs at 2025/26 contribution levels. We have included £300k in each year's budget to fund Voluntary Severance Scheme costs.

### **Non-staff expenditure**

An increase of 3% for inflation is included within indicative budgets for volatile spend areas such as digital, construction and food. Other budget areas are assumed to remain at 2025/26 levels.

## **6. Capital Expenditure**

In recent years we were allowed necessary 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 many 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 have received indications that this decision will be reversed for 2025/26 and beyond.

Our 2024/25 indicative capital budget is £2.654m. We have assumed no increase to the 2026/27 or 2027/28 capital budgets in line with the assumptions required in the June 2025 FFR.

## 7. Key impacts on our 2025/26, 2026/27 and 2027/28 forecast budget deficits

The table below provides a summary of the key factors impacting on the budget forecasts 2025/26 to 2027/28.

Budget deficit analysis	2025/26 £000	2026/27 £000	2027/28 £000
<b>Income</b>			
Project income reduction	1,425	2,839	2,897
Other income reduction	255	877	839
<b>Expenditure</b>			
Annual pay cost increases	1,658	2,614	3,651
Non-pay	(990)	606	(742)
<b>Net deficit</b>	<b>2,348</b>	<b>6,936</b>	<b>6,645</b>

\*2026/27 includes £700k in non-pay costs for website and digital development

The college will receive £890k more grant income from SFC in 2025/26. This additional funding includes £517k to fund the academic pension cost increase from 23% to 26%, a further £284k to fund the difference between 3% and 4.14% for the academic pay award and £89k from the SFC's reallocation of Teaching Grant Funding across all colleges.

Our strategic focus on partnership working has enabled us to secure significant project income in recent years. Many projects span more than one financial year and in 2025/26 several projects will end. Budget projections include agreed funding bids only, and we continue to work towards generating additional project income in the coming months/years.

## 8. Cash Flow Forecast

If we do not make savings to balance our 2025/26 budget, our opening cash position of £4.1m in 2025/26 will fall to £1.6m at the end of this financial year.

If no action were to be taken (i.e. savings in 2025/26 and 2026/27) it is forecast that the College would run out of cash in Spring 2027. Cash, free of restrictions, could fall as low as £70k during this period, which continues to represent a significant risk.

Cashflow forecast	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Cash backed (surplus)/deficit	238	2,348	6,936	6,645
Loan repayment	457	457	914	0
Working capital movements	1,979	(277)	(370)	0
<b>Net movement in cash balances</b>	<b>2,674</b>	<b>2,528</b>	<b>7,480</b>	<b>6,645</b>
Opening cash balances	6,773	4,099	1,571	(5,909)
Closing cash balances	4,099	1,571	(5,909)	(12,554)
<b>Net movement in cash balances</b>	<b>2,674</b>	<b>2,528</b>	<b>7,480</b>	<b>6,645</b>

## **9. National Support and Middle Management 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 provision will increase to c£4.6m in the 2024/25 annual accounts.

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 them. This is included in our financial risk register.

## **10. Next steps**

Over the coming weeks we will work towards publication of detailed savings and efficiencies plans with a view to balancing the budgets for 2025/26 to 2027/28.

After consultation with unions and senior managers, we plan to publish draft savings plans by the end of September. We will consult with our staff, unions and the SFC throughout October, with a view to publishing final savings plans by early December.

## **11. 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

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**Executive Sponsor:** Simon Hewitt, Principal

	<b>Outturn 2024/25 £000</b>	<b>Draft 2025/26 £000</b>	<b>Indicative 2026/27 £000</b>	<b>Indicative 2027/28 £000</b>
<b>Income from Scottish Funding Council</b>				
Teaching grant	(31,371)	(31,460)	(31,460)	(31,460)
Capital grant	(2,662)	(2,654)	(2,654)	(2,654)
Other SFC grants -pay increases	(417)	(1,328)	(1,328)	(1,328)
EMA admin grant	(6)	(6)	(6)	(6)
Energy Skills Partnership	(350)	(350)	(350)	(350)
<b>Total Income from Scottish Funding Council</b>	<b>(34,806)</b>	<b>(35,798)</b>	<b>(35,798)</b>	<b>(35,798)</b>
<b>Other Income</b>				
Tuition fees	(2,918)	(2,571)	(2,539)	(2,539)
Non-core income	(4,891)	(3,926)	(1,729)	(1,656)
Other income	(2,832)	(2,553)	(2,082)	(2,078)
<b>Total other income</b>	<b>(10,641)</b>	<b>(9,050)</b>	<b>(6,350)</b>	<b>(6,273)</b>
<b>Staff costs</b>				
Academic staff costs	18,754	20,365	21,001	21,627
Support staff costs	15,785	15,819	16,163	16,579
Other staff costs	1,345	1,397	937	937
<b>Total staff costs</b>	<b>35,884</b>	<b>37,581</b>	<b>38,101</b>	<b>39,143</b>
<b>Non-staff costs</b>				
Staff related costs	332	293	290	291
Consumables and equipment	1,453	1,821	1,476	1,512
Exam fees	760	780	862	862
Student related costs	163	177	176	176
Property costs	3,389	3,049	3,548	3,620
ICT & telephony	1,177	1,178	1,928	1,296
Insurance	196	212	234	258
Marketing	150	132	95	95
Professional fees	246	171	151	151
General overheads	406	486	387	389
Interest and charges	109	114	114	115
VAT	918	682	808	808
<b>Total non-staff costs</b>	<b>9,299</b>	<b>9,093</b>	<b>10,069</b>	<b>9,573</b>
Total income	(45,447)	(44,848)	(42,148)	(42,071)
Total expenditure	45,183	46,675	48,170	48,716
<b>(Surplus)/deficit before loan &amp; GTL contribution</b>	<b>(264)</b>	<b>1,826</b>	<b>6,022</b>	<b>6,645</b>
Loan repayment	457	457	914	0
Contribution to Gardyne Theatre Ltd	45	65	0	0
<b>Net (surplus)/deficit</b>	<b>238</b>	<b>2,348</b>	<b>6,936</b>	<b>6,645</b>

**FINANCE & INFRASTRUCTURE COMMITTEE**

**Tuesday 9 September 2025**

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**FINANCE**

**6 (iv) FINANCIAL FORECAST RETURN (FFR)**

**PAPER E**

### Financial Forecast Return (FFR)

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#### *Paper for approval*

#### 1. Introduction

This report and appendix provides the financial forecast return for the period 2024-25 to 2027-28.

#### 2. Recommendations

To meet the SFC's deadline for submitting the FFR, our Board Chair along with our Finance and Infrastructure Committee Chair (Brian Lawrie) reviewed and approved the FFR on behalf of the Committee in June 2025.

The Finance and Infrastructure Committee is asked to confirm retrospective approval of the Financial Forecast Return (Appendix A) for submission to the Scottish Funding Council.

#### 3. Call for Information

On 3 June 2025 the Scottish Funding Council issued a Call for Information requesting colleges to complete a medium-term financial forecast return (FFR) for the period 2024-25 to 2027-28.

The FFR is an established part of SFC's financial health monitoring framework, enabling SFC to monitor and assess the medium-term financial planning and health of institutions. Both the guidance and information requested are very similar to the previous year.

SFC's Financial Memorandum requires institutions to plan and manage their activities to remain sustainable and financially viable and therefore take the necessary actions to balance their adjusted operating position, reflect these actions in their FFRs, and provide a full description of their financial plans in the FFR commentary including the impact upon staff and students. Institutions should aim to achieve a balanced budget each year.

Where a deficit is forecast in any year, institutions must work towards bringing income and expenditure back into balance over the forecast period. SFC will consider the adjusted operating position and the cash generative capacity of institutions when monitoring financial health.

The format of this FFR is largely unchanged, containing several tabs detailing income, expenditure, cash etc. with succinct explanations for significant yearly variances. A final summary tab provides some key indicators of financial strength.

Key FFR planning assumptions are provided by SFC. SFC grant funding assumptions have taken account of the Scottish Government's Spending Review. Scottish Government will continue to set budgets annually over the Spending Review period so assumptions beyond FY 2024-25 are indicative. SFC core grant funding and related credit targets remain unchanged from those set out in the 2025-26 final funding announcement.

The following commentary is intended to address the key elements requested by SFC's Call for Information.

#### **4. Introduction**

This forecast is prepared against a backdrop of an extremely challenging financial environment affecting the College, its staff and students. Audit Scotland's 2023 Report highlighted the challenges faced by colleges in the face of flat cash settlements to SFC as revealed within Scottish Government's multi-year spending plans up to 2026/27. This remains relevant and is compounded by high rates of inflation that have persisted since. This puts extreme pressure on already tight budgets and has led inevitably to higher pay demands that are unaffordable without staffing reductions.

Final allocations for colleges published on 29 May 2025 confirmed that teaching grant funding has increased by £890k (2.8%) for 2025/26 to £32.26m (£ 31.37m 24/25). This uplift includes £284k towards the Lecturer's pay increase and £517k to fund the Lecturer's pension increase (1 April 2024 23% increase to 26%).

Funding for capital and maintenance in 2025/26 is £2.654m (2024/25 £2.530m), an increase of £124k, 4.9%.

Our teaching core credit target remains at 98,307 for 2025/26. Full-time student application numbers for September 2025 are strong. There is a 27% increase compared to the same time in 2024/25.

The College acted swiftly in anticipation of a flat cash budget in 2022/23, 2023/24 and 2024/25, and is continuing to explore potential means of managing a very challenging settlement in the face of pay and inflationary pressures.

Board has agreed our interim draft budget, a £2.6m deficit, including our loan repayment of £427k and we are working towards a balanced budget for our Autumn Board. Our financial modelling has identified a need to secure savings of at least £2.5m for 2025/26 and the management team are exploring options to identify efficiencies.

We have taken the following action:

- Our voluntary severance scheme remains open, and we have agreed 11 VS applications resulting in a reduction of 8.46 FTE (2.74 academic and 5.72 support) with annual savings of £457k in 2024/25.

- We have made recurring savings of over £700k as part of the 2025/26 budget development by
  - Reviewing our Theatre provision and we will bring the management of the Theatre back under the college from 1 January 2026.
  - Reviewing our Sports Centre offer. From 1 August 2025 the gym facilities at Gardyne will return to curriculum use only and our swimming pool will close.
  - Ceasing our commercial service design training and consultancy offer from 1 August 2025.
  - Merging two teaching departments to create efficiencies.

We are currently reviewing the following areas with a view to creating savings or efficiencies:

- Teaching activity – We are modelling the impact of reducing or ceasing student recruitment for our January 2026 intake to identify the impact on both teaching and support staff provision.
- We are modelling future teaching provision to identify how we might use the College Transformation Framework.
- We are undertaking a review of our nursery provision.
- Space rental savings.
- We are continuing to review our estates and digital budgets with a view to identifying further savings.
- We are reviewing existing income streams and associated fees as well as working to secure new partnerships and income streams.

Staff savings - where they cannot be managed through vacancy management or redeployment opportunities, they are assumed to be achieved through voluntary severance and compulsory redundancy will only be considered as a last resort. This is the assumption adopted throughout the period of this FFR, but it is evident that is becoming unaffordable without additional support from SFC. This could become a significant barrier to achieving further savings and financial sustainability.

We continue to work to develop partnerships and secure project income, though this is difficult to predict given the uncertainty of funding and successful bids.

We continue to benefit from our Arm's Length Foundation, the Dundee and Angus Foundation, which has approved our bid to support the development of an outline business case for our infrastructure development.

SFC's Capital & Maintenance grant also continues to support both ongoing maintenance and development of our estate, including ICT investment when appropriate, but budgetary constraints have also rendered it necessary to utilise a portion of the grant for the annual loan repayment that was originally obtained to finance development of our Gardyne campus. Should the CDEL/RDEL switch issue not be resolved, this will create an additional revenue deficit of £1.6m in 2025/26 and £2.4m in 2026/27 rising to £2.5m in 2027/28.

The Dundee and Angus College Strategy 2030 set out how we plan to deliver high quality, inspirational education, skills training and support that is accessible, inclusive and aligned to the needs of students, people, industries and communities.

The Strategy objectives are set out across four key themes:

#### **Our students**

- Enable student success
- Provide inclusive education
- Develop career readiness

#### **Our people**

- Champion professional development
- Embed wellbeing and support
- Role model leadership and culture

#### **Our campuses**

- Deliver our infrastructure ambitions
- Promote sustainability
- Be accessible by design

#### **Our Impact**

- Strengthen community connections
- Drive economic growth
- Be trusted and respected throughout Scotland

The key actions of the strategy are set out below:

#### **Our students**

- Expand 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 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.

#### **Our People**

- Provide and promote effective, sustainably driven 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 people across all parts of our college through cross-College initiatives that provide opportunities to connect, support and develop our college community.
- Deliver leadership programmes within our college that develop future leaders from within our existing people and promotes a value-based ethos and culture.
- Co-create a comprehensive culture of wellbeing and sustainable living that supports everyone to thrive.

## **Our campuses**

- Secure funding and complete key infrastructure developments, including the delivery of 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.
- Improve signage and wayfinding, ensure digital accessibility, provide assistive technologies and adopt inclusive policies to ensure our students and people feel supported and safe.
- Create and deliver a 2030 Digital Strategy, embedding data within our operations and aligning learning, teaching and services with sustainability and transformative technologies such as AI and Automation.

## **Our impact**

- 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.

Whilst the FFR is intended to present financial projections, it is important that we always have our purpose at the forefront of everything we do. We are a sector-leading College that provides, opportunities, skill development and training for our Region, often to our most disadvantaged young people.

## **5. Review of Financial Performance 2024-25**

The Mid-Year Return, submitted in March and based upon the College's budget monitoring projections at February 2025 predicted an Adjusted Operating Result of £24k surplus. It detailed the substantial improvement made by the College compared to our revised operating budget of £1,117 deficit.

This FFR predicts an Adjusted Operating Result of £280k deficit and this is based upon our budget monitoring forecast at 30 May 2025. We have secured additional income during the year, but this is partially offset by additional part time variable staff costs. Non-staff costs have also reduced overall from the budgeted position.

## **6. SFC Recurrent Grant**

We confirm that SFC grant income for 2024-25 is in accordance with the AY 2025-26 final college sector funding allocations issued on 29 May 2025.

## **7. Changes in Tuition Fees and other income**

Specific variances are explained within the FFR.

### **Tuition Fees**

Tuition fees are almost unchanged in the 2025/26 budget, except for commercial income where we anticipate a reduction to the provision.

### **Other Income**

The College remains committed to developing strategic partnerships to obtain alternative sources of funding to support further curriculum development, transformation and investment in estates, with renewables and energy efficiency and decarbonisation continuing to be the main drivers. The College is the lead partner on three Tay Cities Deals: Engineering Partnership, SME Skills and Life Sciences. Most recently we have secured funding from the UK Levelling Up Fund for Green Skills, an Innovation Centre and Health and a Social Care Simulation Training Facility. We also secured funding from TCD Phase 2 Skills Programme for Skills for the Green Economy – Sustainable Construction. We have submitted several bids to the UK Shared Prosperity Fund for financial year 2025/26 and are currently waiting to see if they are successful.

Non-SFC grant income emanates from a variety of sources as describes above and is therefore inherently inconsistent. It is however generally matched by broadly equivalent associated expenditure and so has limited net impact upon adjusted operating results.

## **8. Commercial Income**

Commercial income has benefitted from the structural changes described previously, maximising contracts and exploiting new opportunities. We also anticipate that the strategic partnerships will present more opportunities for commercial growth. Whilst we are anticipating increased revenues, the College would be more optimistic if it were not for the continuing challenges posed by current economic conditions.

## 9. Changes in Staff & Non-Staff Costs

We have assumed 4.14% for pay in 2025/26 with the balance up to 9% split across the two remaining years. The pay award assumption is as required by the FFR guidance but may not be realistic in view of the recent offers made by the College Employer's Association and rejected by all unions.

We have included job evaluation costs of £676k in other staff costs and adjusted the exceptional items line within our Adjusted Operating Result, as required by the guidance.

The FFR assumes that there will be no increases in pension contributions to 2027/28. We have included Teaching pension costs of 26% and support staff pension costs of 15%.

Non-staff costs fluctuate with activity levels and available funding, particularly significant investments in property and equipment. Whilst short-term reductions in certain areas of core budget are achievable in the very short term, as with estates and digital for 2025/26, these cannot be sustained without significant deterioration to our current infrastructure and resources. Similarly, the discretionary element of most budgets is already severely squeezed in recent years and there is little potential to secure more savings.

Except for utility costs, the impact of inflation is absorbed through either reduction in spending power, particularly in areas such as property and ICT, or by efficiencies required from all areas. Given our observations regarding reduced discretionary spend, this will be extremely challenging.

## 10. Balance Sheet – Cash Position

As with previous years, the cash position is largely driven by the operating position and our annual commitments to both unfunded pensions and loan repayments. The cashflow assumes that we will not be able to use all our capital grant in each year. If the CDEL/RDEL switch is not resolved this leaves an additional deficit of £2m in 2025/6, £2.4m in 2026/27 and £2.6m in 2027/28. In addition, we are currently projecting a reduction to non-core income of £1.6m in 2025/26, £2.5m in 2026/27 rising to £2.6m in 2027/28.

	Forecast 2024/25 £000	Forecast 2025/26 £000	Forecast 2026/27 £000	Forecast 2027/28 £000
Opening cash	6,777	4,753	(1,031)	(11,766)
Net cash flow/(outflow) including changes in working capital and restricted funds	(1,567)	(3,525)	(9,821)	(10,276)
Asset disposal	-	260	-	-
Loan repayment	(457)	(457)	(914)	
Closing cash	4,753	(1,031)	(11,766)	(22,042)

Asset disposal proceeds are estimated from the sale of underutilised outreach property at Montrose.

Two loan repayments are due to Santander during AY 2026/27, on 1<sup>st</sup> August 2026 and a final payment on 30 June 2027.

## **11. Contingency Planning**

The College will update its Financial Strategy and continue to model possible outcomes based upon different scenarios. It should be acknowledged however that the tools available to manage these results are both limited and, in the case of some scenarios, inadequate without additional funding.

Increases in revenue streams can only ever be modest, particularly with the college carrying a heavy cost base compared with private providers. The College has been successful and will continue to pursue investment from other sources to enable it to achieve its strategic aims. However, whilst this is hugely beneficial for a host of reasons, it has only a very limited impact upon operational liquidity.

Staffing reductions are costly, creating in in-year deficits, and it may become increasingly difficult to reduce headcount on a voluntary basis, though compulsory costs can still be significant and will often include pension strain costs in the case of support staff. Disadvantages are numerous, as detailed previously, and would undoubtedly severely limit our ability to achieve our necessary outcomes.

Flexible use of capital and maintenance funding is currently being applied, however, if the CDEL/RDEL issue is not resolved we expect an additional revenue deficit of £1.6m in 2025/26 and £2.4m in 2026/27 rising to £2.5m in 2027/28.

The Dundee & Angus Foundation (ALF) continues to be supportive, most recently approving a bid of £110k to support development of an outline business plan for our Infrastructure vision in 2024/25 with a further £145K in 2025/26. The ALF can assist with short-term, one-off costs but ALF cash is depleting to near minimum levels so it cannot continue to support the college indefinitely. Furthermore, its objectives do not specifically allow for a donation to be provided to support severance costs.

Worsening possible scenarios have caused us to consider removal of provision, cessation of services and closure or partial closure of campuses. There are however obstacles and severe implications to be considered, and such radical decisions would not be taken without careful consideration and consultation with stakeholders.

## **12. Risk Management and Alternative Scenario Planning**

Risk Management is applied to everything we do. Our Strategic Risk Register captures all potential risks together with mitigating actions and monitoring arrangements. The under noted risks are delegated to the Board's Finance & Infrastructure Committee and 2.2 "Failure to achieve institutional sustainability" was considered at the meeting held on 27 May 2025. It continues to be managed as a 'major risk'.

- 2.1 Change in SFC Funding Methodology and Allocation – Reduction in Funding
- 2.2 Failure to achieve institutional sustainability
- 2.3 National outcomes on salaries and conditions of service outstrip ability to pay
- 2.5 D&A Foundation refuses/withholds funding for key College priorities
- 2.6 Demands of capital development / maintenance impacts on financial sustainability or delivery of learning and/or services
- 4.2 Failure to achieve ambitions of Digital strategy; strategy and development is ineffective
- 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.

The specific risks affecting the preparation of the FFR all fall under these broad categories. Mitigating strategies are varied but include local and national engagement, robust budget setting and monitoring, sensitivity analysis, workforce and investment planning.

We continue to model alternative scenarios. These include looking at our teaching offer and potential service reductions. The table below shows a summary of the position in each year projected vs the 2024/25 baseline showing the key issues facing the college.

<b>Projection Vs 2024/25 baseline (increase)/reduction</b>	<b>2025/26 £m</b>	<b>2026/27 £m</b>	<b>2027/28 £m</b>
Grant and project income	1.6	2.5	2.6
Added revenue pressure from no CDEL/RDEL switch	2.0	2.4	2.6
Pay award and associated costs	1.6	3.1	5.0
	<b>5.2</b>	<b>8.0</b>	<b>10.2</b>

### 13. Conclusion

We concluded last year that, notwithstanding the Board and the Executive's absolute commitment to ensuring the financial sustainability of the College, this will only be achievable in the long term where national policies and funding methodologies are supportive of the challenging decisions that will be necessary to ensure we continue to be a successful College for the benefit of our learners, our communities and Tayside Region.

**Authors:** Nicky Anderson Director of Finance  
Holly Farningham Finance Manager

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

Appendix: FFR

**Financial Forecast Return June 2025**

College

Contact

Telephone

Email:

<b>DECLARATION:</b>	The attached worksheets represent the financial forecasts for the College. They reflect a financial statement of our academic and physical plans from 2024-25 to 2027-28. Adequate explanations have been provided where requested on the return. The worksheets and their underpinning assumptions have been reviewed and approved by the Board of Management in accordance with their agreed practices. In preparing this financial forecast the College has fully considered the financial implications of all aspects of its strategy and has properly reflected these in the forecast.
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Signed:   
Principal/Chief Executive Officer

Date:

Dundee and Angus College

ANNUAL STAFFING EFFICIENCIES (savings reflected in FFR)

1	FTE Staff reduction - vacancy management
	FTE Staff reduction - voluntary severance (related restructuring costs to be set out in section 2 below)
	FTE Staff reduction - compulsory redundancy (redundancy costs to be set out in section 2 below)
	<b>Staff reduction - total</b>

Forecast 2024-25 FTE	Forecast 2025-26 FTE	Forecast 2026-27 FTE	Forecast 2027-28 FTE
0	0	0	0
9	0	0	0
0	0	0	0
9	0	0	0

RESTRUCTURING COSTS

2	Voluntary severance costs
	Compulsory redundancy costs
	<b>Total</b>

£000	£000	£000	£000
0	0	0	0
0	0	0	0
0	0	0	0

CHECK - Staff restructuring costs per SOCIE

300	300	300	300
-----	-----	-----	-----

3	<b>NON-STAFF COST EFFICIENCIES (savings reflected in FFR)</b>
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700	0	0	0
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le and Angus College

ALTERNATIVE FUNDING SCENARIO	Actual 2023-24 £000	Forecast 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000
<b>Adjusted operating result</b>					
Adjusted operating result per FFR	1,869	(280)	(4,404)	(7,645)	(8,200)
Change in assumed SFC grant income				0	0
Financial impact of additional mitigating/other actions:					
Description - please add			0	0	0
Description - please add			0	0	0
Description - please add			0	0	0
Description - please add			0	0	0
Description - please add			0	0	0
Description - please add			0	0	0
Description - please add			0	0	0
Description - please add			0	0	0
Description - please add			0	0	0
Description - please add			0	0	0
<b>Revised adjusted operating result under alternative scenario</b>	<b>1,869</b>	<b>(280)</b>	<b>(4,404)</b>	<b>(7,645)</b>	<b>(8,200)</b>
<b>Cash position</b>					
Forecast cash position per FFR	6,777	4,753	(1,031)	(11,766)	(22,042)
Change in forecast AOP			0	0	0
Other cash impact - please add description			0	0	0
Other cash impact - please add description			0	0	0
Other cash impact - please add description			0	0	0
Other cash impact - please add description			0	0	0
Other cash impact - please add description			0	0	0
<b>Revised forecast cash position under alternative scenario</b>	<b>6,777</b>	<b>4,753</b>	<b>(1,031)</b>	<b>(11,766)</b>	<b>(22,042)</b>

Pension Assumptions	2024-25	2025-26	2026-27	2027-28	2024-25	2025-26	2026-27	2027-28
Employer Contributions	£000	£000	£000	£000	Details of Methodology and Valuation	Details of Methodology and Valuation	Details of Methodology and Valuation	Details of Methodology and Valuation
STSS	3,477	3,810	3,928	4,045				
LGPS	1,918	5,744	6,068	6,068				
Other pension scheme - please state which scheme	0	0	0	0				
Other pension scheme - please state which scheme	0	0	0	0				
Total	5,395	9,554	9,996	10,113				

Dundee and Angus College

	Actual 2023-24	Forecast 2024-25	Forecast 2025-26	Forecast 2026-27	Forecast 2027-28	2023-24 - 2024-25	2024-25- 2025-26	2025-26 - 2026-27	2026-27 - 2027-28	Explanation for variance
<b>Statement of Comprehensive income and expenditure (Consolidated)</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	
<b>INCOME</b>										
Tuition fees and education contracts	4,780	4,416	4,250	4,210	4,210	-7.6%	-3.8%	-0.9%	0.0%	
Funding council/RSB grants	34,183	36,830	35,924	35,168	35,068	7.7%	-2.5%	-2.1%	-0.3%	
Research grants and contracts	0	0	0	0	0					
Other income	6,398	6,476	4,213	2,941	2,925	1.2%	-34.9%	-30.2%	-0.5%	
Investment income	109	97	80	80	80	-11.0%	-17.5%	0.0%	0.0%	
<b>Total income before donations and endowments</b>	<b>45,470</b>	<b>47,819</b>	<b>44,467</b>	<b>42,399</b>	<b>42,283</b>	<b>5.2%</b>	<b>-7.0%</b>	<b>-4.7%</b>	<b>-0.3%</b>	
Donations and endowments	0	0	0	0	0					
<b>Total income</b>	<b>45,470</b>	<b>47,819</b>	<b>44,467</b>	<b>42,399</b>	<b>42,283</b>	<b>5.2%</b>	<b>-7.0%</b>	<b>-4.7%</b>	<b>-0.3%</b>	
<b>EXPENDITURE</b>										
Staff costs	32,980	35,871	37,458	39,329	41,180	8.8%	4.4%	5.0%	4.7%	
Staff costs - exceptional restructuring costs	238	300	300	300	300	26.1%	0.0%	0.0%	0.0%	
Exceptional costs - non-staff	0	0	0	0	0					
Other operating expenses	12,072	10,402	9,587	11,011	9,599	-13.8%	-7.8%	14.9%	-12.8%	
Donation to Arms Length Foundation	0	0	0	0	0					
Depreciation	3,889	3,889	3,889	3,889	3,889	0.0%	0.0%	0.0%	0.0%	
Interest and other finance costs	186	80	80	80	80	-57.0%	0.0%	0.0%	0.0%	
<b>Total expenditure</b>	<b>49,365</b>	<b>50,542</b>	<b>51,314</b>	<b>54,609</b>	<b>55,048</b>	<b>2.4%</b>	<b>1.5%</b>	<b>6.4%</b>	<b>0.8%</b>	
<b>Surplus/(deficit) before other gains and losses and share of operating surplus/deficit of joint ventures and associates</b>	<b>(3,895)</b>	<b>(2,723)</b>	<b>(6,847)</b>	<b>(12,210)</b>	<b>(12,765)</b>	<b>-30.1%</b>	<b>151.5%</b>	<b>78.3%</b>	<b>4.5%</b>	
Gain/(loss) on disposal of fixed assets	0	0	0	0	0					
Gain/(loss) on investments	0	0	0	0	0					
Share of operating surplus/(deficit) in joint venture(s)	0	0	0	0	0					
Share of operating surplus/(deficit) in associate(s)	0	0	0	0	0					
<b>Surplus/(deficit) before tax</b>	<b>(3,895)</b>	<b>(2,723)</b>	<b>(6,847)</b>	<b>(12,210)</b>	<b>(12,765)</b>	<b>-30.1%</b>	<b>151.5%</b>	<b>78.3%</b>	<b>4.5%</b>	
Other taxation	0	0	0	0	0					
<b>Surplus/(deficit) for the year</b>	<b>(3,895)</b>	<b>(2,723)</b>	<b>(6,847)</b>	<b>(12,210)</b>	<b>(12,765)</b>	<b>-30.1%</b>	<b>151.5%</b>	<b>78.3%</b>	<b>4.5%</b>	
Unrealised surplus on revaluation of land and buildings	0	0	0	0	0					
Actuarial (loss)/gain in respect of pension schemes	0	0	0	0	0					
Other comprehensive income	0	0	0	0	0					
<b>Total comprehensive income for the year</b>	<b>(3,895)</b>	<b>(2,723)</b>	<b>(6,847)</b>	<b>(12,210)</b>	<b>(12,765)</b>	<b>-30.1%</b>	<b>151.5%</b>	<b>78.3%</b>	<b>4.5%</b>	

## Dundee and Angus College

INCOME		Actual 2023-24	Forecast 2024-25	Forecast 2025-26	2023-24 - 2024-25	2024-25- 2025-26	Explanation for variance
		£000	£000	£000	%	%	
<b>1 Tuition fees and education contracts</b>							
					(35%)	(20%)	£259k reduction of commercial income in f/year 2024-25 in comparison to 2023-24 within Service Redesign. Usual funding sources have ended and it is unlikely that they will re-start in the near future. All income associated with Service Redesign has been removed for 2025-26.
a)	FE - UK	713	460	367			
b)	FE - EU	0	0	0			
c)	HE	2,389	2,198	2,086	(8%)	(5%)	Reduction of student numbers coming to D&A College from RGU within HE Associates
d)	Non-EU	146	236	118	62%	(50%)	Increase in income for International Students within 2024-25 linked to Access to Social Sciences (SWAP) course.
e)	SDS contracts	0	666	510		(23%)	Skills Development Scotland previously included within Education Contracts. No significant movement between 2023-24 & 2024-25. Income against Managing Agents and Skills Development Scotland remain at 2024-25 budget despite the increase in actual income.
f)	Education contracts	1,520	848	661	(44%)	(22%)	
g)	Other	12	8	508	(33%)	6250%	2025-26 Income target
<b>Total tuition fees and education contracts</b>		<b>4,780</b>	<b>4,416</b>	<b>4,250</b>	(8%)	(4%)	
<b>2 SFC / RSB Grants</b>							
a)	SFC / RSB FE recurrent grant (including fee waiver)	28,366	31,371	31,460	11%	0%	Based on the final college sector funding allocations for AY 2025-26 announced on 29 May 2025.
b)	UHI recurrent grant - HE provision	0	0	0			
c)	FE Childcare funds	412	0	0	(100%)		
d)	Release of SFC / RSB deferred capital grants	1,714	1,714	1,714	0%	0%	Based on the final college sector funding allocations for AY 2025-26 announced on 29 May 2025.
e)	SFC capital grant	0	2,530	1,056		(58%)	Estates grant of £2.803m in 2023-24 wasn't included against this heading, was included within OTHER SFC/RSB Grants
f)	SFC grant for NPD	0	0	0			
g)	Other SFC / RSB grants - FE provision	3,691	1,215	1,694	(67%)	39%	Linked to increase for SFC: Pension & NI Increase. Estates grant of £2.803m in 2023-24 was included against this heading.
h)	Other UHI grants - HE provision	0	0	0			
<b>Total SFC / RSB Grants</b>		<b>34,183</b>	<b>36,830</b>	<b>35,924</b>	8%	(2%)	
<b>3 Research grants and contracts</b>							
a)	European Commission	0	0	0			
b)	Other grants and contracts	0	0	0			
<b>Total research grants and contracts</b>		<b>0</b>	<b>0</b>	<b>0</b>			
<b>4 Other Income</b>							
a)	Catering and residences	1,026	1,089	1,172	6%	8%	Increased income against catering sales
b)	Other European Income	0	0	0			
c)	Other income generating activities	966	1,278	720	32%	(44%)	Reduction of income against Gardyne- Fitness Memberships and GTL income
d)	Grants from ALF	702	110	145	(84%)	32%	
i)	Revenue	702	110	145	(84%)	32%	
ii)	Capital	0	0	0			
e)							Reduction of income against a number of projects, including £1.529m variance between financial years 2024-25 and 2025-26 linked to UKSPF projects. Bids submitted but unaware is successful therefore no budget included.
	Non-government capital grant	0	0	0			
f)	Other grant income	2,958	3,100	1,471	5%	(53%)	
g)	Release of non-SFC government deferred capital grant	408	408	408	0%	0%	
h)	Other income	338	491	297	45%	(40%)	£88k reduction of wage subsidy income and £60k reduction for Thrive income, £22k reduction for MSIP between financial years 2024-25 and 2025-26
<b>Total other income</b>		<b>6,398</b>	<b>6,476</b>	<b>4,213</b>	1%	(35%)	
<b>5 Investment income</b>							
a)	Investment income on endowments	0	0	0			Reduction of bank interest over the financial years.
b)	Investment income on restricted reserves	0	0	0			
c)	Other investment income	0	0	0			
d)	Other interest receivable	109	97	80	(11%)	(18%)	
e)	Net return on pension scheme	0					
<b>Total investment income</b>		<b>109</b>	<b>97</b>	<b>80</b>	(11%)	(18%)	
<b>6 Donations and endowment income</b>							
a)	New endowments	0	0	0			
b)	Donations with restrictions	0	0	0			
c)	Unrestricted donations	0	0	0			
<b>Total donation and endowment income</b>		<b>0</b>	<b>0</b>	<b>0</b>			

Dundee and Angus College  
EXPENDITURE

		Actual 2023-24	Forecast 2024-25	Forecast 2025-26	2023-24 - 2024-25	2024-25- 2025-26	Explanation for variance
STAFF COSTS		£000	£000	£000	%	%	
1	Teaching departments	20,606	22,050	22,828	7%	4%	
2	Teaching support services	627	695	728	11%	5%	
3	Other support services	0					
4	Administration and central services	9,142	9,361	10,059	2%	7%	
5	Premises	1,841	1,849	1,972	0%	7%	
6	Catering and residences	697	692	765	(1%)	11%	
7	Other income generating activities	0	136	0		(100%)	
8	Other staff costs including Job Evaluation costs	0	1,088	1,106		2%	
9	Impact of FRS 102 pensions reported costs (less contributions paid included above)	67					
Normal staff costs		32,980	35,871	37,458	9%	4%	
10	Exceptional restructuring costs	238	300	300	26%	0%	
Total staff costs		33,218	36,171	37,758	9%	4%	
Additional breakdown of staff costs							
Salaries		25,564	27,196	27,906	6%	3%	
Social security costs		2,520	2,868	3,378	14%	18%	
Pension contributions		4,963	5,807	6,174	17%	6%	
Non-cash pension adjustments - net service cost		(67)					
Non-cash pension adjustments - early retirement provision		0					
Severance payments		238	300	300			
Total staff costs		33,218	36,171	37,758	9%	4%	
NON-STAFF COSTS							
1	Exceptional costs - non-staff	0	0	0			
2	Other operating expenses						
a)	Teaching departments	1,456	1,207	1,146	(17%)	(5%)	
b)	Teaching support services	138	119	93	(14%)	(22%)	
c)	Other support services	0	3,221	3,568		11%	
d)	Administration and central services	3,621	0	0	(100%)		
e)	General education	0	0	0			
f)	Premises	5,586	4,806	4,160	(14%)	(13%)	
(i)	Maintenance	5,586	1,776	1,332	(68%)	(25%)	
(ii)	Utilities	0	1,640	1,420		(13%)	
(iii)	Other	0	1,390	1,408		1%	
g)	Catering and residences	572	592	620	3%	5%	
h)	Other income generating activities	100	160	0	60%	(100%)	
i)	Overspend on student support funds *	0	0	0			
j)	Planned maintenance	0	0	0			
k)	Movement on early retirement pension provision	0	0	0			
l)	NPD	0	0	0			
m)	Other	599	297	0	(50%)	(100%)	
Total other operating expenses		12,072	10,402	9,587	(14%)	(8%)	
3	Depreciation						
a)	Government funded assets	3,604	3,604	3,604	0%	0%	
b)	Non-government funded assets	285	285	285	0%	0%	
c)	NPD funded assets	0	0	0			
Total depreciation		3,889	3,889	3,889	0%	0%	
4	Interest						
a)	On bank loans, overdrafts and other loans	123	80	80	(35%)	0%	
b)	Finance lease interest	0	0	0			
c)	Other	0	0	0			
d)	Net charge on pension scheme	63			(100%)		
e)	NPD interest	0	0	0			
Total interest		186	80	80	(57%)	0%	

\* Includes any overspend on bursaries, discretionary funds, and student funds received from SAAS, but excludes childcare funds.

Dundee and Angus College

ADJUSTED OPERATING RESULT	Actual 2023-24 £000	Forecast 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000	2023-24 - 2024-25 %	2024-25- 2025-26 %	2025-26 - 2026-27 %	2026-27 - 2027-28 %	Explanation for variance
Surplus/(deficit) before other gains and losses and share of operating surplus/deficit of joint ventures and associates	(3,895)	(2,723)	(6,847)	(12,210)	(12,765)					
<b>Add:</b>										
Total depreciation (Government-funded, privately funded and NPD-funded assets) net of deferred capital grant release ( <i>incorporated colleges only</i> )	1,767	1,767	1,767	3,889	3,889	0.0%	0.0%	120.1%	0.0%	
Exceptional non-restructuring items (e.g. impairment costs)	0	0	0	0	0					
Donation to Arms-Length Foundation (incorporated colleges only)	0	0	0	0	0					
Non-cash pension adjustment - net service cost	(67)									
Non-cash pension adjustment - ERP	0									
Non-cash pension adjustment -net interest costs	63									
Costs of support staff and middle management job evaluation exercise not matched by revenue	4,001	676	676	676	676					
<b>Deduct:</b>										
Non-Government capital grants (e.g. ALF capital grant)	0	0	0	0	0					
Exceptional income (if disclosed as exceptional in accounts)	0	0	0	0	0					
Revenue budget allocated to loan repayments and other capital items ( <i>incorporated colleges only</i> )	0	0	0	0	0					
NPD payments to reduce NPD balance sheet debt	0	0	0	0	0					
<b>Adjusted operating result</b>	<b>1,869</b>	<b>(280)</b>	<b>(4,404)</b>	<b>(7,645)</b>	<b>(8,200)</b>	-115.0%	1472.9%	73.6%	7.3%	
<b>Revenue budget allocated to non-revenue expenditure (<i>incorporated colleges</i>):</b>										
Loan repayments	0	0	0	0	0					
NPD / PFI repayments	0	0	0	0	0					
Estates costs	0	0	0	0	0					
Provisions pre 1 April 2014	0	0	0	0	0					

Balance Sheet		Actual 2023-24	Forecast 2024-25	Forecast 2025-26	Forecast 2026-27	Forecast 2027-28	2023-24 - 2024-25	2024-25 - 2025-26	2025-26 - 2026-27	2026-27 - 2027-28	Explanation for variance
		£000	£000	£000	£000	£000	%	%	%	%	
1 Non-current assets	a) Intangible assets	0	0	0	0	0					
	b) Fixed assets	67,791	64,586	61,381	57,192	53,103	-4.7%	-5.0%	-6.8%	-7.1%	
	c) Investments	0	0	0	0	0					
Total non-current assets		67,791	64,586	61,381	57,192	53,103	-4.7%	-5.0%	-6.8%	-7.1%	
2 Current assets	a) Stock	13	9	9	9	9	-30.8%	0.0%	0.0%	0.0%	
	b) Debtors	2,179	2,179	2,179	2,179	2,179	0.0%	0.0%	0.0%	0.0%	
	c) Investments	0	0	0	0	0					
	d) Cash and cash equivalents	6,777	4,753	-1,031	-11,766	-22,042	-29.9%	-121.7%	1041.2%	87.3%	
	e) Other (e.g. assets for resale)	0	0	0	0	0					
Total current assets		8,969	6,941	1,157	(9,578)	(19,854)	-22.6%	-83.3%	-927.8%	107.3%	
3 Creditors: amounts falling due within one year	a) Bank loans and external borrowing	453	453	453	906	0	0.0%	0.0%	100.0%	-100.0%	
	b) Bank overdrafts	0	0	0	0	0					
	c) Lennartz creditor	0	0	0	0	0					
	d) Obligations under finance leases and service concessions	0	0	0	0	0					
	e) Payments received in advance	0	0	0	0	0					
	f) Amounts owed to SFC	586	485	0	0	0	-17.2%	-100.0%			
	g) Obligations under PFI/NPD	0	0	0	0	0					
	h) Deferred capital grant	2,121	2,121	2,121	2,121	2,121					
	i) Other creditors and accruals	6,316	5,640	6,316	6,992	7,668	-10.7%	12.0%	10.7%	9.7%	
Total creditors < 1year		9,476	8,699	8,890	10,019	9,789	-8.2%	2.2%	12.7%	-2.3%	
Share of net assets/(liabilities) in associate		0	0	0	0	0					
NET CURRENT ASSETS/LIABILITIES		(507)	(1,758)	(7,733)	(19,597)	(29,643)	246.7%	339.9%	153.4%	51.3%	
TOTAL ASSETS LESS CURRENT LIABILITIES		67,284	62,828	53,648	37,595	23,460	-6.6%	-14.6%	-29.9%	-37.6%	
4 Creditors: amounts falling due after more than one year	a) Local authority loans	0	0	0	0	0					
	b) Bank loans and external borrowing	1,366	909	452	0	0	-33.5%	-50.3%	-100.0%		
	c) Lennartz creditor	0	0	0	0	0					
	d) Finance leases and service concessions	0	0	0	0	0					
	e) Obligations under PFI/NPD	0	0	0	0	0					
	f) Deferred capital grant	20,191	17,993	15,871	13,749	11,627					
	g) Amounts repayable to Funding Council	0	0	0	0	0					
	h) Other creditors	0	0	0	0	0					
Total creditors >1 year		21,557	18,902	16,323	13,749	11,627	-12.3%	-13.6%	-15.8%	-15.4%	
5 Provisions	a) Pension provisions	2,290	1,860	1,430	1,000	570	-18.8%	-23.1%	-30.1%	-43.0%	
	b) Other	4,001	5,353	6,030	6,707	7,384	33.8%	12.6%	11.2%	10.1%	
Total provisions		6,291	7,213	7,460	7,707	7,954	14.7%	3.4%	3.3%	3.2%	
TOTAL NET ASSETS		39,436	36,713	29,865	16,139	3,879	-6.9%	-18.7%	-46.0%	-76.0%	
9 Restricted Reserves	a) Endowment Reserve	0	0	0	0	0					
	b) Restricted Reserve	0	0	0	0	0					
10 Unrestricted reserves	a) Income and Expenditure Reserve	10,492	7,769	1,615	(11,417)	(22,983)	-26.0%	-79.2%	-806.9%	101.3%	
	b) Revaluation reserve	28,944	28,944	28,250	27,556	26,862	0.0%	-2.4%	-2.5%	-2.5%	
11 Non-controlling interest		0	0	0	0	0					
TOTAL RESERVES		39,436	36,713	29,865	16,139	3,879	-6.9%	-18.7%	-46.0%	-76.0%	

## Liquidity Analysis

		Actual 2023-24	Forecast 2024-25	Forecast 2025-26	Forecast 2026-27	Forecast 2027-28	2023-24 - 2024-25	2024-25- 2025-26	2025-26 - 2026-27	2026-27 - 2027-28
		£000	£000	£000	£000	£000	%	%	%	%
1 Current assets	a) Stock	13	9	9	9	9	-30.8%	0.0%	0.0%	0.0%
	b) Debtors	2,179	2,179	2,179	2,179	2,179	0.0%	0.0%	0.0%	0.0%
	c) Investments	0	0	0	0	0				
	d) Cash and cash equivalents	6,777	4,753	-1,031	-11,766	-22,042	-29.9%	-121.7%	1041.2%	87.3%
<b>Total current assets</b>		<b>8,969</b>	<b>6,941</b>	<b>1,157</b>	<b>(9,578)</b>	<b>(19,854)</b>	-22.6%	-83.3%	-927.8%	107.3%
2 Creditors: amounts falling due within one year excl Deferred Capital Grants	a) Bank loans and external borrowing	453	453	453	906	0	0.0%	0.0%	100.0%	-100.0%
	b) Bank overdrafts	0	0	0	0	0				
	c) Lennartz creditor	0	0	0	0	0				
	d) Obligations under finance leases and service concessions	0	0	0	0	0				
	e) Payments received in advance	0	0	0	0	0				
	f) Amounts owed to SFC	586	485	0	0	0	-17.2%	-100.0%		
	g) Obligations under PFI/NPD (unfunded only)	0	0	0	0	0				
	h) Other creditors and accruals	6,316	5,640	6,316	6,992	7,668	-10.7%	12.0%	10.7%	9.7%
<b>Total creditors &lt; 1year excl Deferred Capital Grants</b>		<b>7,355</b>	<b>6,578</b>	<b>6,769</b>	<b>7,898</b>	<b>7,668</b>	-10.6%	2.9%	16.7%	-2.9%
<b>Liquidity position (baseline cash)</b>		<b>1,614</b>	<b>363</b>	<b>(5,612)</b>	<b>(17,476)</b>	<b>(27,522)</b>	-77.5%	-1646.0%	211.4%	57.5%
<b>Liquidity ratio</b>		<b>1.22</b>	<b>1</b>	<b>0</b>	<b>(1)</b>	<b>(3)</b>				
<b>ADDITIONAL INFORMATION</b>										
Longer Term Obligations under PFI / NPD (Unfunded Only)		0	0	0	0	0				
Other Longer Term Liabilities in Balance Sheet resulting in cash outflows		1,366	909	452	0	0				
Other Cash Commitments not included in Balance Sheet		0	0	0	0	0				
<b>Liquidity position less Longer Term Cash Liabilities/Commitments</b>		<b>248</b>	<b>(546)</b>	<b>(6,064)</b>	<b>(17,476)</b>	<b>(27,522)</b>	-320.2%	1010.6%	188.2%	57.5%

## Dundee and Angus College

Cashflow	Actual 2023-24 £000	Forecast 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000	2023-24 - 2024-25 %	2024-25 - 2025-26 %	2025-26 - 2026-27 %	2026-27 - 2027-28 %	Explanation for variance
<b>1 Cash flow from operating activities</b>										
a) Surplus / (deficit) for the year	-3895	-2723	-6847	-12210	-12765	(30%)	151%	78%	5%	
<b>2 Adjustment for non-cash items</b>										
a) Depreciation	3,889	3,889	3,889	3,889	3,889	0%	0%	0%	0%	
b) Amortisation of intangibles	0	0	0	0	0					
c) Benefit on acquisition	0	0	0	0	0					
d) Amortisation of goodwill	0	0	0	0	0					
e) Loss / (gain) on investments	0	0	0	0	0					
f) Decrease / (increase) in stock	(1)	4	0	0	0	(500%)	(100%)			
g) Decrease / (increase) in debtors	3,076	0	0	0	0	(100%)				
h) Increase / (decrease) in creditors	(2,841)	(777)	191	676	676	(73%)	(125%)	254%	0%	
i) Increase / (decrease) in pension provision	(410)	(430)	(430)	(430)	(430)	5%	0%	0%	0%	
j) Increase / (decrease) in other provisions	4,001	676	676	676	676	(83%)	0%	0%	0%	
k) Receipt of donated equipment	0	0	0	0	0					
l) Share of operating surplus / (deficit) in joint venture	0	0	0	0	0					
m) Share of operating surplus / (deficit) in associate	0	0	0	0	0					
n) Other	0	0	0	0	0					
<b>Total adjustment for non-cash items</b>	<b>7,714</b>	<b>3,362</b>	<b>4,326</b>	<b>4,811</b>	<b>4,811</b>	<b>(56%)</b>	<b>29%</b>	<b>11%</b>	<b>0%</b>	
<b>3 Adjustment for investing or financing activities</b>										
a) Investment income	(109)	(97)	(80)	(80)	(80)	(11%)	(18%)	0%	0%	
b) Interest payable	123	80	80	80	80	(35%)	0%	0%	0%	
c) Endowment income	0	0	0	0	0					
d) Loss / (gain) on the sale of assets	0	0	0	0	0					
e) Capital grant income	(2,121)	(2,122)	(2,122)	(2,122)	(2,122)	0%	0%	0%	0%	
<b>Total adjustment for investing or financing activities</b>	<b>(2,107)</b>	<b>(2,139)</b>	<b>(2,122)</b>	<b>(2,122)</b>	<b>(2,122)</b>	<b>2%</b>	<b>(1%)</b>	<b>0%</b>	<b>0%</b>	
<b>4 Net cash inflow from operating activities</b>	<b>1,712</b>	<b>(1,500)</b>	<b>(4,643)</b>	<b>(9,521)</b>	<b>(10,076)</b>	<b>(188%)</b>	<b>210%</b>	<b>105%</b>	<b>6%</b>	
<b>5 Cash flow from investing activities</b>										
a) Proceeds from sales of fixed assets	0	0	0	0	0					
b) Proceeds from sales of intangible assets	0	0	0	0	0					
c) Capital grants receipts	732	600	0	0	0	(18%)	(100%)			
d) Disposal of non-current asset investments	0	0	0	0	0					
e) Withdrawal of deposits	0	0	0	0	0					
f) Investment income	109	97	80	80	80	(11%)	(18%)	0%	0%	
g) Payments made to acquire fixed assets	(732)	(684)	(684)	(300)	(200)	(7%)	0%	(56%)	(33%)	
h) Payments made to acquire intangible assets	0	0	0	0	0					
i) New non-current asset investments	0	0	0	0	0					
j) New deposits	0	0	0	0	0					
<b>Total cash flows from investing activities</b>	<b>109</b>	<b>13</b>	<b>(604)</b>	<b>(220)</b>	<b>(120)</b>	<b>(88%)</b>	<b>(4746%)</b>	<b>(64%)</b>	<b>(45%)</b>	
<b>6 Cash flows from financing activities</b>										
a) Interest paid	(123)	(80)	(80)	(80)	(80)	(35%)	0%	0%	0%	
b) Interest element of finance lease and service concession	0	0	0	0	0					
c) Endowment cash received	0	0	0	0	0					
d) New secured loans	0	0	0	0	0					
e) New unsecured loans	0	0	0	0	0					
f) Repayments of amounts borrowed	(454)	(457)	(457)	(914)	0	1%	0%	100%	(100%)	
g) Capital element of finance lease and service concession payments	0	0	0	0	0					
<b>Total cash flows from financing activities</b>	<b>(577)</b>	<b>(537)</b>	<b>(537)</b>	<b>(994)</b>	<b>(80)</b>	<b>(7%)</b>	<b>0%</b>	<b>85%</b>	<b>(92%)</b>	
<b>7 (Decrease) / increase in cash and cash equivalents in the year</b>	<b>1,244</b>	<b>(2,024)</b>	<b>(5,784)</b>	<b>(10,735)</b>	<b>(10,276)</b>	<b>(263%)</b>	<b>186%</b>	<b>86%</b>	<b>(4%)</b>	
<b>8 Cash and cash equivalents at beginning of the year</b>	<b>5,533</b>	<b>6,777</b>	<b>4,753</b>	<b>(1,031)</b>	<b>(11,766)</b>	<b>22%</b>	<b>(30%)</b>	<b>(122%)</b>	<b>1041%</b>	
<b>9 Cash and cash equivalents at the end of the year</b>	<b>6,777</b>	<b>4,753</b>	<b>(1,031)</b>	<b>(11,766)</b>	<b>(22,042)</b>	<b>(30%)</b>	<b>(122%)</b>	<b>1041%</b>	<b>87%</b>	

## Dundee and Angus College

### Capital Expenditure Projects and Forecast Methods of Financing

#### Expenditure:

Land & Buildings

Equipment & Others

#### Financed by:

Cash reserves

ALF grants

Leasing

SFC/RSB grant

Re-investment of proceeds from disposal of assets \*

Non-SFC/RSB grants

PFI/NPD

Other - please specify if material

Actual 2023-24 £000	Forecast 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000	2023-24 - 2024-25 %	2024-25- 2025-26 %	2025-26 - 2026-27 %	2026-27 - 2027-28 %
50	0	0	0	0	-100.0%			
682	684	684	300	200	0.3%	0.0%	-56.1%	-33.3%
732	684	684	300	200	-6.6%	0.0%	-56.1%	-33.3%
0	0	0	0	0				
0	0	0	0	0				
0	0	0	0	0				
732	0	0	0	0	-100.0%			
0	0	0	0	0				
0	0	0	0	0				
0	0	0	0	0				
0	0	0	0	0				
732	0	0	0	0	-100.0%			

\* to be included only where this has been agreed by SFC

### Capital disposals

#### Disposal proceeds:

Asset description

Asset description

Asset description

Asset description

0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0

#### Gain/(loss) on disposal:

Asset description

0	0	0	0	0
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Asset description  
Asset description  
Asset description

0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0

## Dundee and Angus College

### ALF Funding

	Actual 2023-24 £000	Forecast 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000
Estimated balance of cash in ALF as at 1 August	0	0	(110)	(255)	(276)
Donation to Arms Length Foundation	0		0	0	0
Grant from Arms Length Foundation - capital	0	0	0	0	0
Grant from Arms Length Foundation - revenue	0	(110)	(145)	(21)	0
<b>Estimated balance of cash in ALF as at 31 July</b>	<b>0</b>	<b>(110)</b>	<b>(255)</b>	<b>(276)</b>	<b>(276)</b>

#### Note:

For most foundations, the most recent accounts available are for periods ending in 2024. Colleges' forecast movements will not include governance costs, donations from third parties, payments to third parties or investment income.

	Actual 2023-24 £000	Forecast 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000
<b>Grant from Arms Length Foundation - capital:</b>					
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### Grant from Arms Length Foundation - revenue

Development of outline business case	0	110	145	21	0
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>110</b>	<b>145</b>	<b>21</b>	<b>0</b>

Dundee and Angus College  
FINANCIAL SUMMARY

Actual 2023-24	Forecast 2024-25	Forecast 2025-26	Forecast 2026-27	Forecast 2027-28
£000	£000	£000	£000	£000

Income ratios					
Total Income	45,470	47,819	44,467	42,399	42,283
Total Funding Council Grant as % of Total Income	75%	77%	81%	83%	83%
Total non-Funding Council Grant as % of Total Income	25%	23%	19%	17%	17%
Total Education Contracts and Tuition Fees as % of Total Income	11%	9%	10%	10%	10%
Total Research Grants and Contracts as % of Total Income	0%	0%	0%	0%	0%
Total Other Income as % of Total Income	14%	14%	9%	7%	7%

Expenditure ratios					
Total Expenditure	49,365	50,542	51,314	54,609	55,048
Salaries as % of Total Expenditure	67%	71%	73%	72%	75%
Other operating costs as % of Total Expenditure	24%	21%	19%	20%	17%
Depreciation/amortisation as % of Total Expenditure	8%	8%	8%	7%	7%

Operating position					
Operating Surplus/(deficit)	(3,895)	(2,723)	(6,847)	(12,210)	(12,765)
Operating Surplus/(deficit) as % of Total Income	-9%	-6%	-15%	-29%	-30%
Adjusted operating surplus/(deficit)	1,869	-280	-4,404	-7,645	-8,200
Adjusted operating surplus/(deficit) as % of Total Income	4.1%	-0.6%	-9.9%	-18.0%	-19.4%

Cash Position					
Cash and Current Asset Investments	6,777	4,753	-1,031	-11,766	-22,042
Overdrafts	0	0	0	0	0
Days Ratio of Cash to Total Expenditure	54	37	-8	-85	-157
Net cash inflow/(outflow) from operating activities	1,712	-1,500	-4,643	-9,521	-10,076
Net cash inflow/(outflow) from operating activities as % of Total Income	3.8%	-3.1%	-10.4%	-22.5%	-23.8%

Balance Sheet strength					
Unrestricted reserves	10,492	7,769	1,615	(11,417)	(22,983)
Liquidity ratio	1.22	1.06	0.17	-1.21	-2.59
Unrestricted reserves as % of Total Income	23%	16%	4%	-27%	-54%
Total borrowing (Overdrafts, Loans, Finance Leases, PFI/NPD)	1,819	1,362	905	906	0
Interest cover	-19.94	-33.04	-84.59	-151.63	-158.56

**FINANCE & INFRASTRUCTURE COMMITTEE**

**Tuesday 9 September 2025**

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**INFRASTRUCTURE**

**8 (i) FUTURE INFRASTRUCTURE VISION**

**PAPER F**

# Finance & Infrastructure Committee

Tuesday 9 September 2025

## New Campus Developments Project Update

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### *Paper for information*

#### 1. New Campus Project Background

##### OBC Delivery Window

Following a quote from McLaughlin & Harvey (ML&H) through the Scape Scotland procurement framework, they were appointed to deliver the feasibility requirements to fulfil an outline business case (OBC) for D&A's campus development project.

Scottish Government and other key stakeholders have advised the OBC should be completed by the end of 2025 calendar year. This recognises that key advocates in parliament are to stand down at the 2026 elections:

- Kate Forbes
- Graeme Dey
- Shona Robison
- Joe Fitzpatrick

Work is being undertaken across political parties to raise awareness of the project, the underlying drivers and challenges and assure a suitable level of knowledge and wherever possible, support.

##### OBC Delivery Team

- **McLaughlin & Harvey** (Construction and civil engineering; OBC Coordinators / Deliverers): [McLaughlin & Harvey | Home](#)
- **Keppie Design** (Architects): [Keppie Design | Architecture, Interior Design & Planning | Glasgow & Inverness](#)
- **Atelier 10** (Environmental Design Consultants): [Atelier Ten – Environmental Design Consultants + Engineers](#)
- **Woolgar Hunter** (Civil / structural engineers): [home - Woolgar Hunter](#)
- **Stantec** (Planning): [Company Overview](#)

##### D&A OBC Steering Group

This group has been assembled to provide the D&A information and input to the OBC process, prior to wider stakeholder feedback being engaged:

- Simon Hewitt
- Steve Taylor
- Julie Grace
- Andy Ross
- Billy Grace
- Abi Mawhirt

## **D&A Project Operations Group**

This group oversees the day to day tasks and information flow required for all elements of the project to ensure deadlines are met.

- Simon Hewitt
- Steve Taylor
- Julie Grace
- Andy Ross
- Billy Grace
- Abi Mawhirt
- Lee Lappin

## **D&A Project Board**

The College's Senior Leadership Team serves as the full Project Board for this project.

## **2. Summer 2025 Progress**

The OBC kick off meeting took place on 1 July 2025 and has been followed by weekly design and progress meetings. The original timeline proposed for the kick off meeting is on track, with presentation of the feasibility stage outcomes and draft OBC to the Project Board planned for the end of October 2025.

Throughout July, information gathering requests have been established by the OBC Delivery Team, and D&A have provided all required information. A Query Tracker has been established for all parties to monitor information requirements and flow, with work ongoing to close out current Green and Amber rated requests (all Red closed).

To support the development of a full OBC, the SLT is working with [Aéto](#) to establish core principles for the project, which will be utilised to guide decision making through the lifespan of the project. Initial scoping work is underway, with an SLT Away Day planned for 29 September. Keppie, the architects for the OBC, are involved in this process to support effective development of designs.

Lesley Broadwood of Allermuir Consulting begun work in August 2025 to scope the Employability Target Operating Model, which will result in a standalone report along with relevant content required for the OBC.

## **3. Next Steps**

Through to October 2025, the Project Board and Project Operations Group will work together to ensure deadlines relating to the OBC development are met. The Project Operations Group meets weekly, recording actions within the Project Teams site and the Project Board meets fortnightly, with minutes provided to Finance & Property Committee and Audit & Risk Committee.

Initial staff engagement has begun to support the development of the project's guiding principles, are shortly more specific discussions will take place with specialist areas regarding their requirements to support the final stages of the design process.

Inspiration Visits to other sites and organisations will be supported as economically as possible to ensure staff have the opportunity to understand the options and opportunities the project presents, grounded in real life examples of working and learning spaces.

Feedback from the Inspiration Visits will be centrally collated as a resource for OBC and later FBC development, and a more formal programme of engagement with staff will commence shortly, to align with the output of the feasibility works and initial designs.


#### **4. Funding**

Work continues around available sources of funding for the work being undertaken thus far, and for the capital project overall. The College, following the advice of the Scottish Government, commissioned a financial modelling analysis to support dialogue around the potential of utilising the Mutual Investment Model (MIM) of funding, along with the pros and cons of a range of methodologies.

We are currently in the process of scheduling follow up meetings with Scottish Government to discuss the report and plan next steps.

The ongoing costs of running the project are being covered by the bid to the Arm's Length Foundation (ALF) and existing budgets, with all spend being closely monitored.

#### **Appendices: Meeting Notes 22/07/25 – 25/08/25**

	IMS Doc Ref No:	BO/-2851
	Process Objective:	To ensure that clear and concise communication expectations are established and maintained.
	Process Owner:	Group SHEQ Director


## Agenda/Meeting Minutes:

Title:	Dundee & Angus College – Design Meeting 03		
Date & Time:	22 <sup>nd</sup> July 2025, 10.30am		
Venue:	MS Teams		
Attendees:	Scott Lennon Caroline McIlwraith Abi Mawhirt Steven Taylor Heather MacSween (HM) David Buchan Peter Henry Gordon Black Alan Baxter Bernie Carr Malcolm Buchanan	Preconstruction Manager Design Manager Head of People & Organisational Development Vice Principal Associate Associate	MCLH MCLH D&A College D&A College Keppie Design
Apologies:	Lewis Wilson, Ian Hill - <b>MCLH</b> Julie Grace, Billy Grace, Simon Hewitt, Andy Ross – <b>D&amp;A College</b> David Ross, Luke Thurman - <b>Keppie</b>		
Minutes Taken by:	Scott Lennon		
Distribution:	All, plus Chris Boyle – MCLH and Megan MacQueen – D&A College		
Next Meeting Confirmation:			
Date & Time:	29 <sup>th</sup> July 2025, 10.30am		
Venue:	Kingsway Campus, Dundee		

Item No.	Item/Comments:	Action by:
<b>1. Matters Arising From Agenda</b>		
<b>1.0</b>	<b>Meeting Objective</b>	
<b>1.1</b>	SL outlined the meeting purpose to review progress to date with ‘cheat sheets’ developed which capture scope of works and brief. Following conclusion, this will enable finalisation of proposed schedules of accommodation and commencement of concept design.	Note
<b>2.0</b>	<b>Keppie Presentation</b>	
<b>2.1</b>	HM provided a run through of current progress noting programme for stakeholder consultation and briefing remains on target	
<b>2.2</b>	<b>Arbroath – Project Brief</b> <ul style="list-style-type: none"> <li>Project brief assumptions and proposed future departments were largely agreed.</li> <li>ST noted that construction and engineering departments would continue to be provisioned at both Gardyne and Angus campus. This would be the same for animal care and horticultural provision also.</li> <li>ST keen to develop social space at Arbroath as a central hub space, which Angus council are keen to jointly develop as a public realm space.</li> </ul>	

Item No.	Item/Comments:	Action by:
2.3	<b>Arbroath - Adjacencies</b> <ul style="list-style-type: none"> <li>• Employability Service to be on ground floor</li> <li>• Supported education requires kitchen and bedroom spaces (staff will input on detailed requirements)</li> <li>• A mock-up of a social care residential setting is also proposed to mimic real life environment for students</li> <li>• Health and Social care required to move closer to supported education.</li> </ul>	
2.4	<b>City Centre Campus – Project Brief</b> <ul style="list-style-type: none"> <li>• Essential Skills need a staff workroom – required at every campus</li> <li>• Future Departments as noted appear okay</li> <li>• Student Association require dedicated space on each campus</li> </ul>	
2.5	<b>Adjacencies</b> <ul style="list-style-type: none"> <li>• No comments on proposed adjacencies.</li> </ul>	
2.6	<b>Gardyne – Project Brief</b> <ul style="list-style-type: none"> <li>• Refurbishment of sport and science labs currently in proposed scope of work.</li> <li>• No hospitality at Gardyne required.</li> <li>• Performing arts and Dance studio to be moved from saltire – D&amp;A to confirm final scope</li> <li>• Science proposed to move to North Annexe due to localised gas connection, however there is a desire to relocate within green skills hub</li> <li>• Land Environment only moving to Gardyne</li> <li>• Energy Skills Team to move to Green Skills hub</li> <li>• Informal meeting spaces required with GSH</li> <li>• ST keen to ensure that Gardyne campus is considered as single campus without GSH appearing separate.</li> <li>• AM noted previous query raised on creating separation to maintain zero VAT rated build</li> <li>• Swimming pool closure confirmed this year, Services from Saltire could move to this space.</li> </ul>	
2.7	<b>Gardyne – Adjacencies</b> <ul style="list-style-type: none"> <li>• No comments on proposed adjacencies.</li> </ul>	

3.0	<b>AOB:</b>	
3.1	Keppie have a number of queries on existing plans, these will be forwarded for D&A to respond.	Keppie
3.2	Woolgar hunter currently continuing with desktop analysis. Once concept design proposals developed, this will enable WH to respond to civil/structural requirements.	Note
3.3	A10 continuing review of existing information and ongoing dialogue for new build proposals.	Note
3.4	PH noted that building services requirements will need to be considered for performing arts space if being included within scope.	Note
3.5	Keppie is issue updated presentation for further review and comment.	Keppie

	IMS Doc Ref No:	BO/-2851
	Process Objective:	To ensure that clear and concise communication expectations are established and maintained.
	Process Owner:	Group SHEQ Director


Agenda/Meeting Minutes:			
Title:	Dundee & Angus College – Design Meeting 04		
Date & Time:	29 <sup>th</sup> July 2025, 10.30am		
Venue:	MS Teams		
Attendees:	Lewis Wilson Ian Hill Scott Lennon Chris Boyle Caroline McIlwraith Abi Mawhirt Steven Taylor Andy Ross Luke Thurman Heather MacSween (HM) David Buchan Alan Baxter Malcolm Buchanan Peter Henry	Project Director Senior Commercial Manager Framework Director Preconstruction Manager Design Manager Head of People & Organisational Development Vice Principal – Support Services & Operations Director of Infrastructure Associate Director Associate Associate Director Director Director	MCLH MCLH MCLH MCLH MCLH D&A College D&A College D&A College Keppie Design Keppie Design Keppie Design Atelier Ten Woolgar Hunter Woolgar Hunter
Apologies:	Julie Grace, Billy Grace, Simon Hewitt – <b>D&amp;A College</b> David Ross – <b>Keppie</b> Gordon Black, Bernie Carr – <b>A10</b> Peter Hendry – <b>Woolgar Hunter</b>		
Minutes Taken by:	Scott Lennon		
Distribution:	All, plus Megan MacQueen – D&A College		
Next Meeting Confirmation:			
Date & Time:	w/c 11 <sup>th</sup> August 2025 ( <b>tbc</b> )		
Venue:	<b>tbc</b>		

Item No.	Item/Comments:	Action by:
<b>1. Matters Arising From Agenda</b>		
<b>1.0</b>	<b>Introduction</b>	Note
<b>1.1</b>	LW outlined purpose of meeting to provide update on progress of ‘cheat sheets’ and ongoing development of the brief.	
<b>2.0</b>	<b>Keppie Presentation</b>	Note
<b>2.1</b>	HM noted comments received from ST on presentation from last week, which has informed development of ongoing brief.	
<b>2.2</b>	Keppie have undertaken site visits to Wellgates to assist with ongoing review of concept design for city centre campus.	
<b>2.3</b>	Further queries added to query tracker for D&A to respond with. SL to issue update.	
<b>2.4</b>	LW keen to progress discussions with council planners to understand expectations around development of Wellgates. Some informal discussions already undertaken with a follow up with a meeting to review proposals. ST notes Wellgates owners should form part of consultation.	MCLH

Item No.	Item/Comments:	Action by:
2.5	All are keen to determine the Council aspirations and how these align with Feasibility outputs, i.e. demolition of shopping centre. The initial discussions will assist to determine scope for city centre campus.	Note
2.6	<b>Arbroath – Project Brief</b>	
	<ul style="list-style-type: none"> <li>Departments updated to reflect latest discussions and direction from D&amp;A college</li> </ul>	Note
2.7	<b>Arbroath - Adjacencies</b>	
	<ul style="list-style-type: none"> <li>Atrium forms connecting space for outward facing department as well as employability and student support services.</li> </ul>	Note
2.8	<b>Arbroath - Schedule of Accommodation</b>	
	<ul style="list-style-type: none"> <li>Keppie have developed using 3 method to test GIFA requirements, based on student numbers, guided learning hours and analysis of existing plans.</li> <li>Keppie have noted number of assumptions to be confirmed by D&amp;A</li> <li>Approximate GIFA between 14,591m<sup>2</sup>-14,850m<sup>2</sup></li> <li>Notes that FTE per m<sup>2</sup> is higher than comparable projects - Ayrshire College (Kilmarnock campus) and Forth Valley (Stirling Campus).</li> <li>Keppie to confirm if SFC have a metric that can be applied, including a utilisation ratio for spaces.</li> </ul>	Note Note Note Note Note
2.9	<b>Graphical Brief</b>	
	<ul style="list-style-type: none"> <li>Ongoing development of adjacencies on each floor, [particularly first floor to define non-teaching and balance space.</li> <li>Note that active travel and number of parking spaces to be developed with Angus Council on expectation of parking capacity.</li> </ul>	Note Note
2.10	<b>City Centre Campus – Project Brief</b>	
	<ul style="list-style-type: none"> <li>Departments now updated to reflect latest discussions.</li> </ul>	Note
2.11	<b>Adjacencies</b>	
	<ul style="list-style-type: none"> <li>Adjacencies now updated to reflect latest discussions.</li> </ul>	Note
2.12	<b>Schedule of Accommodation</b>	
	<ul style="list-style-type: none"> <li>Same methodology for GIFA development applied for City Cente Campus.</li> <li>Approximate GIFA between 8,584m<sup>2</sup>-9,833m<sup>2</sup>; substantially below BDP 15,000m<sup>2</sup> figure.</li> <li>This is due to extent of services moving to Gardyne.</li> <li>ST to confirm if social science and art and design moving back to city centre campus, as currently proposed at Gardyne, to be confirmed by college steering group, likely after 11<sup>th</sup> August due to availability.</li> <li>Extent of employability service requirement yet to be defined, which could impact on additional GIFA requirement. High level assumption likely to be known in next few weeks to inform feasibility.</li> </ul>	Note Note Note D&A College Note
2.13	<b>Gardyne – Project Brief</b>	
	<ul style="list-style-type: none"> <li>Gardyne project brief more defined following latest discussions.</li> </ul>	Note Note
2.14	<b>Gardyne – Adjacencies</b>	
	<ul style="list-style-type: none"> <li>Review of external spaces ongoing to determine space available and third-party requirements to facilitate all departments, e.g. horticulture.</li> <li>Keppie keen to understand scope require for existing spaces, i.e. refurbish or replace.</li> </ul>	Note Note
2.15	<b>Schedule of Accommodation</b>	

	<ul style="list-style-type: none"> <li>Same methodology for GIFA development applied for City Centre Campus.</li> <li>Approximate GIFA between 10,053m<sup>2</sup>-10,828m<sup>2</sup>,</li> <li>Ground floor adjacencies mostly occupied for services, storage and construction engineering requirements, to be further developed to define balance.</li> <li>D&amp;A college currently reviewing extent of existing accommodation and what should be included within scope.</li> <li>No provision for animals anticipated, only land and environment.</li> </ul>	Note Note Note Note Note
<b>2.16</b>	<b>Educational Model</b> Development of educational model raised by Keppie, as to whether closed teaching or open plan teaching is preferred and whether there is a preference across different departments.	Note
<b>2.17</b>	College currently considering different models available, referencing other projects such as Falkirk college.	Note
<b>2.18</b>	ST noted that preference is away from formalised rows of teaching and more interactive, collaborative methods of teaching.	Note
<b>2.19</b>	LT queried if an existing utilisation ratio study had been undertaken by college to assist with analysis proposed spaces. D&A college to advise. Gardyne raised as a priority by Keppie, given the extent of change and space available on campus.	Note
<b>2.20</b>	CB noted that University of Edinburgh developing IT learning environments, which might provide a useful basis for review against developing design for IT suites. Number of proposed visits to different establishments being arranged directly by college. CB to forward details.	MCLH
<b>2.21</b>	Any legacy equipment to be confirmed by D&A College to allow these to be facilitated into proposed spaces.	Note

<b>3.0</b>	<b>AOB:</b>	
<b>3.1</b>	MCLH to review programme over couple of weeks, given ongoing availability of staff due to holidays. MCLH to develop meeting strategy for issue to wider team to determine deliverables/outputs to be achieved by week 12 (end October). Keppie to issue schedule of proposed agenda points for each meeting.	MCLH Keppie
<b>3.2</b>	LW to issue precedent images of Usher to team for review.	MCLH
<b>3.3</b>	LW to establish contact with Angus Council planners to undertake same exercises proposed with DCC planners.	MCLH
<b>3.4</b>	LW to finalise details for meeting with planners	MCLH
<b>3.5</b>	MCLH progress report to be issued at end of week.	MCLH
<b>3.6</b>	MCLH to develop scope for enabling works at Gardyne for discussion with college.	MCLH
<b>3.7</b>	ST noted Tuesday 19 <sup>th</sup> August is unavailable for all college staff. AW advised that preference for D&A College is not to hold meetings on Tuesday or Thursdays due to commitments.	Note
<b>3.8</b>	DB keen to hold Gardyne workshop as a priority to help inform brief. Potential date for meeting to be w/c 11 <sup>th</sup> Aug.	Keppie
<b>3.9</b>	CB proposed a visit on 1 <sup>st</sup> September from MCLH 'You Matter' bus, which provides a health monitoring and screening service for users. CB to forward details to AM	MCLH

	IMS Doc Ref No:	PO/2/3/3/4-1798
	Process Objective:	To communicate project progress and related significant key issues to the Client.
	Process Owner:	Operations

## Client Progress Report - 001

<b>Project Title:</b>	Dundee & Angus College : Estate Transformation – Feasibility Study	<b>Project Number:</b>	G240070
<b>Date:</b>	1 <sup>st</sup> August 2025	<b>Report Compiled By:</b>	McLH Project Team
<b>Employer:</b>	Dundee & Angus College	<b>EA, PM, PQS:</b>	TBC
<b>Architect:</b>	Keppie Design	<b>Structural Engineer:</b>	Woolgar Hunter
<b>Services Consultant:</b>	Atelier Ten	<b>Principal Designer:</b>	McLH

### 1. Progress Summary

#### Key Dates:

Feasibility Start Date: Monday 7<sup>th</sup> July 2025

Feasibility End Date: Friday 24<sup>th</sup> Oct 2025

Presentation of Feasibility Report: w/c 27<sup>th</sup> Oct 2025

#### Progress in the period:

##### Client Meetings

- Kick-Off meeting 1<sup>st</sup> July – Kingsway
- Design Focussed Mtg 01 8<sup>th</sup> July Kingsway
- Design Focussed Mtg 02 15<sup>th</sup> July Arbroath
- Design Focussed Mtg 03 22<sup>nd</sup> July Teams Call
- Design Focussed Mtg 04 29<sup>th</sup> July Teams Call

##### Campus Visits

- Kingsway & Gardyne – 8<sup>th</sup> July
- Arbroath – 15<sup>th</sup> July

#### McLH Update:

- Coordinate & chair meetings
- Commercial review of BDP proposals
- Programme master planning commenced
- Preconstruction Programming commenced
- Gardyne enabling works proposals being developed
- Social value forecasting underway

#### Design Team Updates:

##### Keppie

- Attended site visits and client meetings
- Ongoing development of client briefing information
- Analysis of existing campus, student numbers and departments
- Development of initial schedule of accommodation requirement for new campuses.

##### Atelier Ten

- Attended site visits and client meetings
- Queries generated in respect of existing building and building services/energy profiles

##### Woolgar Hunter

- Attended site visits and client meetings
- Commenced geo-environmental, civil desktop constraints of sites
- Review of demolition scope for Wellgates Centre

## 2. Statutory Approvals (Planning, Building Standards, etc)

Stantec have provided initial high-level appraisals for each of the proposed development sites.

These will be uploaded to Viewpoint 4P. The information will aid development of our feasibility proposals.

## 3. Commercial

1. Historical Doig & Smith cost plans have been received and are currently being reviewed in terms of allowances for rates per m2, inflation, design team fees etc
2. McLH are currently collating elemental cost information from similar projects.
3. Early engagement has commenced with proposed key supply chain partners.
4. Advice is being sought on the implications of VAT (new build v refurbishment)

McLH propose to report the first pass of forecast costs at the Commercial Meeting being held w/c 25<sup>th</sup> August

## 4. Client

Dundee & Angus College have attended meetings as requested and facilitated visits to each of the existing college campuses.

Sharing of information is continuing, to allow development of the Schedule of Accommodation.

Development of proposals with 3<sup>rd</sup> parties remain under review by D&AC

## 5. Other Stakeholders

McLH are keen to arrange meetings with the relevant stakeholders associated with the Wellgate & Abbeygate existing sites and have requested authority to make the arrangements to visit these facilities with the design team.

## 6. Programme

The following programmes are in development, and we would like to meet with D&AC during w/c 18<sup>th</sup> to discuss the current Masterplan aspirations.

1. Overall Development Masterplan Programme
2. Pre-Construction Programmes for each site
3. Gardyne Enabling Proposal

## 7. Social Value

Our Responsible Business department have commenced production of the Feasibility Report proposals and are preparing initial questions to be included within the 'query tracker' document ahead of a planned meeting with D&A during w/c 25<sup>th</sup> Aug 2025.

We have also attached the recently developed and issued the attached Construction Partnership Programme for the 2025/26 Academic Year. We will be commencing delivery of this in conjunction with the College the period.

## 8. Information Required

Query tracker

SCAPE Project Request – McLH to issue document to D&A

## 9. 4wk Lookahead

A proposed meeting forecast document is attached for your review, alignment, and further development. Once finalised, McLH will coordinate scheduling based on the availability of the necessary attendees.

Looking ahead, our aim is to ensure that only essential participants are present at meetings—those who are key to driving outcomes—so we can maximise efficiency and avoid unnecessary use of resources.

### Design Team Lookahead

#### Keppie

- Development of concept design
- Engagement with Dundee and Angus Councils to inform concept design strategy

#### Atelier Ten

- Development of sustainability strategy to inform feasibility report
- Review of concept design proposal to inform building services strategy

#### Woolgar Hunter

- Develop site constraints reports for each site
- Develop engineering strategies for sites as building massing begins to develop
- Ongoing dialogue regards scope for existing Wellgates Centre and design proposals

## 10. AOB:

### **Attachments:**


Project Directory Rev 2

Design Mtg 04 – Notes

Query Tracker 310725

Proposed meeting forecast document

Construction Partnership Programme 2025/26

	IMS Doc Ref No:	BO/-2851
	Process Objective:	To ensure that clear and concise communication expectations are established and maintained.
	Process Owner:	Group SHEQ Director

Agenda/Meeting Minutes:			
Title:	Dundee & Angus College – Design Meeting 05 (Gardyne Scope Review)		
Date & Time:	14 <sup>th</sup> August 2025, 10.30am		
Venue:	Gardyne Campus		
Attendees:	Scott Lennon Caroline McIlwraith Abi Mawhirt Steven Taylor Andy Ross Luke Thurman Heather MacSween (HM) David Buchan Gordon Black Kirsty	Preconstruction Manager Design Manager Head of People & Organisational Development Vice Principal – Support Services & Operations Director of Infrastructure Associate Director Associate Associate Director Engineer	MCLH MCLH D&A College D&A College D&A College Keppie Design Keppie Design Keppie Design Atelier Ten Atelier Ten
Apologies:	Ian, Hill, Lewis Wilson - <b>MCLH</b> Billy Grace, Simon Hewitt – <b>D&amp;A College</b> David Ross, David Buchan – <b>Keppie</b> Gordon Black, Bernie Carr – <b>A10</b> Peter Hendry, Malcolm Buchanan – <b>Woolgar Hunter</b>		
Minutes Taken by:	Scott Lennon		
Distribution:	All, plus Megan MacQueen – D&A College		
Next Meeting Confirmation:			
Date & Time:	w/c 18 <sup>th</sup> August 2025 ( <b>tbc</b> )		
Venue:	<b>tbc</b>		

Item No.	Item/Comments:	Action by:
<b>1.0</b>	<b>Introduction</b>	
1.1	SL outlined objective of meeting to clarify scope for Gardyne, between new build element and works to existing building.	Note
<b>2.0</b>	<b>Progress update</b>	
2.1	AM provided update from discussions with SFT around MIM funding model. This only allows for funding for new build and not existing. Refurbishment of north annexe now to be included in scope as new build now. D&A college now also considering PE block to include within new build scope.	Note
2.2	It is likely that MIM funding will likely determine requirements around design and sustainability. AT noted that the college previously considered potential VAT requirements and impact to project. Now included within MIM funding, this is less of a consideration, although may need to be considered at further stage.	Note
2.3	SL noted that query tracker to be stored on Sharepoint and updated and issued on regular basis.	Note
<b>3.0</b>	<b>Key Briefing Items</b>	
3.1	Keppie provided overview on a number of items; <ul style="list-style-type: none"> <li><b>Review Proposed GIFA / high level SOA</b> – Keppie noted that GIFA to be updated to reflect North Annexe now being incorporated.</li> <li><b>Adjacencies</b> – Keppie provided recap following previous discussions on required brief for Gardyne.</li> </ul>	Keppie Note

Item No.	Item/Comments:	Action by:
	<ul style="list-style-type: none"> <li><b>Planning Summary</b> – Keppie noted the paper produced by Stantec, to be incorporated into the emerging concept design.</li> <li><b>Programme</b> – Currently at week 6, which is targeting close out of SOA across 3 campuses. This to be concluded at next progress meeting with the college.</li> <li><b>GIFA</b> – currently approx. 10,000m<sup>2</sup>.</li> </ul>	Note Note Note
3.2	Keppie reviewed the current site options for Gardyne noting the following: <ul style="list-style-type: none"> <li>Briefing requirements for horticulture to be confirmed with college, current assumption is that space allocation at Kingsway is reprovisioned meantime.</li> <li>4G MUGA not a requirement.</li> <li>Options showing GSIH to west of existing building at car and also to north of site. These will be developed further for college to review and confirm preference to take forward as part of feasibility.</li> <li>Required parking numbers to be confirmed to incorporated into site plans.</li> <li>Proposal for development of Craigie High site unknown, potentially housing.</li> <li>College note, currently no baby change facilities on site, to be incorporated into SOA.</li> <li>Site plan to consider areas of future flexibility to enable future growth as nature of courses and teaching develops.</li> </ul>	D&AC Note Note D&AC Note Keppie Note
3.3	All reviewed the briefing questions issued by Keppie and responses (attached to meeting notes).  Number of points were raised; <ul style="list-style-type: none"> <li>Spatial requirement for new technologies with flexibility to adapt will need to be considered at GSIH.</li> <li>College will still require capacity for traditional trades as well as new sustainable construction courses including offshore wind operations.</li> <li>Requirement to incorporate motor vehicle, welding and fabrication, including potential flexibility for heavy vehicle.</li> <li>Practical areas for construction retro fit required to respond to growing demand in industry</li> <li>4 clean labs likely to be required.</li> <li>No current requirement for split changing provision for staff and students.</li> <li>Preference for students to move into central breakout social space</li> <li>Proximity of estates to fleet depot is important to maintain, approx. 200m<sup>2</sup> requirement for stores, equipment, material plant and furniture</li> <li>Theatre and performing arts – within scope of works to existing building so nothing further required.</li> <li>PE block – scope to be excluded within feasibility, however but longer-term discussion required incorporation within overall scope.</li> </ul>	Note Note Note Note Note Note Note Note Note Note
<b>4.0</b>	<b>Summary of Actions</b>	
4.1	Number of points confirmed via Keppie query document, with couple of follow up actions; <ul style="list-style-type: none"> <li>Keppie update of GIFA for Gardyne to reflect North Annexe inclusion</li> <li>College to provide confirmation of parking numbers</li> </ul>	Note
4.2	Overall presentation to be updated ahead of Client progress meeting to close out SOA for all 3 campuses.	Note
<b>5.0</b>	<b>AOB</b>	
5.1	A10 to look at Fife College for sustainability requirements, as a reference to SFC funding requirements.	Note
5.2	Stakeholder Consultations; MCLH and design team to look at planning these out, following return of staff from term break. This likely to commence once initial design concepts agreed.	MCLH
5.3	Client progress meeting to be confirmed, potential Friday 22 <sup>nd</sup> August.	D&A College MCLH
5.4	AR shared O&M information with A10. A10 to extract and share with design team for review.	A10.

**Meeting End**



## Project Board Agenda

Meeting Date: Monday 11 August 2025		
#	Agenda Item	Lead
1.	<p><b>Update on OBC and Summer Progress</b></p> <p>Following a quote from McLaughlin &amp; Harvey (ML&amp;H) through the Scape Scotland procurement framework, ML&amp;H were appointed to deliver outline business case (OBC) for the new campus development project.</p> <p>Scottish Government and other key stakeholders have advised our OBC should be completed by the end of 2025 calendar year. This recognises that key advocates in parliament are to stand down at the 2026 elections.</p> <p>OBC Delivery team confirmed as McLaughlin &amp; Harvey, with partners including Keppie Design (architects), Atelier 10 (environmental design) and Woolgar Hunter (civil engineers).</p>	AM / SH
2.	<p><b>Overview of Assumptions</b></p> <p>The group discussed the following which was raised in line with OBC development and planning.</p> <p><b>High Level Assumptions Overview:</b> <a href="#">OBC High Level Assumptions DA Team.xlsx</a></p> <p>For discussion and development, topics arising and ML&amp;H's queries:</p> <ul style="list-style-type: none"> <li>• <b>Campus sizes</b> - GIFA from BDP basis and any changes</li> <li>• <b>Staffing info</b> - working spreadsheet shared with Steve</li> <li>• <b>Approach to</b> - room usage / bookings (staff and student / single system), staff offices and workrooms, public facing services (running a year round public facing restaurant etc.), library and learning resources provision, etc</li> <li>• <b>Employability Services</b> - staffing numbers and proposed space / provision</li> <li>• <b>Gardyne</b> <ul style="list-style-type: none"> <li>o How much do we intend to replicate from new build plans - i.e. renovation budget, expectations</li> <li>o Green Skills and Innovation Hub design requirements (ESP location, meeting rooms, practical spaces)</li> <li>o North Annexe - consider demolition and rebuild?</li> <li>o Sports block?</li> </ul> </li> </ul>	All

	<ul style="list-style-type: none"> <li>o Expected locations for depts and staff</li> <li>o VAT exempt new build versus extension</li> </ul> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• How do D&amp;A envision the campus supporting wellbeing, neurodiversity, and informal learning outside of traditional teaching environments?</li> <li>• Is there a particular theme / specialisation of each building e.g. Green Energy hub (Gardyne), arts, innovation etc? Or is the idea to provide a balanced access to all courses across each campus?</li> <li>• Certain courses contain 'work-based' requirements. Could this work be based on campus, like Hair &amp; Beauty, similar to Ayrshire College?</li> <li>• What type of courses and programmes will each building offer and how are they envisaged to evolve over time? Are there new courses or partnerships envisaged in the next 5-10 years?</li> <li>• Should the Campuses share a visual identity or have distinct architectural characteristics e.g. A unified identity to reinforce a shared D&amp;A brand, or distinct identities to reflect local context / course specialisation? (note re: Aéto review)</li> </ul>	
3.	<p><b>Immediate Project Priorities / Questions for SLT</b></p> <p>The Project Board discussed a range of topics taken from the OBC Project team's Query tracker, with thanks noted to Billy Grace for the significant input to the Estates, Sustainability and Infrastructure queries pre-meeting.</p> <p><b>Source Document:</b> Updated 11 August: <a href="#">McLH Query Tracker 110825.xlsx</a></p> <ul style="list-style-type: none"> <li>• Can D&amp;A provide current and projected <b>student numbers</b> for their departments / courses / campuses? <ul style="list-style-type: none"> <li>o To be further reviewed and discussed at SLT Planning day on 26 August, final confirmations to be provided by Thursday 28 August.</li> </ul> </li> <li>• Confirm proposed scope for swimming pool at Gardyne <ul style="list-style-type: none"> <li>o Agreed this is not in scope due to location in Sports block.</li> </ul> </li> <li>• Are there any interdependent departments or partners at D&amp;A which share / pool resources?</li> </ul>	

	<ul style="list-style-type: none"> <li>o Noted separate agreements with DFC and possibility of partners with Gardyne Theatre; SDS location noted in Arbroath</li> <li>• Do <b>students and staff typically attend one campus</b>, or are there centralised resources / reasons to attend more than one? <ul style="list-style-type: none"> <li>o Generally one campus for students, staff may work across more, usually 2 within an academic dept due to where subjects are delivered, many support staff will be campus based but others may work across all campuses.</li> </ul> </li> <li>• Do D&amp;A have optimisation percentages for the current campuses? <ul style="list-style-type: none"> <li>o TBC</li> </ul> </li> <li>• What are your ambitions around digital infrastructure and smart campus technologies - and how central are these to your vision? <ul style="list-style-type: none"> <li>o Discussed as central, and key in terms of flexibility and use of campus facilities</li> </ul> </li> <li>• Based on existing operations, are there any known areas, systems, or design approaches that have received negative feedback from staff, users, or maintenance teams? <ul style="list-style-type: none"> <li>o For example, issues with heating / cooling strategy, ventilation effectiveness, noise levels, or user controls</li> <li>o Will be further explored to staff feedback, initial items have been discussed with Keppie</li> </ul> </li> <li>• Partnership / development with Dundee FC <ul style="list-style-type: none"> <li>o Are noted as a tenant; further agreed in Gardyne workshop to consider relocation (within the campus) if this solved a design problem or had a compelling design / use argument</li> </ul> </li> </ul> <p><b>Estates / Infrastructure Queries (FYI for Project Board)</b></p> <ul style="list-style-type: none"> <li>• Please provide copies of <b>Asbestos Survey for Gardyne Campus</b> (Red) <ul style="list-style-type: none"> <li>o Gardyne cleared of asbestos in main building during renovation. Sports block may have but is out of scope and North Annexe will have a register - <a href="#">4 Asbestos Register March 2025.xlsx</a></li> </ul> </li> <li>• Please provide copies of <b>Asbestos Survey for Kingsway Campus</b> (Red) <ul style="list-style-type: none"> <li>o Is Arbroath also required?</li> <li>o Available on same s/s as noted above: <a href="#">4 Asbestos Register March 2025.xlsx</a></li> </ul> </li> <li>• Confirm proposed scope for Swimming Pool at Gardyne</li> </ul>	
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	<ul style="list-style-type: none"> <li>o <b>Out of Scope; to be discussed at Gardyne meeting on 14 August 2025</b></li> </ul> <p>Note: Environmental Reports for each campus available to ML&amp;H / Atelier 10</p> <ul style="list-style-type: none"> <li>• <b>Are there any specific ESG (Environmental, Social, and Governance) criteria required for securing funding? For example, BREEAM, Net Zero Carbon (NZC), or Passivhaus standards?</b> <ul style="list-style-type: none"> <li>o Funding is likely to dictate; looking at Passivhaus – confirm at time with funding, not yet known.</li> </ul> </li> <li>• <b>The BDP sustainability brief references the UK GBC NZCB framework; however, as this is expected to be superseded by the UK Net Zero Carbon Building Standard (UK NZCBS), can we confirm whether the UK NZCBS will be the applicable framework?</b> <ul style="list-style-type: none"> <li>o Yes</li> </ul> </li> <li>• <b>Is the project intending to align with the Scottish Government’s Net Zero Public Sector Building Standard?</b> <ul style="list-style-type: none"> <li>o Expect we have to comply and likely tied into funding; could review other recent college developments such as Fife?</li> </ul> </li> <li>• <b>Does the college have defined targets for embodied carbon and operational energy for the new campus developments?</b> <ul style="list-style-type: none"> <li>o Got CEAP – no defined targets for embodied carbon, new campus development to be carbon neutral (i.e. heat networks – Abertay) – energy from a completely green source expectation for heating and electrical.</li> </ul> </li> <li>• <b>Is Passivhaus certification a mandatory requirement for the new campuses, or would alternative standards—such as the UK NZCBS—be acceptable?</b> <ul style="list-style-type: none"> <li>o Not that we’re currently aware – likely to be defined in funding agreements – Fife new campus based on Passivhaus</li> </ul> </li> <li>• <b>Does the college have a climate change resilience or adaptation action plan in place?</b> <ul style="list-style-type: none"> <li>o Yes we do: <a href="#">D&amp;A climate risk register 2024.xlsx</a></li> </ul> </li> <li>• <b>The BDP sustainability brief indicates a target of BREEAM Outstanding—can we confirm whether this is a requirement for all new campus projects?</b> <ul style="list-style-type: none"> <li>o Depends on expectations of funders / funding model, again may be worthwhile looking at development like Fife college new campus for a steer.</li> </ul> </li> <li>• <b>The BDP brief outlines a range of potential measures under key sustainability themes (e.g. ecology, circular economy,</b></li> </ul>	
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	<p><b>social value, health and wellbeing, responsible sourcing of materials, etc.). Are there any specific KPIs that must be achieved—for instance, a 20% biodiversity net gain or WELL Building Standard Gold certification?</b></p> <ul style="list-style-type: none"> <li>o Not currently known, look to other similar developments, expect to be linked to funding as per other responses.</li> </ul> <ul style="list-style-type: none"> <li>• <b>Could you please share any socio-economic studies that have been conducted in relation to the project or as part of the wider college?</b> <ul style="list-style-type: none"> <li>o Biggar report shared: <a href="#">D&amp;A College Economics Benefits Report 27May25.pdf</a></li> </ul> </li> <li>• <b>Are there particular stakeholders within the college who may have a strong interest in the sustainability strategy—such as faculty members in architecture or social sciences, college enterprises, or student-led climate action groups?</b> <ul style="list-style-type: none"> <li>o Yes – Green Living / Sustainability groups. Contacts can be provided in due course.</li> </ul> </li> </ul> <p><b>Existing Site Information – Gardyne Campus</b>  <b>Note:</b> <i>Building Condition Report and Environmental Reports issued 7th July. Await further as built information. Topographical Survey available on SharePoint link.</i></p> <p>Please provide all available existing site documentation for the Gardyne Campus, including:</p> <ul style="list-style-type: none"> <li>• As-installed MEP drawings <ul style="list-style-type: none"> <li>o Available in Gardyne – <b>to review is available 12 Aug</b></li> </ul> </li> <li>• Site surveys (topographical, utilities, structural, drainage, etc.) <ul style="list-style-type: none"> <li>o Topographical done.</li> <li>o KM will have</li> </ul> </li> <li>• O&amp;M manuals <ul style="list-style-type: none"> <li>o Also at Gardyne</li> </ul> </li> <li>• Asset registers or system schedules <ul style="list-style-type: none"> <li>o Assets over £1000 in Estates; Finance for anything else.</li> </ul> </li> </ul> <p><b>CDs to be provided at meeting on 14 August 2025; will need to be returned.</b></p> <p><b>Estate-Wide Controls and Integration</b></p> <ul style="list-style-type: none"> <li>• <b>Are there any aspirations or strategies for estate-wide control or visibility of building services (e.g., BMS integration, energy dashboards, smart metering)?</b></li> </ul>	
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	<ul style="list-style-type: none"> <li>o Currently have BMS in all campuses, plus real time energy monitoring (electricity only) – not currently across whole estate but in each campus; would look to expand for new campuses and increasing at Gardyne</li> <li>• <b>If such systems currently exist or are being developed separately, please provide relevant documentation or contact details of responsible parties.</b> <ul style="list-style-type: none"> <li>o Internal management of system – MSIP-based Utility manage the system / provide the platform which is Eniscope.</li> </ul> </li> </ul>	
4.	<p><b>General Discussion Notes</b></p> <ul style="list-style-type: none"> <li>• Noted actual College footprint within overall GIFA may reduce because we are sharing spaces with partners</li> <li>• Project Board agreed lan for as large a size as we can maintain – issues with Gardyne removing top floor – example of where this was short sighted</li> <li>• Noted there may be some pressure on making sure everything fits in on the public facing area in Arbroath / City Centre due to site constraints</li> <li>• The Project Board discussed how far ahead D&amp;A should plan for change and consideration was given to any exercises required to expand / contract in the right areas</li> <li>• Commercial provision to be factored in to spacing for City Centre campus</li> <li>• Project Board agreed Support staff workspaces are different to Academic staff workspaces and should be treated as such</li> <li>• Project Board highlighted key principles should include high opportunities for staff interaction and a focus on suitable spaces for hands on learning</li> <li>• Steph Toms recommended examples of flexible use spaces at Forth Valley College’s Falkirk campus for getting feedback on space usage and usability of the dividers in place</li> <li>• The Project Board agreed that the new building look and design should reflect the local community, and fitting in to the community it serves is more important than having a uniform ‘look’ across the three D&amp;A campuses</li> <li>• The Project Board noted that utilising a MIM model of funding may mean restrictions on the works that can be undertaken as part of the project.</li> <li>• The Project Board confirmed the swimming pool / Sports block / main building is out of scope at Gardyne</li> </ul>	

	<ul style="list-style-type: none"> <li>The Project Board discussed a requirement for food and refreshments provision, noting that some students would find it difficult to engage in off-campus provision / options.</li> </ul>	
5.	<p><b>Next Meeting Date / Time:</b> Thursday 28 August 2025, 10am</p> <p><b>Items</b></p> <ol style="list-style-type: none"> <li>Department locations and front / back of house designation</li> </ol>	

**FINANCE & INFRASTRUCTURE COMMITTEE**

**Tuesday 9 September 2025**

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**INFRASTRUCTURE**

**8 (ii) ESTATES UPDATE**

**PAPER G**

# BOARD OF MANAGEMENT

## Finance & Infrastructure Committee

### Tuesday 9 September 2025



## Estates Update

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### *Paper for information*

#### 1. Introduction

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

#### 2. Recommendations

Members are asked to note the report.

#### 3. Capital Funding for Maintenance

A reminder that there was a slight increase in funding from the previous year in Capital Funding for Maintenance for the period 1 April 2025 – 31 March 2026.

The level of funding for Capital Funding for Maintenance for the period is **£2,654,077** for the following elements –

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

£750k of the allocation was identified to tackle a range of Backlog Maintenance and Infrastructure Improvement projects over the summer period extending to the end of March 2026

As you would expect, it has been an extremely busy summer period for the Estates Project team and excellent progress has been made across the range of estates priorities and infrastructure projects identified by our academic and support teams.

All of the projects and their current status are detailed below -

## Estates Priority Backlog Maintenance Projects

Project No.	Description	Campus	Estimated VALUE (inc VAT)	Current Status
PW800	Boiler Plant Room Pump Replacement	Gardyne	£60,000	Not Started
PW801	Science Annexe - OGR external entrance repair	Kingsway	£2,500	Complete
PW802	South Tower - external lift room fabric repair.	Kingsway	£2,500	Not Started
PW803	External fence repaint	Kingsway	£5,000	Complete
PW804	CALC - window repair/replacement	Arbroath	£5,000	Not Started
PW805	Nursery external fabric repair	Arbroath	£1,500	Complete
PW806	Tower lower ground internal refurbishment	Kingsway	£6,000	Not Started
PW807	Sports Hall and Gyms 1, 2 and 3 LED lighting replacement	Gardyne	£20,000	Complete
PW808	Additional Classrooms creation CALC Library	Arbroath	£35,000	Complete
PW809	Additional Classrooms creation CALC Learning Hub	Arbroath	£35,000	Complete
PW810	Toilet refurbishment x 2 in Clova Building	Arbroath	£7,000	Not Started
PW811	Creation of Animation studios on Level 3	Gardyne	£25,000	Complete
PW812	Relocate LACE to Enterprise Zone P&D - external signage	Arbroath	£7,000	Complete
PW813	Hardwire Testing	Gardyne + Arbroath	£30,000	In Progress
PW814	Electrical Distribution Board Upgrade - Tower Block - Phase 2	Kingsway	£20,000	Not Started
PW815	Lapsafe relocation CALC building	Arbroath	£8,000	Complete
PW816	Creation of storage - entrance area PE Block	Gardyne	£5,000	Complete
PW817	Removal of rooflights Sports Hall	Gardyne	£20,000	Not Started
PW818	Upgrade of Esk Classrooms x 12 - Carpets, Ceilings, Lights, P&D	Arbroath	£60,000	Complete
PW819	Tower toilet upgrade 6th, 5th ,4th and 3rd floors	Kingsway	£20,000	In Progress
PW820	Road Resurfacing at Gardyne	Gardyne	£30,000	Deferred
PW821	CALC Building Heating and Controls modifications	Arbroath	£20,000	Complete
PW822	Furniture Procurement	All	£50,000	Complete
PW823	CCTV Upgrade	AC & KC	£50,000	Not Started

## Infrastructure Change Group Approved Projects

PW831	Barbering @Gardyne - Vinyl floor and cordless equipment	Gardyne	£5,000	Complete
PW832	Plumbing Workshop amended layout	Kingsway	£2,000	Complete
PW833	Gym 2 floor refurbishment	Gardyne	£5,000	Complete
PW834	Sports block corridor flooring replacement ground and 1st floor	Gardyne	£15,000	Complete
PW835	Dance studio 1 floor membrane replacement	Kingsway	£3,000	Complete
PW836	Hair and Beauty reception refurbishment	Arbroath	£10,000	Complete
PW837	Beauty Classrooms refurb - floors, ceilings lighting, P&D, additional sinks	Arbroath	£40,000	Complete
PW838	Replacement flooring A416 and A417 - minor P&D and furniture	Kingsway	£7,000	Complete
PW839	Art Display Area	Gardyne	£3,000	Complete
PW840	Soundproofing Student Services rooms	Kingsway	£7,000	Deferred
PW841	Student Services refurb	Arbroath	£12,000	Complete
PW842	Reconfigure ICT Workroom	Gardyne	£15,000	Cancelled
PW843	Upgrade 326 in line with other E-sports areas	Gardyne	tbc	Cancelled
PW844	Esports to Learning Lab	Gardyne	£4,000	Complete
	Upgrade Layout of 252 - new power poles, new carpet, P&D	Gardyne	£15,000	Cancelled
PW846	Dance studio refurbishment	Gardyne	£20,000	Not started
PW847	Games Hall, Gyms 1,2 and 3 painting and corridors	Gardyne	£15,000	In progress
PW848	Sports Block Staff toilets and changing - P&D and flooring	Gardyne	£8,000	Not started
PW849	Space workroom and social space refurb	Kingsway	£10,000	Complete

As detailed above, excellent progress has been made across the range of identified projects and would highlight the fantastic commitment by the inhouse teams – Estates, ICT and LDR whose significant contributions ensure that works are complete in time for the start of the new academic session.

The remainder of the works will be completed by the 31<sup>st</sup> March 2025.

### 4. Update on RAAC – Kingsway Campus

We continue to closely monitor the condition of RAAC within the tower, construction and engineering blocks in the Kingsway Campus.

The annual formal inspection check of the RAAC in these buildings will shortly be carried out by our structural specialists, but we do not expect there to be any significant changes.

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

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

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

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

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

**Executive Sponsor:** Steve Taylor, Vice Principal

**FINANCE & INFRASTRUCTURE COMMITTEE**

**Tuesday 9 September 2025**

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**PROCUREMENT**

**9 (i) PROCUREMENT UPDATE**

**PAPER H**

# BOARD OF MANAGEMENT

## Finance & Infrastructure Committee



### Procurement Update

### Quarter 1 – August to October 2025

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#### *Paper for approval*

#### 1. Introduction

The information included in this paper outlines the scheduled and recurring contracts and renewals, aligning with the delegated budget authority thresholds for approval as specified in the College's Financial Regulations. Coverage extends to 31<sup>st</sup> July 2026. In all cases, Planned Procurement Activity remains dependent on appropriate budget allocation as part of the annual budget approval process.

##### Section A - Contract Awards and Extensions (For Noting)

This section provides details on contracts that have surpassed £100k excluding VAT that were awarded between 1<sup>st</sup> May 2025 and 31<sup>st</sup> July 2025.

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

This section outlines requests exceeding £25K excluding VAT for Approval and retrospective Approval of Non-Competitive Actions (NCA's).

##### Section C – Planned Contracting (Requiring Approval)

This section provides an overview of the key procurement priorities for the 2025/26 academic year. It outlines the strategic focus areas and critical objectives that will guide our procurement activities, ensuring alignment with broader organisational goals.

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

##### Section D – Other Procurement Activities (For Noting)

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

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

## **2. Recommendations**

Members are asked to:

- a) note the recently awarded contracts (Section A)
- b) approve Non-Competitive Actions (Section B)
- c) approve anticipated procurements not already included in the Annual Planned Procurement Report submitted to the Finance & Property Committee in September 2024 (Section C)
- d) note other activity (Section D)

**Authors:** Mark Eardley, Procurement Manager

Nicky Anderson, Director of Finance

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

## **Section A – Contract Awards and Extensions**

### **For Noting:**

<b>Contract name</b>	<b>Non-Life Insurance and Insurance Related Services</b>
Incumbent Suppliers	Zurich Municipal
Estimated Contract Value	£173,443
Owner	Director of Finance
Route to Market	Extension
Intended Contract Start Date	1 August 2025
Proposed Contract Period	12 Months
Rationale	Extension of the insurance contract is a practical decision that ensures continued protection and risk management for the College. By maintaining uninterrupted coverage, we safeguard our assets, comply with regulations, and support operational stability.

<b>Contract name</b>	<b>HR/Payroll System</b>
Incumbent Suppliers	MHR International UK Ltd
Estimated Contract Value	£260,305
Owner	Head of People and Organisational Development
Route to Market	Direct Award (Framework Agreement)
Intended Contract Start Date	June 2025
Proposed Contract Period	60 Months
Rationale	The contract for our current HR/Payroll system was awarded in June 2025. Members are asked to note that the value of this contract will exceed the value previously agreed by Finance and Infrastructure Committee on 13 June 2025.

<b>Contract name</b>	<b>Desktop Client Devices</b>
Incumbent Suppliers	HP Inc UK Limited
Estimated Contract Value	£120,000
Owner	Director of Infrastructure
Route to Market	Direct Award (Framework Agreement)
Intended Contract Start Date	August 2025
Proposed Contract Period	12 Months
Rationale	Extension of current contract via contract modification route. The College will go out to tender for the replacement contract in 2026.

<b>Contract name</b>	<b>Mobile Client Devices</b>
Incumbent Suppliers	HP Inc UK Limited
Estimated Contract Value	£120,000
Owner	Director of Infrastructure
Route to Market	Direct Award (Framework Agreement)
Intended Contract Start Date	August 2025
Proposed Contract Period	12 Months
Rationale	Extension of current contract via contract modification route. The College will go out to tender for the replacement contract in 2026.

## **Section B – Non-Competitive Actions**

**For Approval:**

<b>Contract name</b>	<b>Electric Vehicle Trainer (ESP)</b>
Incumbent Suppliers	Not Applicable
Estimated Contract Value	£140,000
Owner	Energy Skills Partnership Manager (ESP)
Route to Market	Non-Competitive Action
Intended Contract Start Date	October 2025
Proposed Contract Period	12 Months
Rationale	<p>Single supplier of Heavy-Duty Vehicle training rigs for Electric battery technology; an emerging technology. The vehicles will assist in the delivery of IMI international level 4 fault diagnosis, testing and repair of heavy electric qualification INT/HVEV4 within Scotland's colleges. SFC approval and APUC sponsorship will also be sought.</p> <p>Appendix A provides more detail.</p>

## **Section C - Planned Contracting**

**For Approval:**

<b>Contract name</b>	<b>Graduation Services</b>
Incumbent Suppliers	Ede and Ravenscroft
Estimated Contract Value	£138,750
Owner	Head of People and Organisational Development
Route to Market	Mini-Competition (Framework Agreement)
Intended Contract Start Date	10/09/2025
Proposed Contract Period	60 Months
Rationale	<p>The current contract is approaching its expiration date, which necessitated the initiation of a replacement procurement process. The incumbent supplier offered the most economically advantageous tender and as such the committee's approval is sought. The supplier will offer a commission to the College, with the College committing zero direct spend with the supplier, as students are charged directly and staff will not be charged for gown hire.</p>

<b>Contract name</b>	<b>Waste Management</b>
Incumbent Suppliers	Various
Estimated Contract Value	£300,000
Owner	Head of Estates
Route to Market	Direct Award (Framework Agreement)
Intended Contract Start Date	September 2025
Proposed Contract Period	September 2029
Rationale	Approval sought to award this contract to ENVA UK Limited. Streamlining of multiple waste streams into one contract using the Direct Award route.

<b>Contract name</b>	<b>Confectionery Supply</b>
Incumbent Suppliers	N/A
Estimated Contract Value	£100,000
Owner	Director of Infrastructure
Route to Market	Direct Award (Framework Agreement)
Intended Contract Start Date	September 2025
Proposed Contract Period	September 2029
Rationale	Approval sought to award this contract to Adamsons Drinks Ltd. for 12 months to meet needs across all three campuses. This provides sufficient time to consider longer term solution. The supplier offered the most economically advantageous solution.

<b>Contract name</b>	<b>Non-Life Insurance and Insurance Related Services</b>
Incumbent Suppliers	Zurich Municipal
Estimated Contract Value	£800,000
Owner	Director of Finance
Route to Market	Framework Agreement
Intended Contract Start Date	August 2026
Proposed Contract Period	August 2030
Rationale	The College will re-tender for the requirement in 2026. By maintaining uninterrupted coverage, we safeguard our assets, comply with regulations, and support operational stability.

<b>Contract name</b>	<b>Associate Trainers</b>
Incumbent Suppliers	Various (17)
Estimated Contract Value	£200,000
Owner	Business Partnerships Manager
Route to Market	Regulated Tender (Government Procurement Framework)
Intended Contract Start Date	August 2026
Proposed Contract Period	36 Months
Rationale	The College will re-tender for the requirement in 2026. This agreement allows associate trainers to be hired to cover the College's needs as appropriate.

<b>Contract name</b>	<b>Supply, Delivery, Installation and Maintenance of Audio-Visual Equipment</b>
Incumbent Suppliers	GVAV Limited
Estimated Contract Value	£400,000
Owner	Chris Ronald
Route to Market	Mini Competition (Framework Agreement)
Intended Contract Start Date	April 2026
Proposed Contract Period	48 Months
Rationale	The College will go out to tender for the replacement contract in 2026 for its audio-visual equipment.

<b>Contract name</b>	<b>Azure Cloud Services</b>
Incumbent Suppliers	Phoenix Software Ltd
Estimated Contract Value	£300,000
Owner	Director of Infrastructure
Route to Market	Direct Award (Framework Agreement)
Intended Contract Start Date	December 2025
Proposed Contract Period	December 2028
Rationale	The College will go out to tender for the replacement contract in 2025 for Cloud Computing Services.

<b>Contract name</b>	<b>Microsoft Campus Licence</b>
Incumbent Suppliers	Softcat PLC
Estimated Contract Value	£300,000
Owner	Digital Services Manager
Route to Market	Direct Award (Framework Agreement)
Intended Contract Start Date	November 2025
Proposed Contract Period	36 Months
Rationale	The College will go out to tender for the replacement contract in 2025 for its campus-wide Microsoft licence.

<b>Contract name</b>	<b>Desktop Client Devices</b>
Incumbent Suppliers	HP Inc UK Limited
Estimated Contract Value	£500,000
Owner	Director of Infrastructure
Route to Market	Direct Award or Mini-Competition (Framework Agreement)
Intended Contract Start Date	August 2026
Proposed Contract Period	48 Months
Rationale	The College will go out to tender for the replacement contract in 2026 allowing for the purchase of desktop client devices, such as PCs and workstations.

<b>Contract name</b>	<b>Mobile Client Devices</b>
Incumbent Suppliers	HP Inc UK Limited
Estimated Contract Value	£500,000
Owner	Director of Infrastructure
Route to Market	Direct Award or Mini-Competition (Framework Agreement)
Intended Contract Start Date	August 2026
Proposed Contract Period	48 Months
Rationale	The College will go out to tender for the replacement contract in 2026 for the purchase of mobile client devices, such as smartphones and laptops.

<b>Contract name</b>	<b>Supply and Maintenance of MFDs &amp; Managed Print Service</b>
Incumbent Suppliers	Xerox (UK) Ltd
Estimated Contract Value	£190,000
Owner	Director of Infrastructure
Route to Market	Framework Agreement
Intended Contract Start Date	September 2025
Proposed Contract Period	48 Months
Rationale	Approval sought for the direct award of this contract to Canon (UK) Limited for a period of 4 years for the managed service providing multi-functional devices, including managed print services.

<b>Contract name</b>	<b>Marketing Media &amp; Advertising*</b>
Incumbent Suppliers	N/A
Estimated Contract Value	£561,000
Owner	Head of Estates
Route to Market	Framework Agreement
Intended Contract Start Date	August 2026
Proposed Contract Period	48 Months
Rationale	The College will tender for this contract to cover short-term TV/radio advertising etc., for example to highlight applications open, open day dates in the past.

<b>Contract name</b>	<b>Plant Hire*</b>
Incumbent Suppliers	N/A
Estimated Contract Value	£325,000
Route to Market	Framework Agreement
Intended Contract Start Date	May 2026
Proposed Contract Period	36 Months
Rationale	Estimated contract value based on previous expenditure.

<b>Contract name</b>	<b>Trade Materials*</b>
Incumbent Suppliers	N/A
Estimated Contract Value	£305,000
Route to Market	Framework Agreement
Intended Contract Start Date	April 2026
Proposed Contract Period	36 Months
Rationale	Estimated contract value based on previous expenditure

<b>Contract name</b>	<b>Sports Equipment*</b>
Incumbent Suppliers	N/A
Estimated Contract Value	£285,000
Owner	Steph Toms, Director of Curriculum and Partnerships
Route to Market	Framework Agreement
Intended Contract Start Date	July 2026
Proposed Contract Period	36 Months
Rationale	Estimated contract value based on previous expenditure

<b>Contract name</b>	<b>Personal Protective Equipment (PPE)*</b>
Incumbent Suppliers	N/A
Estimated Contract Value	£230,000
Route to Market	Framework Agreement
Intended Contract Start Date	March 2026
Proposed Contract Period	36 Months
Rationale	Estimated contract value based on previous expenditure

<b>Contract name</b>	<b>Timber and Associated Products</b>
Incumbent Suppliers	N/A
Estimated Contract Value	£130,000
Route to Market	Framework Agreement
Intended Contract Start Date	April 2026
Proposed Contract Period	36 Months
Rationale	Estimated contract value based on previous expenditure

<b>Contract name</b>	<b>TCEP Mobile Unit</b>
Incumbent Suppliers	N/A
Estimated Contract Value	£125,000
Owner	Tay Cities Engineering Partnership Manager
Route to Market	Direct Award or Mini-Competition (Framework Agreement)
Intended Contract Start Date	December 2025
Proposed Contract Period	December 2026
Rationale	The College will utilise the Vehicle purchase framework agreement to purchase a van and conversion services to allow use for training. The van is to be used as a mobile engineering library, delivering hands on engineering activity to schools and businesses.

<b>Contract name</b>	<b>Signage/Printers*</b>
Incumbent Suppliers	N/A
Estimated Contract Value	£120,000
Owner	Director of Infrastructure
Route to Market	Framework Agreement
Intended Contract Start Date	November 2025
Proposed Contract Period	36 Months
Rationale	The College will go out to tender for the replacement contract in 2025.

<b>Contract name</b>	<b>Fleet Maintenance</b>
Incumbent Suppliers	B&T Autos
Estimated Contract Value	£100,000
Owner	Head of Estates
Route to Market	Framework Agreement
Intended Contract Start Date	February 2026
Proposed Contract Period	48 Months
Rationale	The College will go out to tender for the replacement contract in 2026 to facilitate fleet maintenance for its vehicles.

<b>Contract name</b>	<b>Adobe Creative Cloud Licensing</b>
Incumbent Suppliers	Chest T/A JISC Group
Estimated Contract Value	£111,000
Owner	Digital Services Manager
Route to Market	Framework Agreement
Intended Contract Start Date	August 2026
Proposed Contract Period	36 Months
Rationale	The College will go out to tender for the replacement contract in 2026 to allow continued used of the Abode creative cloud licence.

<b>Contract name</b>	<b>Timetabling Software</b>
Incumbent Suppliers	Celcat
Estimated Contract Value	£105,000
Owner	Digital Services Manager
Route to Market	Framework Agreement
Intended Contract Start Date	April 2026
Proposed Contract Period	36 Months
Rationale	The College will go out to tender for the replacement contract in 2026 for a longer-term contract for timetabling software.

## **Section D – Other Procurement Activities**

### **1. Procurement Strategy**

The Procurement Strategy is designed to align purchasing activities with the College's mission, goals, and values, while maximising efficiency, minimising risk, and delivering value for money. As noted in the Finance and Infrastructure Committee Procurement Update Report from May 2025, the current strategy is undergoing a comprehensive review and update.

### **2. Annual Procurement Report**

The Annual Procurement Report is currently being prepared. This report reviews the College's procurement activities over the past year, summarising the types and values of contracts awarded. It evaluates alignment with the procurement strategy and regulatory compliance, highlighting performance metrics such as cost savings and efficiency improvements.

Additionally, it discusses contributions to sustainability and social responsibility and provides insights into future procurement plans and strategic goals.

Both the Procurement Strategy and the Annual Procurement Report are scheduled to be presented to the Finance and Property Committee for approval in December 2025.

<b>SECTION 1: DETAILS OF THE PROPOSED CONTRACT</b>	
Proposed Supplier:	Block Automotive
Service/Department:	<b>Energy Skills Partnership</b>
Budget/Contract Owner:	<b>Rachel Tulloch</b>
Description of Goods, Services or Works requested:	<b>Heavy Duty Electric Vehicle Training Rig</b>
Estimated Value (over the whole life of the proposed engagement; normally 4 years):	<b>£240,000</b>
Length/Period of proposed contract:	<b>18 Months</b>
Is this an extension or variation to an existing contract?	<b>No</b>

<b>SECTION 2: INFORMATION TO SUPPORT THE NCA REQUEST</b>
<p>Electric Vehicle Trainer - We need Heavy Duty Vehicle (HDV) training rigs with real life components to assist in the delivery of IMI international level 4 fault diagnosis, testing and repair of heavy electric qualification INT/HVEV4 within Scotland's colleges.</p> <p>Electric battery technology (EV) within Heavy Duty Vehicles is an emerging technology. From desktop research, the only trainer available that addresses HDV EV skills in a hands-on, practical way is the Commercial EV Trainer C-EV-001 by Block Automotive. Block automotive is the sole designer, manufacturer and supplier of Commercial EV Trainer C-EV-001 in the UK. The only other equipment that addresses HDV EV skills specifically is Lucas Nuelle Truck Train, which is a desk-top simulator not suitable for hands-on practical tasks, and of which we have two already in the college network as shared resources.</p> <p>Growing investment and innovation in the energy sector is expected to result in increased demand for labour and skills, with rising pressure for adapted and new skills at all levels. While the sector's overall share of Scotland's total employment is set to decline slightly in the next decade, there will be accelerated diversification of traditional oil and gas business</p>

into wider energy and other sectors and significant growth in renewables, including hydrogen. The Climate Emergency remains the single biggest long-term challenge to the skills landscape.

The **Climate Emergency Skills Action Plan (CESAP)** supports the opportunity to ‘create and maintain good, green jobs’ as part of the green recovery and provides a framework for collaborative action, and the skills investment needed, for Scotland to successfully transition to net zero.

Transport accounted for 36.8% of Scotland’s emissions in 2018. With clear policy signals such as the introduction of Low Emission Zones (LEZ) in Glasgow, Edinburgh, Dundee and Aberdeen and Scottish Government have publishing their intention to remove need for new Heavy-Duty Vehicles (HDV) by 2035.

As well as providing the necessary skills to industry, the college sector requires training and equipment to effectively demonstrate and teach zero carbon skills. The procurement of additional training equipment in the form of a training rig with real life componentry would provide students with real life experience rather than simulation.

The EV commercial trainer has been designed to assist in the delivery of IMI international level 4 fault diagnosis, testing and repair of heavy electric qualification INT/HVEV4. The EV trainer is classified as HGV due to being 4250kg (gross vehicle weight)

*This resource will enable technicians to understand high voltage systems in a safe environment before they tackle them within their own workplace.*

*Currently the qualification delivered to Heavy Goods and Public Service vehicle apprentices, who are already working within the industry and includes electric vehicle mandatory units. These units are not basic units. They involve a bit of depth and detail, the unit titles are;*

- ***Removing and Replacing Components in an Electric Vehicle High Voltage Powertrain***
- ***Isolating and Re-energising High Voltage Systems***

*It should also be noted that currently there is very little training available in Scotland for HGV/PSV sector partly due to the lack of resource. Scotland’s Colleges in particular have very little resources to train people in the HGV/PSV industry and support would be welcomed for local colleges. To be able to deliver these units and any further training for the HGV/PSV sector*

*The main components and operation of this trainer act in the exact same way as a Bus or HGV would.*

The main features of this training aid for Scotland's Colleges are

- Sectioned chassis – Allowing view of the drive train and workings surrounding the rear transmission/EV motor, also allowing access to the EV battery.
- EV heater motor and cooling system exposed to show all workings in a safe environment
- Fault insertion - A Range of faults to be inserted upon a fault plate with switches

**FINANCE & INFRASTRUCTURE COMMITTEE**

**Tuesday 9 September 2025**

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**STRATEGIC RISK REGISTER**

**PAPER I**

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

# **BOARD OF MANAGEMENT**

## **Finance and Infrastructure Committee**

### **Tuesday 9 September 2025**



## **Strategic Risk Register Update**

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### *Paper for approval*

#### **1. Allocation of Risks to Board Committees**

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

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

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

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

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

#### **2. Consideration of Risks to Board Committees**

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

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

The draft September 2025 Strategic Risk Register is enclosed and it is noted that no changes have been made to the current risks allocated to the Finance and Infrastructure Committee.

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

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

## **5. Approvals**

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

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



# STRATEGIC RISK REGISTER

**2025 - 2026**

As at September 2025

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

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

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

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT		POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
<b>1</b>	<b>Strategic and Structural (cont)</b>									

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

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

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

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

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
<b>3</b>	<b>People and Performance</b>									

<b>3.1</b> <b>LT&amp;Q</b>	Failure to reach aspirational standards in learning, teaching, and service delivery	4	3	12	<ul style="list-style-type: none"> <li>Clear quality arrangements and priority actions</li> <li>Continuous self-evaluation and action planning</li> <li>Rigorous CPD arrangements in place</li> <li>Regular classroom observation and learner feedback arrangements</li> </ul>	2	2	4 ↔	<ul style="list-style-type: none"> <li>Comprehensive monitoring of key PIs and student/staff feedback</li> <li>Regular Stop and Review events</li> <li>External review and validation findings</li> </ul>	VPCP, VPSO, DirC&A
<b>3.2</b> <b>LT&amp;Q</b>	Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.	4	3	12	<ul style="list-style-type: none"> <li>Robust strategic planning and monitoring</li> <li>Effective environmental scanning</li> <li>Strong partnerships</li> <li>Clear links between strategy and practice</li> <li>Concerted demands for increased activity levels</li> </ul>	2	2	4 ↔	<ul style="list-style-type: none"> <li>Effective internal monitoring/review/verification arrangements</li> <li>External review findings</li> </ul>	VPCP, VPSO
<b>3.3</b> <b>A&amp;R</b>	Legal actions; serious accident; incident or civil/criminal breach	4	4	16	<ul style="list-style-type: none"> <li>Adherence to legislative and good practice requirements</li> <li>Positive Union relations and staff communication</li> <li>Effective management development programmes</li> </ul>	3	2	6 ↔	<ul style="list-style-type: none"> <li>Monitoring and reporting in key areas – eg H&amp;S, equalities, employee engagement</li> <li>Continuous professional development</li> <li>Internal audit programme</li> <li>Staff surveys</li> </ul>	Prin, VPSO, HoE

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

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

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

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

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

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

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**FINANCE & INFRASTRUCTURE COMMITTEE**

**Tuesday 9 September 2025**

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**SUPPORT SERVICES REPORT**

**PAPER J**

# BOARD OF MANAGEMENT

## Finance & Infrastructure Committee

### Tuesday 9 September 2025



## Support Services Report

### *Paper for noting*

#### 1. Introduction

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

#### 2. Recommendation

Members are asked to note the contents of this paper.

#### 3. Scottish Funding Council and Horizon Scanning Update – Nicky Anderson

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

Publication	Topic	Allocation £000
SFC/AN/14/2025	<a href="#">College Final Funding Allocations 2025/26</a> Announcement of final funding allocations for colleges for academic year 2025/26  <div>Teaching funding allocation32,261 Support for increase in National Insurance costs333 Student support funding7,390 Capital Maintenance2,654</div>	
SFC/GD/05/2025	<a href="#">National Policy for FE Student Support Bursaries AY 2025/26</a> Explanation of the conditions of use of SFC Further Education student support bursary funds allocated to colleges for Academic Year 2025-26	
SFC/GD/06/2025	<a href="#">FE Student Support Discretionary Funding AY 2025/26</a> The conditions for use by colleges of SFC's Further Education student support Discretionary funding for Academic Year 2025-26	
SFC/GD/07/2025	<a href="#">College Fee Waiver Policy AY 2025/26</a> Description of the categories of students for which a college may use an SFC Fee Waiver in Academic Year 2025-26	
SFC/GD/08/2025	<a href="#">Credit Guidance for Colleges AY 2025/26</a> Guidance for colleges on eligibility for credit funding in Academic Year 2025-26	
SFC/GD/09/2025	<a href="#">Education Maintenance Allowance Return 2024/25</a> Guidance notes for the completion of the Education Maintenance Allowance 2024/25	
SFC/AN/18/2025	<a href="#">College Emergency Capital Maintenance Funding FY 2025/26</a> Outline of the principles and process for colleges to access the ring-fenced capital maintenance funding of £2.5m for financial year (FY) 2025/26	

SFC/AN/19/2025	<a href="#">College Infrastructure Investment Plan: Progress Report</a> This report provides an update on the development of an infrastructure Investment Plan for the college sector and outlines the work planned for AY 2025/26	
SFC/GD/12/2025	<a href="#">Guidance for the disposal of publicly funded land and buildings and the retention of proceeds by colleges</a> Guidance for colleges on the disposal of land and buildings acquired, developed or maintained using public funds. It describes arrangements for disposal of land and buildings and the use of proceeds from disposals.	
SFC/GD/14/2025	<a href="#">Childcare Funding for College Students 2025-26</a> This guidance sets out the conditions for use of student support childcare funding for FE and HE college students in academic year (AY) 2025/26.	

## 4. Supporting our Learners – Leann Crichton

### Recruitment 2025/26

Applications for full-time courses commencing in September 2025 remain strong. This year, 13,151 applications have been received from 7,961 applicants, an increase of 234 applicants in comparison to last year.

Offers accepted have also increased with 4,396 acceptances from 5,080 offers made. However, despite healthy numbers of applications fewer students have completed enrolment to date. There are considerable reductions in conversion rates for courses that have equivalent courses in clearing at Abertay University and University of Dundee, notably, Civil Engineering; Sport; Art & Design; Nursing; Humanities; Business and Science. In addition, the University of Dundee has not recruited their target numbers of Additional Funded Places (AFP) which impacts our HNC courses in Social Sciences and Science. Discussions are ongoing with the university to identify an alternative approach to maximise the opportunity for students to be part of the AFP widening access scheme.

The Administration team has worked throughout the summer to support online registration, and as a result, 84% of students with unconditional offers are now fully enrolled and prepared to begin their studies. To aid transition and engagement, all offer-holders received our “HeyfaeD&A” newsletter during the summer. It included introductions to college life, departmental videos, links to the Welcome Hub, and a range of helpful “How to” guides for starting college. Additionally, the Learner and Community Engagement (LACE) team successfully delivered another Summer Transition Programme, which was open to all applicants. This initiative ran in collaboration with several community partners and offered six weeks of varied activities designed to support students in their transition to college. There were 78 students who engaged across a range of activities including, bush craft, bowling, money skills, cooking, drama and water sports. Participants who attended are planning to study in ESOL, Art & Design, Childcare, Travel & Tourism, Gateway and Health and Social Care. There were also participants who will be progressing to College from Barnardos employability service in Dundee. Feedback from the students was extremely positive and highlighted the importance of building confidence and connections for first-time college students.

### Services to Support Students

Over Summer, Student Services launched a new Pre-Entry Support campaign, targeting over 1,500 students who had self-identified a support need on their College application. Students were invited to meet with their key worker and establish a personalised support plan in advance of the academic year. The new initiative has received a strong response, with over one-third of the students now having support plans in place.

This proactive approach ensures that individual needs are met from day one and helps reduce the pressure on support services during the initial weeks of term.

A new online booking system for appointments with key workers has also been introduced to further enhance accessibility. Piloted during Semester 2 last year, the system allowed students to choose their own appointment slots, resulting in significantly improved attendance rates compared to pre-allocated appointments. From August 2025, this system will be fully rolled out across Student Services, with all staff having access to calendar links to assist students in booking appointments.

## Supporting Employability in the Community

The LACE team launched the D&A College Community Hub on 27 August 2025 at the Arbroath Campus. The Hub will host over 10 community partners who will provide on-campus support to our students as well as the local community. The multi-agency work aims to break down barriers to accessing education for people in Angus. As part of this initiative, Angus Local Employability Partnership provided funding to support a Barista Academy which will provide skills training and hospitality qualifications for students.



## 5. Business Partnerships – Ann Marie Macaskill

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

#### Year 6 Quarter 1 (1st April - 30th June 2025)

SME Applications Approved: 26

Funded Training Approved: £119,584

#### Breakdown of Approvals:

Angus	8 businesses	£37,089	13 courses	81 delegates
Dundee	7 businesses	£35,000	17 courses	111 delegates
Perth	2 businesses	£7,500	7 courses	35 delegates
Fife	8 businesses	£39,995	30 courses	240 delegates

#### Year 6 To Date (as of 01/09/2025)

SME's Supported: 38

Funded Training Approved: £190,489

## Breakdown of Approvals:

Angus	9 businesses	£42,089	17 courses	127 delegates
Dundee	12 businesses	£67,660	35 courses	259 delegates
Perth	8 businesses	£35,850	38 courses	339 delegates
Fife	9 businesses	£44,890	33 courses	261 delegates

## Additional Income

### UKSPF – Dundee City Council - £100,000 – Green Skills

In late August 2025, we were officially awarded £100,000 from Dundee City Council towards the delivery of Green Skills to full fund energy efficiency and electric vehicle training for businesses in Dundee. The fund has officially launched and will comprise a breakdown of £90,000 support towards Dundee businesses to support in the areas of:

- Those looking to upskill staff in green technologies
- Plumbers
- Joiners
- Plasterers
- Bricklayers
- Mechanics

The type of training on offer includes:

- Solar Thermal Hot Water
- Heat Pump Systems
- EV ChargePoint
- Electric Vehicles (Level 2/3 combined)
- Retrofit (3-day course)
- External Wall Insulation (EWI) SVQ

The fund will be crucial in meeting the growing demand to upskill the workforce, support the energy efficiency transition and to equip businesses to thrive in the green economy. The fund must be delivered by 31<sup>st</sup> March 2026.

### UKSPF Dundee City Council - £100,000 SME Upskilling

The 2025 bid has now been approved and successfully launched in August 2025. The grant will be split into:

Skills Advisor time	£10,000
18 x £5000 Grant Funds	£90,000

Within each £5,000 allocation we will have a min 30% mark-up meaning a minimum of £27,000 will come directly to Dundee and Angus College with the remainder paying for the lecturer or associate trainer time. The fund must be delivered by 31<sup>st</sup> March 2026.

### UKSPF Angus Council - £100,000 Business Upskilling

This was approved and launched in late August 2025 and must be delivered by 31<sup>st</sup> March 2026.

The financial breakdown is as follows:

- £10,000 admin, management and financial
- £90,000 training fund

This will support:

18 Angus businesses, with awards of up to £5,000 per business

## **6. Gardyne Theatre – Nicky Anderson**

During the 2024/25 academic year we have held 76 shows to date. Currently we have 16 shows booked up to the end of this year. If all shows go ahead, we will stage 92 shows in 2024/25 AY. In comparison, we had 104 shows in 2023/24 AY and 107 shows in 2022/23 AY.

Further information in respect of GTL will be provided at the meeting.

## **7. Bad Debt – Nicky Anderson**

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

No individual bad debts over £3,000 were required to be written off during the period 1 May to 31 July 2025.

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

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

2.2 – failure to achieve institutional sustainability

3.2 – failure to achieve/maintain compliance arrangements

### **Authors:**

Leann Crichton, Director of Student Experience  
Ann Marie Macaskill, Business Partnerships Manager  
Nicky Anderson, Director of Finance

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

## **FINANCE & INFRASTRUCTURE COMMITTEE**

**Tuesday 9 September 2025**

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### **DATE OF NEXT MEETING**

Tuesday 2 December 2025 at 5.15pm in Room K-TO-226, Kingsway Campus.