

# BOARD OF MANAGEMENT



**Tuesday 30 September 2025 at 5.00pm**  
**in Room A-IS-103 Arbroath Campus (MS Teams option available)**

## AGENDA

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

- 1. WELCOME**
- 2. APOLOGIES**
- 3. DECLARATIONS OF INTEREST OR CONNECTION**
- 4. MINUTE OF LAST MEETING – 17 JUNE 2025** Paper A for approval LO
- 5. MATTERS ARISING** Paper B for approval LO
- 6. NATIONAL ACTIVITY UPDATE** Verbal update LO/SH
- 7. INFRASTRUCTURE VISION UPDATE** Paper C for Information SH
- 8. STRATEGIC ITEMS**
  - 8.1 Board Development Day Verbal update LO
  - 8.2 2030 Strategy Launch Paper D for information SH
  - 8.3 Strategic Projects Update Paper E for information JG
- 9. STUDENTS' ASSOCIATION REPORT** Paper F for information CP/AL
- 10. PRINCIPAL'S REPORT** Paper G for information SH
- 11. NATIONAL BARGAINING UPDATE** Paper H for information ST
- 12. FINANCE ITEMS**
  - 12.1 Financial Sustainability & Savings Planning Paper I for discussion SH/ST
  - 12.2 2025/26 Draft Budget Paper J for approval NA/ST
  - 12.3 Financial Forecast Return (FFR) Paper K for approval NA/ST
  - 12.4 Finance & Infrastructure Committee End of Year Forecast (for information only) Paper L for noting only -
- 13. GOVERNANCE ITEMS**
  - 13.1 Membership Update Paper M for information ST
  - 13.2 Financial Governance Reflection Paper N for information ST/NA
  - 13.3 Strategic Risk Register Paper O for approval ST
  - 13.4 Board Metrics Paper P for noting ST
- 14. MINUTES OF COMMITTEE MEETINGS** Paper Q for information LO
  - 14.1 Learning, Teaching & Quality – 27 August 2025
  - 14.2 People, Culture & Wellbeing – 4 Sept 2025
  - 14.3 Finance & Infrastructure – 9 Sept 2025
  - 14.4 Audit & Risk – 23 Sept 2025 (verbal update)
- 15. CORRESPONDENCE** Paper R for information LO
- 16. REVIEW OF GOVERNANCE PROFESSIONAL ARRANGEMENTS** Paper S for approval LO/SH
- 17. DATE OF NEXT MEETING** Tuesday 9 December 2025 at 10.00am in Room K-TO-226, Kingsway Campus **followed by Board Christmas Lunch**

**Dates to note:** **Thursday 23 October 2025 3.00pm – Board Development Workshop, Kingsway Campus**

**Friday 31 October 2025 – 2.00pm Graduation, Caird Hall**

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**

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**MINUTE OF LAST MEETING**

**PAPER A**

# BOARD OF MANAGEMENT



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

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## ***Draft***

|                 |                          |                |
|-----------------|--------------------------|----------------|
| <b>PRESENT:</b> | Laurie O'Donnell (Chair) | Simon Hewitt   |
|                 | Derek Smith              | Neil Lowden    |
|                 | Adele Lawrence           | Robert Young   |
|                 | Brian Lawrie             | Kara Ramsay    |
|                 | Ged Bell                 | Helen Honeyman |
|                 | Donald Mackenzie         | Stephen Oakley |
|                 | Matthew Beattie          | Brian Mooney   |
|                 | Richard Gordon           | Kirsten Marsh  |
|                 | Colin Smith              |                |

**IN ATTENDANCE:** Julie Grace (Vice Principal Curriculum and Partnerships)  
Steve Taylor (Vice Principal Support Services and Operations)  
Penny Muir (Board Administrator) Connor Pithie (New DASA President)

## **1. WELCOME**

L O'Donnell welcomed all attendees to the Board of Management Meeting and extended a warm welcome to Connor Pithie, attending his first meeting as the new Student President. He also welcomed Kirstin Marsh, Brian Mooney, and Colin Smith as newly appointed Board Members. L O'Donnell expressed his sincere thanks to Kara Ramsay and Adele Lawrence for their valuable contributions to the Board, noting that this meeting would be their last.

## **2. APOLOGIES**

Apologies were received from Carri Cusick, Kelly McIntosh, Nicky Anderson and Jackie Buchanan.

## **3. DECLARATIONS OF INTEREST OR CONNECTION**

S Taylor declared an interest in item 16 on the agenda and withdrew from the meeting for this item.

## **4. MINUTE OF LAST MEETING**

The minute of the Board of Management meeting held on 13 March 2025 was approved as an accurate record.

## **5. MATTERS ARISING**

All matters arising had been progressed and subsequently closed. The action relating to the Student Association for Freaky Friday had not been taken forward and would be closed.

## **6. NATIONAL ACTIVITY UPDATE**

L O'Donnell provided an update to the Board, noting that the financial position remains tight. The latest spending review confirms continued pressure on finances, and it is expected that the next three years will remain financially constrained. He emphasised the need to make tough decisions and to manage the budget and expenditure with great care. A major ongoing challenge is the generation of additional income, which remains extremely difficult in the current climate.

S Hewitt informed the Board that two bills are currently making their way through the Scottish Parliament. The Education (Scotland) Bill, which focuses on qualifications and reform, is at Stage 2 with no foreseeable challenges. He noted that this represents a positive step forward for the college sector. The Education, Training and Funding Bill has not yet progressed through its parliamentary stages, but it is intended to consolidate funding arrangements for apprenticeships and funding streams such as SAAS. It is anticipated that this bill will progress and be passed by March 2026.

As part of the national sector-wide work, progress has been made on the Curriculum Transformation Framework, with arrangements launched to enable colleges to use some core funds to support transformation and strategic priorities.

B Mooney asked for clarification regarding the Spending Review and L O'Donnell advised that the uplift for sectors out with health and defence was c. 0.9%.

## **7. INFRASTRUCTURE VISION UPDATE**

S Hewitt provided an update on the project, noting that it is reaching a critical phase, with the next six months being particularly crucial. He explained that recent press coverage had been intentional to raise awareness and generate support. He highlighted the positive economic impact of the work completed to date, noting that the business community had written to the First Minister in support of the project, which was viewed as impressive.

Staff briefings have been conducted over the past few weeks to ensure internal engagement and understanding.

He reported that the college is working with Grant Thornton to support the preferred financial model, particularly focusing on how to attract private investment and explore viable funding routes. There has been ongoing collaboration with colleagues in the Scottish Government.

S Hewitt highlighted that technical support for the Outline Business Case (OBC) was being progressed at a much reduced cost compared with initial estimates.

S Hewitt emphasised that the period from September 2025 onwards will be critical, particularly in terms of working with the Scottish Government. He acknowledged there were some ongoing risks around the levelling-up funding which must be committed by March 2026. Additionally, RAAC timelines had identified the need to resolve the presence of RAAC within a window of three to five years, which was now one to three years. Despite these challenges, the college is in a strong position and continues to receive support from the Scottish Government.

L O'Donnell stressed the importance of having the funding model agreed upon before the 2026 election, with December 2025 identified as the key point by which a decision should be in place. He concluded by noting the excellent profile the Vision has brought to the college and expressed his appreciation for the efforts made to maintain momentum.

C Smith asked if December was the deadline for full approval and it was confirmed that this would be for OBC stage approval.

The update and progress being made was welcomed.

## **8. STRATEGIC ITEMS**

### **8.1 2030 Strategy Development Update**

S Hewitt presented the final version of the College Strategy, noting that a previous draft had been brought to the Board and approved following initial feedback. Further feedback was received from both staff and students, and this final version reflects that input. He shared that one of the suggestions was to develop a student-friendly, one-page summary. S Hewitt thanked everyone involved for their contributions, highlighting that a key priority throughout the process was to simplify the strategy and ensure it reflected what truly matters to the College.

G Bell welcomed the inclusion of technology and the digital strategy within the document.

B Mooney commented positively on the strong sense of the College's identity that comes through in the strategy and was pleased to see specific elements represented.

L O'Donnell noted that themes such as student impact, college structure, and wider community outcomes were clearly visible in the strategy. He asked how the staff feedback process had gone. S Hewitt responded that discussions centred on the opportunities the strategy would bring and how it would be implemented.

S Oakley confirmed that the strategy had been built from staff contributions, with staff feeling involved and part of the process.

From the student perspective, it was noted that students were pleased their feedback had been heard and incorporated. Engagement sessions had helped promote inclusivity, with students identifying areas of importance such as accessibility and mobility issues. The process provided valuable insight into both staff and student perspectives and highlighted where additional support may be required.

C Smith asked how many had read the previous strategy. S Hewitt responded that it had been published shortly before the COVID-19 pandemic and, while the fundamentals had remained the same, the new strategy had been referenced consistently in briefings and discussions to maintain alignment.

R Young raised a question regarding the College's "North Star" and how often the progress would be measured against it. S Hewitt confirmed that the College operates a rolling three-year strategic plan that is reviewed annually. He noted that strategy measurements feed into Board metrics and that changes at the Scottish Funding Council, including the outcome agreement, support this approach.

R Young emphasised the importance of having a strategic reference point, particularly when activity accelerates. S Hewitt agreed, adding that part of the strategy's design was to simplify its focus and to ensure it could guide decisions such as budget setting-becoming a true "North Star" for the organisation.

D Mackenzie commended the strategy for being clear and concise and raised a question regarding the metrics, particularly those relating to the estates vision. He asked how expectations would be managed given the scale of the ambition.

S Hewitt acknowledged the challenge, noting that the key issue was not only about securing funding, but about reassessing how the College delivers its courses and services. He indicated that the strategy provides an opportunity to explore transformative approaches, and while achieving the funding target may be difficult, the need for investment-particularly around backlog maintenance-remains a reality. He praised staff and student engagement in the process and reiterated that ambition should not be curtailed by challenges.

S Oakley expressed support for the College taking control of its future direction and welcomed the strategy's aspirational tone.

N Lowden raised a point regarding the measurement plan, particularly the potential for confusion in relation to student success within SIMD10 (the most deprived communities), as tracked by the Scottish Funding Council. He requested further elaboration to ensure Board members fully understand how these metrics are interpreted. S Hewitt agreed to clarify this within the final document. **S Hewitt to progress.**

The Board formally approved the final strategy and accompanying paper and expressed appreciation to all involved in its development.

## **8.2 Strategic Projects Update**

J Grace presented the paper for noting and highlighted three Tay Cities projects as significant examples of the College's contribution to regional skills and economic development. She noted that the project reports serve as powerful evidence of the impactful work undertaken by the College.

She informed the Board that the College had secured a Tay Cities bid currently awaiting approval by the Joint Committee. If approved, this would result in an award of £1.9 million in funding to support retrofitting initiatives aligned with net zero targets for 2025.

J Grace also advised that the UK Shared Prosperity Fund will not continue, and the College is currently awaiting decisions on other smaller submitted bids. This funding has historically supported skills development for SMEs and enhanced regional workforce skills, acting as a replacement for the Workforce Development Fund. She confirmed that the College has strategically used grant opportunities to supplement and support these activities.

R Young asked about the long-term sustainability of such initiatives once external funding ceases and asked whether the College had considered future planning for these projects. J Grace noted that the Tay Cities programme will continue until 2030. The College is currently exploring options through the Curriculum Transformation Fund and evaluating ongoing solutions to sustain activities. She explained that in many cases, the funding has allowed the College to purchase equipment that would otherwise not have been possible or would have diverted funds from elsewhere. The College continues to seek future opportunities, including through the apprenticeship contract, which generates additional funding. However, she noted that while the income and expenditure may appear balanced on paper, the actual financial contribution from these projects can be more limited.

R Young acknowledged the secondary benefits of such initiatives, including enhancements to College equipment and infrastructure.

L O'Donnell commended the great work undertaken and thanked the team for their efforts.

## **9. STUDENTS' ASSOCIATION REPORT**

A Lawrence provided an update on recent student activity, beginning with the Students' Association election. Voting had now closed and Connor Pithie was elected as the new Student President, with Chloe O'Hare and Laura McDonald elected as Vice Presidents for Gardyne and Arbroath respectively. No candidate had come forward for Kingsway.

She reported that the staff awards process was progressing well, with winners shortlisted. Connor and Kara would be presenting the awards, with four categories and one winner per campus.

A Lawrence highlighted the Breakfast Club initiative, which supports over 100 students weekly, has been paused over the summer. The team is currently seeking sponsorship from independent businesses to support its continuation.

A Lawrence highlighted recent events held at Dundee & Angus College, including S3 engagement and Connect2 activities, which had taken place successfully, offering opportunities for students to sign up and participate in a variety of sessions.

K Ramsay noted the valuable contribution made by students to the recent strategy development session, describing the session as productive, with key ideas explored and shared with the strategic planning team.

She highlighted a range of summer activities planned for students, including crochet sessions, beach cleans, campus photography sessions, and esports events.

R Young enquired about the capability to collect feedback via QR codes, however, K Ramsay confirmed that QR codes are regularly used for this purpose.

N Lowden expressed interest in the Breakfast Club initiative and welcomed the approach to local businesses. He also recommended investigating national funding sources such as Bright Starts Scotland, which offers grants of up to £12,000 per organisation, as well as Youth Work Scotland.

S Oakley asked about the importance of the Thrive project. K Ramsay explained that Thrive allows staff and students to donate goods to support students in need and has been a meaningful way to give back to the student community. She shared that Christmas care bags had reached those who needed them most, with items such as shaving kits made available to any student requiring support. S Oakley endorsed this and noted recent fundraising efforts that he would share with Board members.

C Smith enquired about IT equipment recycling. R Gordon confirmed that the College has a designated company that handles IT recycling and that laptops are made available to students through a long-term loan scheme, supported by secure laptop lockers. The report and excellent work of the Students' Association was praised.

## **10. PRINCIPAL'S REPORT**

S Hewitt provided a brief overview of current activity within the College. He highlighted the recent Staff Awards as a particularly successful and positive event. He also spoke of the ESOL graduation, describing it as a phenomenal occasion which clearly demonstrated the transformational impact the College has had on learners' lives and the wider positive outcomes of its work.

L O'Donnell commended the strong and meaningful links within the reports to the College's strategic priorities, recognising how they reflect the ongoing development and alignment of the College's activities with its overarching goals.

L O'Donnell thanked S Hewitt for the report.

## **11. NATIONAL BARGAINING UPDATE**

S Taylor summarised the update on national bargaining, noting the multi-year agreement with academic staff, which has enabled progress in other key areas, including ongoing discussions within the national bargaining group.

He reported that a number of issues outlined in the report have been resolved, and that support staff negotiations are now moving forward. Discussions are ongoing regarding a salary offer for support staff, with the aim of creating a period of stability that will allow for progress on the national job evaluation process. Overall, good progress has been made, with several areas of agreement reached and finalised.

L O'Donnell acknowledged the significant challenges involved.

## **12. FINANCE ITEMS**

### **12.1 Financial Sustainability & Savings Planning**

S Hewitt provided an update on the College's financial position, outlining it as a significant risk and a core strategic priority for the Senior Leadership Team (SLT). He noted that substantial savings of approximately £4.5 million had already been made, which, while challenging, had created a more stable platform. He acknowledged that future projections pointed towards flat cash settlements, indicating a difficult two to three years ahead. There had been some questions as to why such actions were being taken at this time, but it was now clearer to colleagues why these decisions were necessary, and the College is now in a stronger position as a result.

He stressed the importance of the College staying in control of its own destiny and taking a more proactive, year-on-year approach to financial management. The priority must remain focused on directing funds towards the College's core business of learning, teaching, and student support.

S Hewitt highlighted that a paper was submitted to the Finance & Property Committee concerning the Service Design Academy and Gardyne Sports Centre. It was noted that the College is currently subsidising these activities by an estimated £800,000 to £1 million per year- resources that are not being allocated directly to core college operations. S Hewitt explained that student usage of the Gardyne Pool equated to roughly two hours per week.

S Hewitt noted the consultation period had closed, and decisions were being worked through, with an interim budget in place. It was anticipated that further efficiencies were still required and highlighted the difficulty of setting an acceptable budget at this point in the year, as student numbers and National Insurance contributions remain uncertain.

S Hewitt highlighted the Senior Leadership Team are working through the worst-case scenarios to ensure transparency. While the current year may show a small deficit, the overarching issue remains that core funding is not keeping pace with rising costs, such as employer on-costs which were now 41% of the academic salary paid. There is a pressing need to ensure resources are directed toward the College's core business.

G Bell agreed, stating that the clarity and focus on the core business was essential.

It was confirmed that consultations regarding Gardyne Sports Centre had concluded and in his view that there were no operational matters requiring further Board approval.

N Lowden welcomed that consultation with sports centre users had been undertaken, even though it was not required. S Hewitt noted that this was an important part of arrangements for the college. He confirmed that final decisions were still pending and dependent on responses from staff and partners.

In response to a question about the Service Design Academy, S Hewitt advised that a range of options were being considered which would include the retraining and redeployment of affected staff.

A query was raised whether the developments would raise concern for the Scottish Funding Council given proximity to the issues facing Dundee University. S Hewitt responded that while there is a higher level of scrutiny across the sector, the Funding Council had been supportive and complimentary of the College's approach to managing its finances.

B Mooney asked about possible public relations impacts arising from any closure decision. S Hewitt confirmed that communications support was in place, with external support available for this. He reiterated the importance of aligning with core business, noting the College must distinguish itself from a leisure centre.

S Oakley agreed with the direction of travel, noting the College's primary role in delivering education. He acknowledged the effort to avoid compulsory redundancies and commended the work being done to support impacted staff.

S Taylor added that supporting staff through the process remained a priority and reiterated the importance of taking proactive decisions to avoid more difficult outcomes in the future.

N Lowden queried whether a Board response would be issued in relation to the correspondence sent to each member. It was confirmed that a response would be sent on behalf of the Board. **S Taylor & L O'Donnell to progress.**

R Young asked about the timing of capital vs revenue funding (CDEL:RDEL) decisions and whether a different outcome might shift strategic priorities. S Hewitt advised that contingency plans were in place, with a 'Plan B' developed by SLT. S Taylor added that the 2025/26 capital funding position was clear, and there must be a shift in how capital funds are used, given the current sector-wide constraints.

R Young queried whether opportunities to invest smaller amounts should be explored instead, and S Hewitt clarified that the additional campus fund is entirely separate and will not detract from the student or teaching experience, which will remain a priority. He also noted that decisions around this funding sit at Cabinet level, not with the Funding Council.

The Board welcomed the update.

## **12.2 2025/26 Draft Interim Budget**

S Taylor presented the draft budget for approval. He confirmed that a budget with a £2.6 million deficit would not be brought forward and that the team was actively working on reductions and efficiencies to achieve a break-even position. A final version of the budget will be brought back to the Board for approval in September.

B Lawrie emphasised the importance of approving a balanced budget and noted that while assumptions are necessary, it is essential to be aware of them. He stressed the need to strike a sensible balance and not to take an overly pessimistic view, suggesting that reviewing trends over the past three years could help inform a realistic approach.

He also referenced the CDEL:RDEL arrangement with the Scottish Government and the need for the funding model to adapt accordingly. While acknowledging cuts in income, he noted that less focus had been placed on reducing expenditure.

K Marsh highlighted the importance of identifying and understanding the assumptions underpinning the budget and suggested that a scenario planning exercise would be beneficial to prepare for both upside and downside risks. She also advised caution when pursuing external funding opportunities, ensuring they remain aligned with the College's strategic objectives and remit. S Hewitt agreed, confirming that all funding must align with the College's goals.

The paper was approved on the basis that the Executive will return in September 2025 with the final budget, and that ongoing updates will be shared with the Finance and Property Committee. It was noted that clarity should be provided regarding changes made between the interim and final budget developments. **S Taylor to progress.**

### **12.3 Financial Forecast Return (FFR)**

S Taylor confirmed that the return was to be completed by the end of the calendar month, with final approval to be delegated to the Chair of the Board and the Chair of the Finance and Property Committee.

The Board agreed to this delegation. The item will return to the Board in September 2025 for information. **S Taylor to progress.**

### **12.4 Finance & Property Committee Management Accounts(for information only)**

The paper was noted.

## **13. GOVERNANCE ITEMS**

### **13.1 Membership Update**

S Taylor sought endorsement from the Board for the appointment of three new Board Members, the appointment of a Vice Chair, and the approval of the co-option of two, potentially three, additional members.

The Board approved the recommendations.

### **13.2 Board Evaluation & Development Plan Update**

S Taylor advised that Scott Anderson had completed the externally facilitated review of the effectiveness of the Board back in December and that the Board Development Plan had been updated to reflect the actions identified within his report.

S Taylor reminded Board members of the requirement to undertake specific induction and other training offered by the College Development Network (CDN) and asked Board Members attending CDN training sessions notify P Muir to ensure accurate recording.

L O'Donnell welcomed the report and praised the quality of the training provided, particularly noting the valuable resources available through CDN.

### **13.3 Infrastructure Governance Arrangements**

S Taylor provided an update on the Infrastructure Governance Arrangements and stated once the approval for the Outline Business Case (OBC) is secured, a dedicated campus board will be established with diverse membership. Highlighting that this approach aligns with governance arrangements previously approved by the Funding Council through the Falkirk project, which serve as a useful precedent.

H Honeyman asked about the indicative membership and specifically whether the Board should identify what specific skills it needed on the Campus Board. S Taylor acknowledged the importance of this but noted that it may be challenging to identify this too far in advance, however a balance of skills across the membership will be pursued as the project progresses.

S Taylor also referenced the Welsh model, where at the final business case stage, the college transfers responsibility to an independent company for completion, which may influence future governance arrangements. R Young added that the approach could depend on the chosen procurement method.

L O'Donnell recommended rewording the report from 'project' to 'programme governance.'  
**S Taylor to progress.**

L O'Donnell highlighted that when presenting the case to ministers, the focus was on benefits realisation- specifically the regeneration of the town centre and employability outcomes. He stressed the need to identify the promised benefits, which go beyond the construction phase to include areas such as upskilling and community impact.

The proposed governance arrangements were approved.

### **13.4 Board Metrics**

S Taylor presented the update for noting.

H Honeyman enquired about staff engagement levels, questioning whether they had stabilised or remained slightly elevated following a peak in 2022. S Taylor noted that staff engagement surveys are conducted biennially, with the next scheduled for 2026 and would show if there was a specific trend.

### **13.5 Committee Titles**

L O'Donnell introduced an item proposing that the names of the Board Committees be refreshed. He suggested that Human Resources & Development should be changed to People, Culture and Wellbeing. D Mackenzie, as chair of Human Resources & Development expressed support for the proposal to incorporate the term People rather than Human Resources. This committee will be renamed People, Culture and Wellbeing from the start of next session.

L O'Donnell mentioned Finance & Property to be changed to Finance, Estates and Infrastructure. B Lawrie suggested that Finance and Infrastructure would cover all elements. G Bell stated that it would be good to reference digital but accepted that this was covered by infrastructure. This committee will be renamed Finance and Infrastructure from the start of next session.

L O'Donnell suggested amending the title of Audit and Risk to Audit and Assurance.

H Honeyman felt that much of the assurance activity did not sit with the Audit & Risk Committee so could not support this change. This committee will remain as Audit and Risk.

The title of the Learning, Teaching and Quality Committee was discussed and L O'Donnell suggested this be amended to Students, Curriculum and Partnerships. S Hewitt noted the important role this Committee played in terms of quality should not be overlooked and N Lowden stated that there was also an on-going focus on Learning and Teaching.

A Lawrence supported the idea of explicitly including students within the Committee Title and it was suggested that this be discussed further at the next meeting of the Committee. **S Taylor to progress.**

#### 14. MINUTES OF COMMITTEE MEETINGS

The minutes of the Committee meetings were noted.

B Lawrie commended the paper on finance and governance, noting it was well presented and should be circulated to all Board members. It was agreed that this included on the agenda for the next Board meeting under 'Governance.' **S Taylor to progress.**

H Honeyman confirmed that the Audit and Risk Committee had approved the reappointment of Henderson Loggie as internal auditors following a procurement exercise.

The minutes were noted from Board members.

#### 15. CORRESPONDENCE

The correspondence was noted

#### 16. REVIEW OF GOVERNANCE PROFESSIONAL ARRANGEMENTS

The report was discussed verbally among Board members. It was agreed that a revised paper, outlining a range of options, would be submitted for consideration at the September Board meeting. **L O'Donnell to progress.**

#### 17. DATE OF NEXT MEETING

Tuesday 30 September 2025 at 5.00pm Room A-IS-103 Arbroath Campus

| <b>Action Point Summary</b>                                                                                  |                                           |                   |
|--------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------------|
| <b>Action</b>                                                                                                | <b>Responsibility</b>                     | <b>Date</b>       |
| Clarify terminology within final strategy around SIMD10.                                                     | S Hewitt                                  | 30 September 2025 |
| Respond to Board correspondence in respect of the Gardyne Sports Centre pool.                                | S Taylor /<br>L O'Donnell                 | 27 June 2025      |
| To identify main changes in income/expenditure and related assumptions between the interim and final budget. | S Taylor /<br>N Anderson                  | 30 September 2025 |
| Delegate approval of the Financial Forecast Return.                                                          | L O'Donnell /<br>B Lawrie /<br>N Anderson | 30 June 2025      |
| Update to incorporate Programme within the finalised Infrastructure Governance Arrangements                  | S Taylor                                  | 30 September 2025 |
| Amend Committee names where agreed and include the item for discussion on the LTQC agenda.                   | S Taylor                                  | 27 August 2025    |

|                                                                                              |             |                   |
|----------------------------------------------------------------------------------------------|-------------|-------------------|
| Revised paper on governance professional options to be considered at the next Board meeting. | L O'Donnell | 30 September 2025 |
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**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**

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**MATTERS ARISING**

**PAPER B**

# BOARD OF MANAGEMENT

## Tuesday 30 September 2025



### Matters Arising

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#### *Paper B for information*

The following actions were noted from Tuesday 17 June 2025 Board of Management Meeting:

| Agenda Item No | Action                                                                                                                                     | Current Status      | Open/Closed |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------|
| 8.1            | Clarify terminology within final strategy around SIMD10.<br><b>S Hewitt</b>                                                                | Text Updated        | Closed      |
| 12.1           | Respond to Board correspondence in respect of the Gardyne Sports Centre pool.<br><b>S Taylor/L O'Donnell</b>                               | Responded, 25/06/25 | Closed      |
| 12.2           | To identify main changes in income/expenditure and related assumptions between the interim and final budget.<br><b>S Taylor/N Anderson</b> | Included in report  | Closed      |
| 12.3           | Delegate approval of the Financial Forecast Return.<br><b>N Anderson/L O'Donnell/<br/>B Lawrie</b>                                         | Completed           | Closed      |
| 13.3           | Update to incorporate Programme within the finalised Infrastructure Governance Arrangements.<br><b>S Taylor</b>                            | Updated             | Closed      |
| 14.0           | Amend Committee names where agreed.<br><b>S Taylor</b>                                                                                     | Completed           | Closed      |
| 16.0           | Revised paper on governance professional options to be considered at the next Board meeting.<br><b>L O'Donnell</b>                         | On agenda           | Open        |

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

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**

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**INFRASTRUCTURE VISION UPDATE**

**PAPER C**

# BOARD OF MANAGEMENT

Tuesday 30 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<br>Caroline McIlwraith<br>Abi Mawhirt<br>Steven Taylor<br>Heather MacSween (HM)<br>David Buchan<br>Peter Henry<br>Gordon Black<br>Alan Baxter<br>Bernie Carr<br>Malcolm Buchanan | Preconstruction Manager<br>Design Manager<br>Head of People & Organisational Development<br>Vice Principal<br>Associate<br>Associate | MCLH<br>MCLH<br>D&A College<br>D&A College<br>Keppie Design |
| Apologies:                 | Lewis Wilson, Ian Hill - <b>MCLH</b><br>Julie Grace, Billy Grace, Simon Hewitt, Andy Ross – <b>D&amp;A College</b><br>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<br>Ian Hill<br>Scott Lennon<br>Chris Boyle<br>Caroline McIlwraith<br>Abi Mawhirt<br>Steven Taylor<br>Andy Ross<br>Luke Thurman<br>Heather MacSween (HM)<br>David Buchan<br>Alan Baxter<br>Malcolm Buchanan<br>Peter Henry | Project Director<br>Senior Commercial Manager<br>Framework Director<br>Preconstruction Manager<br>Design Manager<br>Head of People & Organisational Development<br>Vice Principal – Support Services & Operations<br>Director of Infrastructure<br>Associate Director<br>Associate<br>Associate<br>Director<br>Director<br>Director | MCLH<br>MCLH<br>MCLH<br>MCLH<br>MCLH<br>D&A College<br>D&A College<br>D&A College<br>Keppie Design<br>Keppie Design<br>Keppie Design<br>Atelier Ten<br>Woolgar Hunter<br>Woolgar Hunter |
| Apologies:                 | Julie Grace, Billy Grace, Simon Hewitt – <b>D&amp;A College</b><br>David Ross – <b>Keppie</b><br>Gordon Black, Bernie Carr – <b>A10</b><br>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<br><br>Note<br><br>MCLH<br><br>MCLH |
| <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. |                                          |

| 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<br>Note<br>Note<br>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<br>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<br>Note<br>Note<br>D&A College<br>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<br>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<br>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<br>Note<br>Note<br>Note<br>Note |
| <b>2.16</b> | <b>Educational Model</b><br>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<br>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<br>Caroline McIlwraith<br>Abi Mawhirt<br>Steven Taylor<br>Andy Ross<br>Luke Thurman<br>Heather MacSween (HM)<br>David Buchan<br>Gordon Black<br>Kirsty                                                                         | Preconstruction Manager<br>Design Manager<br>Head of People & Organisational Development<br>Vice Principal – Support Services & Operations<br>Director of Infrastructure<br>Associate Director<br>Associate<br>Associate<br>Director<br>Engineer | MCLH<br>MCLH<br>D&A College<br>D&A College<br>D&A College<br>Keppie Design<br>Keppie Design<br>Keppie Design<br>Atelier Ten<br>Atelier Ten |
| Apologies:                 | Ian, Hill, Lewis Wilson - <b>MCLH</b><br>Billy Grace, Simon Hewitt – <b>D&amp;A College</b><br>David Ross, David Buchan – <b>Keppie</b><br>Gordon Black, Bernie Carr – <b>A10</b><br>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<br>Note<br>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<br>Note<br>Note<br>D&AC<br>Note<br>Keppie<br>Note                       |
| 3.3        | All reviewed the briefing questions issued by Keppie and responses (attached to meeting notes).<br><br>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<br>Note<br>Note<br>Note<br>Note<br>Note<br>Note<br>Note<br>Note<br>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<br>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 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |         |
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| #                                   | 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     |

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|    | <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>                                                                                                                                                        |  |

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|  | <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><br/> <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> |  |

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|    | <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><br/>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>                      |  |

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**

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**STRATEGIC ITEMS**

**8.2- 2030 STRATEGY LAUNCH**

**PAPER D**

## Tuesday 30<sup>th</sup> September 2025

### 2030 'Our College' Strategy Launch

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#### *Paper D for information*

### 1. Executive Summary

To update the Board on progress following approval of the *Our College 2030 Strategy* in June 2025, and to outline the approach for implementation, alignment of key strategies, and communication/engagement with staff, students and stakeholders.

### 2. Background

In June 2025, the Board approved the final Our College 2030 Strategy following an extensive process of engagement and refinement with the Board, staff, students and stakeholders. This strategy defines the long-term ambition and priorities of the College, structured around four pillars:

- Our Students
- Our People
- Our Infrastructure & Campuses
- Our Impact

Since then, the Senior Leadership Team (SLT) has developed a detailed rolling 3-Year Strategic Implementation Plan and a 1-Year Operational Plan (2025/26) to provide direction, accountability and milestones for delivery. These plans were reviewed and developed during the SLT's pre-term planning session.

### 3. Financial Context & Sensitivities

The College, like the wider sector, faces significant financial pressures, with a requirement to deliver £2.3m savings in 2025/26. While the launch of the 2030 Strategy is critical to positioning the College for long-term success, communications and engagement must be sensitive to the current financial climate:

- Messaging will emphasise that strategic clarity helps focus resources on what matters most.
- Stakeholder engagement will focus on partnership, resilience, and co-delivery of regional priorities.
- Staff and student versions will stress ambition *and* realism, acknowledging sector constraints.

### 4. Progress to Date (*Since June 2025*)

#### *Planning Session*

- SLT reviewed all 2030 objectives and developed sequencing and ownership.

- Identified dependencies across strategies (People, Digital, Finance, Infrastructure) to ensure alignment.

### ***Three-Year Implementation Plan & Operational Plan***

- Aligned directly to the 2030 Strategy, setting out phased priorities, clear operational actions and responsibilities for 2025/26.
- Focused on delivering immediate financial sustainability while advancing strategic projects in areas such as Student Success, Digital Transformation, Sustainability, and Community Impact.

### ***New Student Success Strategy***

- Development initiated to ensure a joined-up approach to student engagement, support and success.
- Will sit alongside refreshed strategies as part of the “launch” phase.

## **5. Implementation & Launch Timeline**

The proposed approach balances ambition with sensitivity to the challenging financial context. Key phases:

### Autumn 2025 (Preparation)

- Finalisation of 3-Year and Operational Plans.
- Internal briefing for SLT, middle managers and committees/groups.
- Development of 1-page accessible versions of the Strategy for staff and students.
- Drafting of updated People, Digital, Finance and Infrastructure Strategies to align with 2030 priorities.

### Winter 2025 (Launch)

- College-wide communications campaign (“Our College 2030 in Action”).
- Distribution of student and staff versions.
- Student Congress and staff engagement sessions.
- Initial key stakeholder briefings (e.g. SFC, SG, local authority partners).

### Spring 2026 (Embedding)

- Key stakeholder events to showcase priorities and alignment with regional/national needs.
- Publication of refreshed strategies (People, Digital, Finance, Infrastructure, Student Experience).
- Monitoring and reporting framework activated, aligned to 2030 measurement plan.

## **6. Next Steps**

1. Finalise launch materials and accessible versions.
2. Refresh aligned strategies (People, Digital, Finance, Infrastructure, Student Experience).
3. Deliver internal engagement sessions with staff, students and governance groups.
4. Schedule external stakeholder launch events for Spring 2026.

## **7. Recommendation**

The Board is asked to:

- Note progress in developing the 3-Year Strategic and Operational Plan.
- Note the proposed implementation and launch timeline.
- Endorse the approach of aligning refreshed strategies (People, Digital, Finance, Infrastructure, Student Experience) to the 2030 objectives.
- Recognise the sensitivities required in communications given the sector's financial pressures.

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

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

- 1.1 Failure of College strategy to meet the needs of the D&A Region and/or national priorities.
- 2.2 Failure to achieve institutional sustainability.
- 3.5 Reputational Risk – Loss of reputation with key stakeholders delivery.

**Author & Executive Sponsor:**  
Simon Hewitt, Principal

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**

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**STRATEGIC ITEMS**

**8.3 - STRATEGIC PROJECTS UPDATE**

**PAPER E**

# BOARD OF MANAGEMENT

30 September 2025

## STRATEGIC PROJECTS UPDATE

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### *Paper E for noting*

#### **1. Tay Cities Deal (TCD) Projects**

The Skills and Employability programme Tay Cities Deal Projects led by D&A College continue to perform well, drawing down funding and delivering on the outputs and outcomes in line with the respective business cases.

##### **1.1 Tay Cities Engineering Partnership (TCEP)**

TCEP continues to work towards achieving project objectives with significant progress against school engagement in 24/25. The primary focus is now on developing the relationships with business to deliver 20 projects, 10 new training courses, supporting growth within the sector and delivering the Mobile Unit.

In August alongside the UHI STEM Outreach Team wind turbine activity was delivered to 267 children and their accompanying adults at the Perth Energy Festival. Further information can be found [here](#) and [here](#).

An employer workshop was held on the 26 August for Dundee and Angus businesses to determine their current and future skills priorities. The engagement and diversity of businesses attending was positive with excellent insight gained. The facilitators also provided positive feedback highlighting that they now feel they have a greater understanding of the sector and its challenges. More information [here](#).

Planning for the [STEM careers event](#) on the 30 October at Gardyne campus in collaboration with other TCRD Projects; Science Futures and Digitay is well underway.

##### **1.2 Science Futures**

Following the departure of the Head of Curriculum and Quality in Science in August, a new Project Manager has been appointed to lead the project. Gail Singer was previously the Project Officer and will now assume the PM responsibilities with Lorna McIvor joining the team as Project Officer.

Science Futures has made strong progress towards its 2030 targets:

- Engagement with 72 Primary Schools (180% of the target) and 31 Secondary Schools (70.5% of the target)
- Additional Numbers of HNC/D have increased by 22 (20% of the target)
- There are 9 additional MAs (31% of the target)
- 7 work placements (12.5% of the target)

There has been an increase in all targets for underrepresented groups, with the number of students with disabilities enrolled already surpassing the target.

A new information page has been created on the Science Futures website for MAs, and the written and video case studies have been developed as well as a promotional brochure.

An online HNC Bioscience and an online HNC Applied Science are under development as well as an online Diploma in Horticulture which is currently in development in collaboration with Intelligent Growth Solutions. Advanced Higher Biology and Chemistry Practical Courses were developed last year at D&A and are continuing to be delivered this year. A Good Manufacturing Practice (GMP) course was developed and delivered at D&A in June, which was fully funded for project partners and incredibly popular. Previous industry scoping for skills indicated that Good Laboratory Practice was in greater demand; therefore, a combined GLP/GMP course will be developed and delivered in January at D&A College.

A new tissue culture suite has been set up at D&A, allowing the Animal and Plant Cell Culture unit to be delivered in response to the industry skills scoping exercise.

### **1.3 Supporting SME Skills**

The first two quarters of the new financial year have been very successful with significant progress made towards Tay Cities Year 6 targets. The project has supported 38 SMEs with to date, with funded training of £190 489 delivered/approved for delivery. The breakdown of approvals is:

|        |               |         |            |               |
|--------|---------------|---------|------------|---------------|
| 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 |

### **1.4 Sustainable Construction Skills**

The Sustainable Construction Skills Business Justification Case (BJC) was presented at the Tay Cities Joint Committee on 21 June where formal approval was received. The BJC received final approval by the Scottish Government in August 2025. The grant offer letter has not yet been issued by Dundee City Council's Legal department due to staffing issues although they have confirmed that it will be issued within the next week. Due to the current financial constraints on the college, we have taken the decision not to spend "at risk". Once the formal grant offer is signed, the project will move into the delivery phase.

## **2. UK Shared Prosperity (UKSP)Fund**

Successful funding applications were made to Angus and Dundee City Councils in August securing a further investment of £200 000 for workforce development training for businesses in the region and £100 000 for the delivery of Green Skills training to support energy efficiency transition. Significant work is underway to ensure the training is completed by 31 March 2026.

Additional funds were also secured from UKSPF via Angus Council for the successful Parent and Child Maths Homework Clubs. These will continue to run in secondary schools across Angus until March 2026, supporting family engagement within maths education.

The College also secured a small amount of UKSPF via Dundee City Council funding to address maths anxiety within community settings. Plans for this activity are currently being developed with a focus on empowering parents to support children's maths learning. It is hoped that this work will inform a pilot of the homework club model in Dundee, anticipated to launch early 2026.

## **3. Approvals**

The Board is asked to:

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

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

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

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

**Authors:** Project Delivery Teams  
**Executive Sponsor:** Julie Grace, Vice Principal Curriculum and Partnerships

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**



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**STUDENTS' ASSOCIATION REPORT**

**PAPER F**

# DASA UPDATE



**Students'**  
**Association**  
Dundee and Angus College

SEPTEMBER 2025

# Team Update

**Sarah Rennie –**  
Student Retention &  
Success Officer and  
SA Team Leader

**Connor Pithie –**  
Student President

**Laura McDonald –**  
Vice President,  
Arbroath Campus

**Chloe O'Hare – Vice**  
President, Gardyne  
Campus

**Adele Lawrence &  
Norma Payne –**  
Students' Association  
Assistants

# Student Elections 2025

Our recent elections demonstrated strong democratic engagement across all campuses:

363 votes cast through self directed campaigns

Enhanced visibility through strategic voting stations

Solid platform for ongoing student democracy

# Representation 2024/2025



252 CLASS  
REPRESENTATIVES



10 DEPARTMENT  
REPRESENTATIVES



4 CLASS REP  
MEETINGS

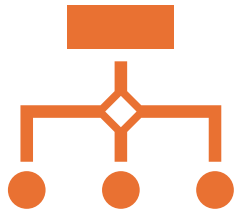


3 STUDENT  
CONGRESS  
MEETINGS



16 TRAINING  
SESSIONS  
DELIVERED

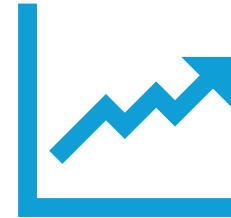
# Representation 2025/2026



Service Design Sessions to co-create new representation models



Focus on embedding accessibility and engagement



Develop new ways of increasing the student voice



More than 288 Breakfast sessions  
hosted by the DASA Team



High uptake in both Gardyne and  
Kingsway Campuses

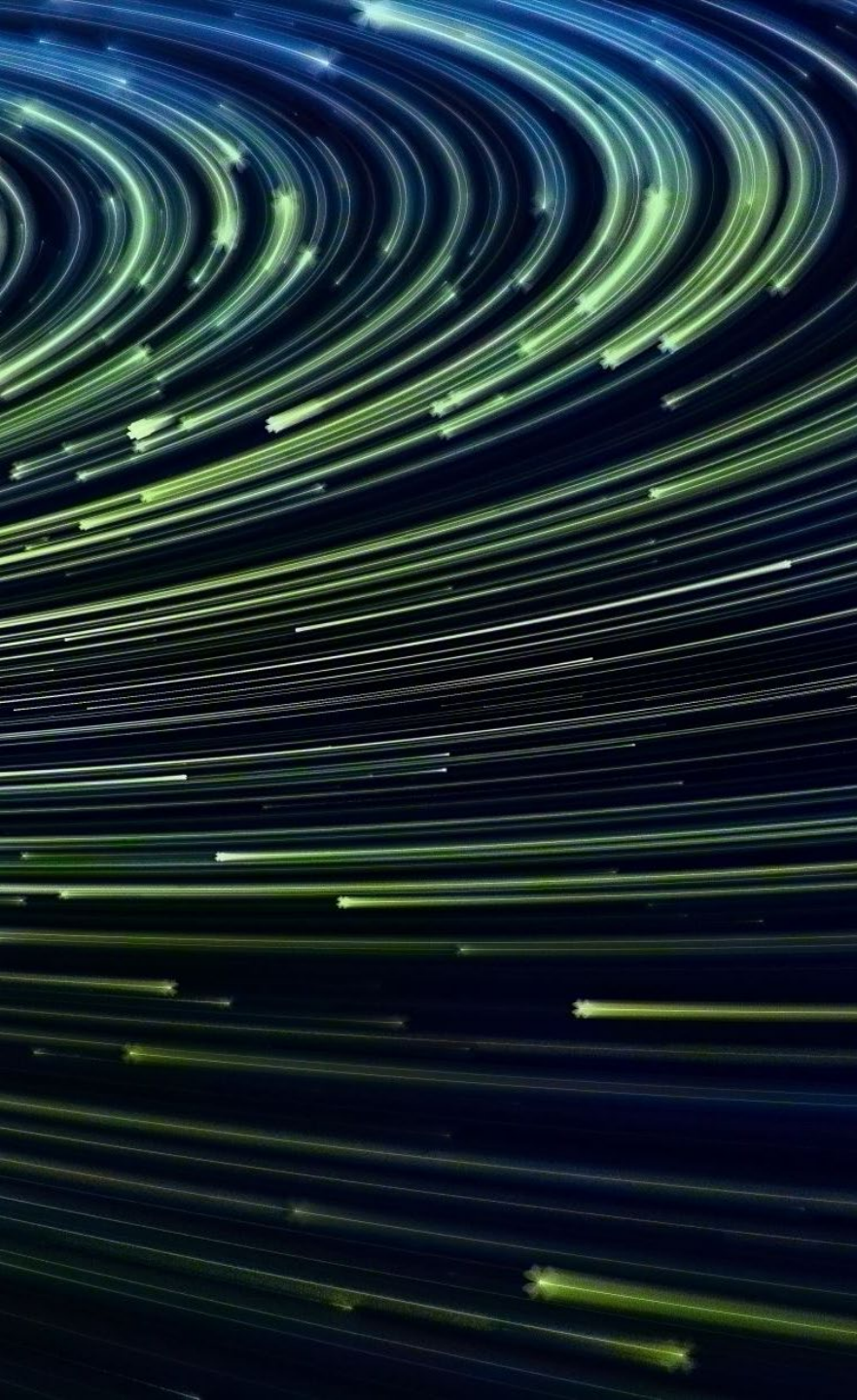


Lower uptake in Arbroath Campus

# Staff Awards

- 8 Award Categories
- Almost 200 students engaged in nominations and voting
- Strong recognition of staff contributions





# STEP Contributions

Contribution to All Staff Development Day  
February 2025

Attended 3 meetings across the year

Contributing to diversification of assessments  
and modernising the student experience

Future collaborations planned with  
Qualifications Scotland

Abertay AFP Scheme Mentorship Programme

# Team Development

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NUS SCOTLAND – COLLEGE  
LEAD AND CHANGE



SPARQS – THAT'S QUALITY



SCOTTISH FUNDING COUNCIL  
– STUDENT VOICE SESSIONS

# Summer Activities

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Beach Cleans

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Painting and Potting

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Capture the Campus

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Esports Sessions

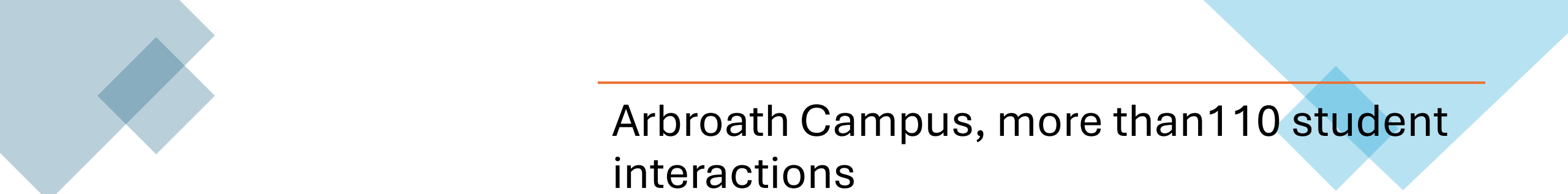
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Dungeons & Dragons Event

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Crochet Club





# Freshers 2025

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Arbroath Campus, more than 110 student interactions

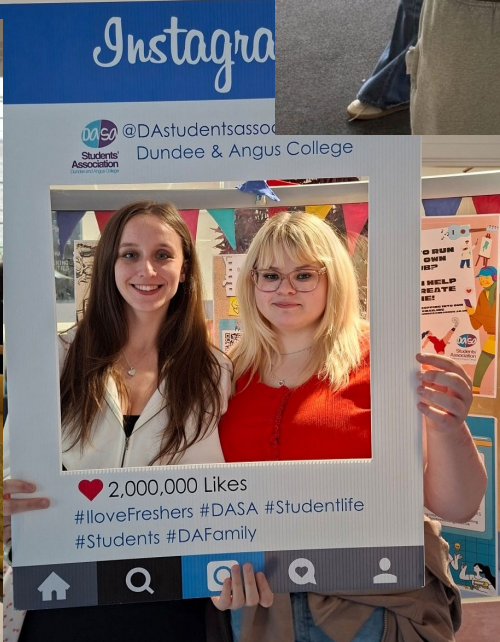
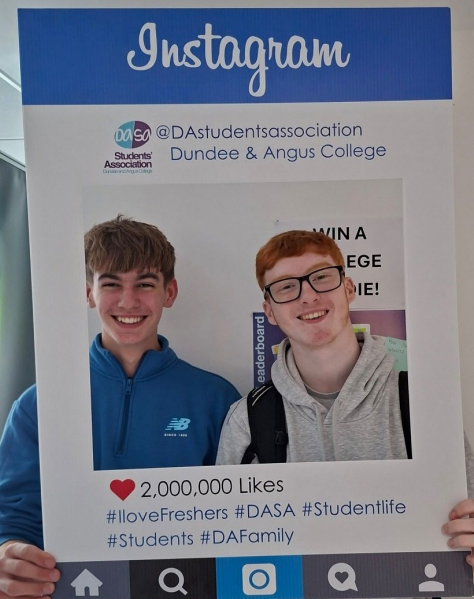
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Gardyne Campus, more than 130 student interactions

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Kingsway Campus, more than 210 student interactions





# Inductions 2025

More than 50 Sessions

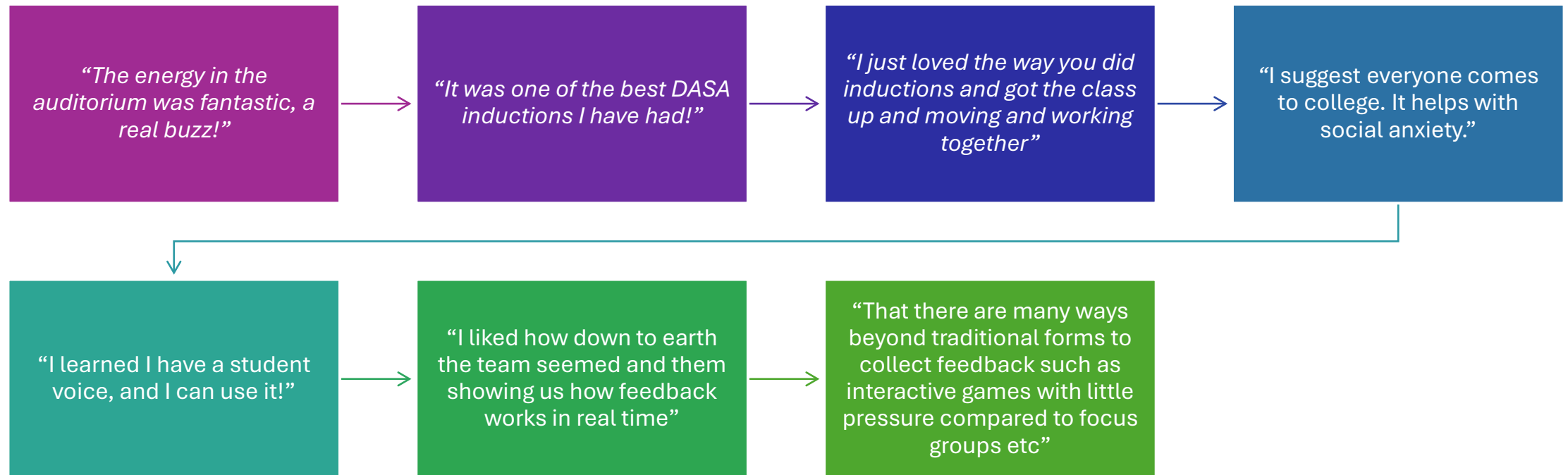
More than 60 classes

12 Departments

More than 1000 students (and counting!)

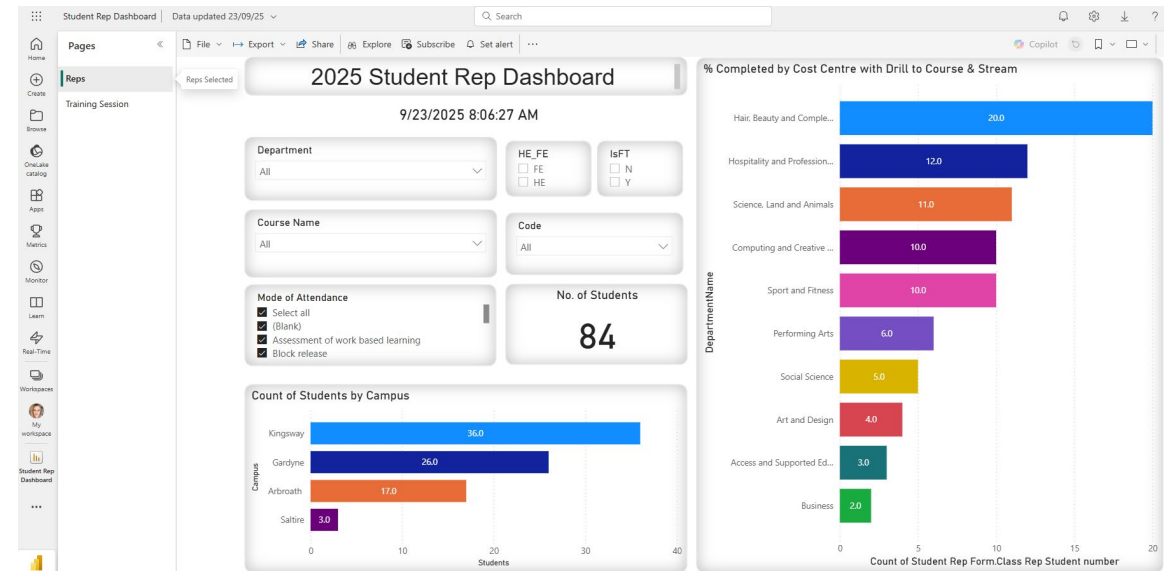
# Inductions Feedback

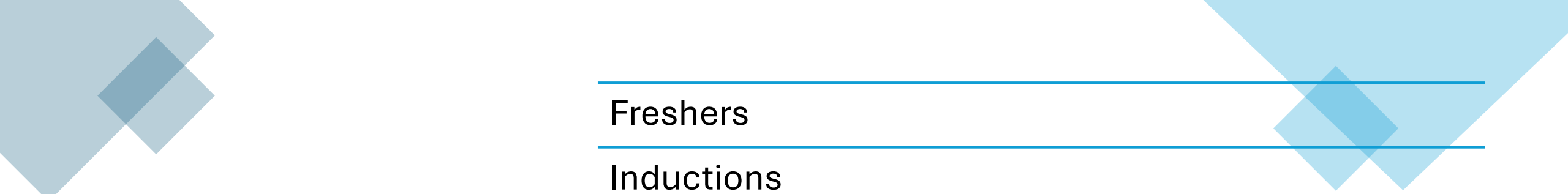
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# New Class Rep Dashboard

- Highlights number of reps per course
- Filter by department and campus
- Tracks engagement with rep system and Students' Association
- Highlights gaps in representation
- Supports targeted recruitment and stronger connections





# DASA Timeline: Core Business

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Freshers

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Inductions

---

Class Rep Registration

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Class Rep Training

---

Department Rep Elections & Training

---

Kingsway VP Elections

---

Pizza with the Principals

---

SLE Themed Questions

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Gamification

---

Student Led Staff Awards

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Student Elections 2026



A large orange circle on the left side of the slide, partially cut off by the edge.

# Strategic Priorities 2025/2026

Looking ahead, the SA is undertaking a review of its strategic development with the intention of developing a three-year strategic plan.

The immediate priorities are:

- Piloting a new way of working in student representation across the College
  - Fundraising for Thrive
  - Increasing engagement with students through innovation and communication
  - Strengthening the Feedback Loop
  - Capturing good news stories and case studies
- 
- A series of four blue curved line segments in the bottom right corner, arranged in a diagonal pattern from bottom-left to top-right.



# Thank You

Any Questions?

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**



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**PRINCIPLES REPORT**

**PAPER G**

**Tuesday 30<sup>th</sup> September 2025**

## **Principal's Report**

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### ***Paper G for information***

#### **1. Introduction**

The following paper summarises key projects and recent activities currently being progressed and have been aligned to the four core pillars of the new 2030 *Our College* strategy (*Our Students, Our People, Our Campuses, Our Impact*).

#### **2. Recommendation**

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

#### **3. Our Students**

- 3.1. Student Recruitment: As at 17 September 2025, full-time enrolments stand at 4,428, slightly ahead of the same point last year (4,316) and consistent with the previous two years. The FE intake remains strong at 3,131 (up from 3,031 last year), reflecting steady growth. However, HE continues to be a challenge, with enrolments at 1,297, down from 1,360 in 2023/24 and 1,406 in 2022/23. This ongoing decline in HE recruitment is of concern given its direct impact on tuition fee income and overall financial sustainability. Encouragingly, the number of students enrolled but not yet in attendance has fallen to just 22 (down from 71 last year), and pending enrolments are at 28 (compared with 63 last year), indicating stronger conversion and a more secure FE position.
- 3.2. HeyfaeD&A: 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.
- 3.3. Student Services Support: Over Summer, Student Services launched a new Pre-Entry Support campaign, targeting over 1500 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.

- 3.4. ESOL Graduation: End of term ceremonies were held at the Arbroath and Gardyne campuses celebrating over 250 ESOL learners from more than 25 countries. The events showcased resilience and community, with learners describing the programme as “a step toward a new life”. Many graduates will continue their learning journey with us or transition into further study and employment.
- 3.5. National Nursing Awards: Former Dundee and Angus College [SWAP Access to Nursing student](#) and recent graduate of the University of Dundee, has been named **Scotland’s Nursing Student of the Year**. Grant Cooper, a newly qualified community staff nurse received the award from the Royal College of Nursing (RCN) Scotland in recognition of the extraordinary resilience, compassion, and commitment he displayed throughout his studies.
- 3.6. VIP @ Oasis: Hospitality and Professional Cookery students supported **VIP service delivery at the Oasis concert** at Murrayfield, working in a high-pressure, live hospitality environment. The opportunity enabled students to apply their skills in a prestigious setting alongside industry professionals, showcasing the flexibility of D&A’s learning model where experiential learning takes place beyond the classroom. I was just disappointed that they didn’t need the Principal there to help!  

- 3.7. Esports League Success: On Saturday 6 & Sunday 7 September, our Esports Studios were buzzing as we [welcomed eRena Sports’ Scottish Esports League 6 Live Finals](#) to campus. Teams from across the UK made the trip to Dundee to battle it out at Rocket League, League of Legends and Counter Strike 2, with £1000 prizes for each winning team courtesy of eRena Sports. Behind-the-scenes our third-year esports students did an amazing job, playing crucial roles in the running of the event, stepping up as event managers, casters, observers, producers and event runners – which not only gave them the incredible opportunity to gain real-world training, but also industry credibility for their future careers in esports. The event, which was streamed online to around 4,000 viewers, was also the first of its kind, making it Scotland’s first UK-wide esports tournament.

## 4. Our People

- 4.1. Young Enterprise Scotland Mentor of the Year: Esther Doig from the Business team has been awarded the national Young Enterprise Scotland Business Mentor of the Year 2025 in the Company Programme Scottish Finals. Esther’s award recognises her outstanding mentorship of pupils at Grove Academy, supporting their Young Enterprise company ‘Inverse’.
- 4.2. Staff Awards 2025: The College community came together to recognise our staff through the annual Staff Awards event, celebrating individuals and teams who embody the College’s core values. Staff were nominated by peers, students and the Executive Team for their outstanding contribution, positive impact on learners, and dedication to creating a supportive and engaging environment. Staff were praised for supportive teaching, inclusive practice, and inspirational leadership. The event captured a strong sense of pride, was supported by live music and informal celebration, reflecting the community spirit of the college. All nominees and winners were warmly congratulated for their continued commitment to making the college an exceptional place to work and learn.
- 4.3. #JustOneHour: The #Just One Hour initiative launched in 2024 and is now a key feature of major staff events (such as the Staff Awards and All Staff days) and College promotion of staff wellbeing. During AY 2024/2025, over 550 staff have attended more than 40 individual college sessions, with 95.5% rating their

experience as 'excellent'. Wellbeing engagement has increased in almost all teams, especially for those that have not previously been involved. Sessions have been facilitated by staff from almost every part of the College, from animal therapy to bricklaying, chair ballet to sound baths, and mindfulness to yoga.

- 4.4. Service Design Academy: Following on from the service review and savings plan arrangements in May/June 2025 a group of staff from the College Service Design Academy have opted to establish themselves as an employee-owned private training organisation, Service Design Academy Limited. The College has supported this transition through a formal agreement transferring ownership of intellectual property, branding and other assets to SDA Ltd.

## **5. Our Campuses**

- 5.1. Summer Works: 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. The portfolio includes a mix of essential fabric repairs, refurbishments, classroom creation, lighting and heating upgrades and specialist teaching space improvements. A significant proportion of projects have now been completed, such as classroom upgrades at Arbroath, creation of new animation and e-sports studios at Gardyne, refurbishment of hair, beauty and student services spaces, and a range of flooring, lighting and external works across sites.
- 5.2. Update on RAAC at Kingsway: 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.
- 5.3. The Health & Safety Annual Report for August 2024-July 2025: There has been strong progress across core activities, including accident/incident investigation, fire and first aid management, occupational health referrals and training provision. A new digital departmental safety checklist was successfully implemented, improving efficiency and oversight, with three full review rounds undertaken. Fire evacuation drills were completed across all campuses, though further reinforcement of staff responsibilities is planned to improve compliance. First aid provision has been maintained with 60 qualified staff, despite some challenges around rota cover. Across the year, 308 events were recorded (127 accidents, 137 incidents and 44 near misses), with two RIDDOR reportable accidents involving students but no further HSE enquiries. A "See it, Hear it, Say it" near-miss reporting campaign was launched on Semester 1, 2025/26 to further strengthen reporting culture. The year also saw significant training delivered to cleaning/caretaking staff and managers, alongside reviews of health surveillance and lone working guidance, ensuring continued compliance and improvement in health, safety and wellbeing standards.

## **6. Our Impact**

- 6.1. Student Outcomes 2023-24: The 2023-24 national performance indicators were published by Scottish Funding Council in July 2025. D&A College continues to show improved student outcomes, exceeding Scottish average attainment rates in Full-time Further Education and Full-time and Part-time Higher Education courses. Particularly strong performance was noted in Full-time Higher Education courses

which exceed the Scottish average attainment by 7.5 percentage points and is the highest achievement rate in Scotland.

- 6.2. CDN Awards Shortlist: We're [delighted to announce we've been shortlisted](#) for two awards at this year's College Development Network College Awards. In the Changemakers Award category, our Animal Care team has been recognised for their creativity, innovation, and commitment to inclusion. Through transformative teaching methods, a nurturing learning environment and a collaborative, cross-college approach, they've built strong partnerships that inspire learners and boost their confidence - empowering them to leave college with more than just qualifications. In the Skills Development Award category, our Sport and Fitness department has been shortlisted for their Sports Performance Lab @D&A project. This collaborative initiative brings together HNC Sports Coaching students, Level 6 learners and local primary school pupils in a dynamic, shared learning environment. The impact has been amazing - with improved attendance, stronger collaboration, a rise in progression applications and clear development in leadership, teamwork and emotional intelligence.
- 6.3. 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 such as plumbers, joiners, plasterers, bricklayers and 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 31st March 2026.

## 7. Link to Strategic Risk Register

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

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

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

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**



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**NATIONAL BARGAINING UPDATE**

**PAPER H**

# BOARD OF MANAGEMENT

**Tuesday 30 September 2025**

## **National Bargaining Update**

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### ***Paper for information***

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

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

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

#### **2. Academic Staff Negotiations**

Since the previous update there have been ongoing national discussions between the Colleges Employers Association and EIS-FELA. These discussions have focused on the outcomes of the 'lessons learned' exercise undertaken through the Scottish government. This includes work on culture/behaviours and discussion around possible updating to the national recognition and procedure agreement and related ways of working.

#### **3. Support Staff Negotiations**

Since the previous update there have been further ongoing national discussions between the College Employers Association and the support unions (Unison, GMB and Unite) in respect of a range of long-standing work. This includes the national job evaluation project, with a revised project plan now in place to get the project back on track and progress outcomes. This project plan remains very tight and discussions / arrangements around the preparation required to inform and support the exercise are being advanced. Discussions are also taking place with SFC for funding to support the project and the additional costs / resources required to facilitate the job evaluation exercise at individual college level.

The key steps being developed at this stage are:

- Mapping of job history and roles back to 2018
- review job titles for duplication
- ensure Job Descriptions are accurate and up to date
- confirm the numbers of roles to be evaluated.

This pre-work will support identification of the scale of the national project and inform the funding ask to SFC to allow implementation to progress.

From a D&A perspective, it is likely that the c.150 roles identified for national job evaluation in 2018 will now be closer to 500 as new roles have been created and existing roles have changed and developed over the intervening period.

A joint update was agreed with Janet Stewart, Support Staff Secretary which has been added to the [NJNC – Job Evaluation – Latest News](#) page.

Support Staff salary negotiations for 2025/2026 have progressed well, with discussions now focusing around the ask of SFC and the Scottish Government to fund a proportion of a proposed 3 year settlement in line with the funding arrangements enacted in 2024 for academic staff.

## **4. Other National Updates**

### **4.1 Support Staff NRPA**

Following the resignation of Unison and Unite from the national recognition agreement (NRPA), discussions have continued around the creation of a revised support staff agreement with both unions. Discussions are progressing positively and it is anticipated that a revised support NRPA will be agreed with both unions in due course.

Technical arrangements in respect of this, and the national position in respect of GMB and EIS/FELA may require the College Board to formally exit from the current NRPA and adopt the new arrangements. If / when this arises the Board will be briefed on the requirements, potential risks and steps to be undertaken.

### **4.2 Support Staff National Facilities Time**

Following a review of negotiation arrangements and national facilities time a revised proposal has been accepted at national level. This will see a significant reduction in the time allocated for support staff national representatives to 780 hours (468 hours for UNISON, 156 hours each for Unite and GMB). These arrangements take effect from 1 September 2025.

### **4.3 Support Staff National Representation**

As part of the above noted arrangements for facilities time to support national bargaining arrangements, two D&A staff (Richard Gordon and Hazel Coutts) have opted to support national arrangements. This time input is reimbursed to the College through the facilities time agreement and arrangements in place.

## **5. GMB representation**

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

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

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

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

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

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

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

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**

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**FINANCE ITEMS**

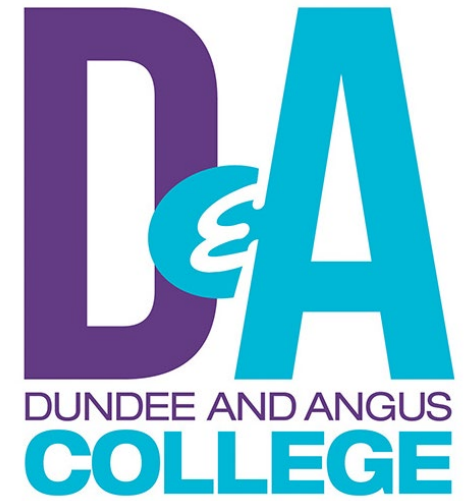
**12.1- FINANCIAL SUSTAINABILITY & SAVINGS  
PLANNING**

**PAPER I**

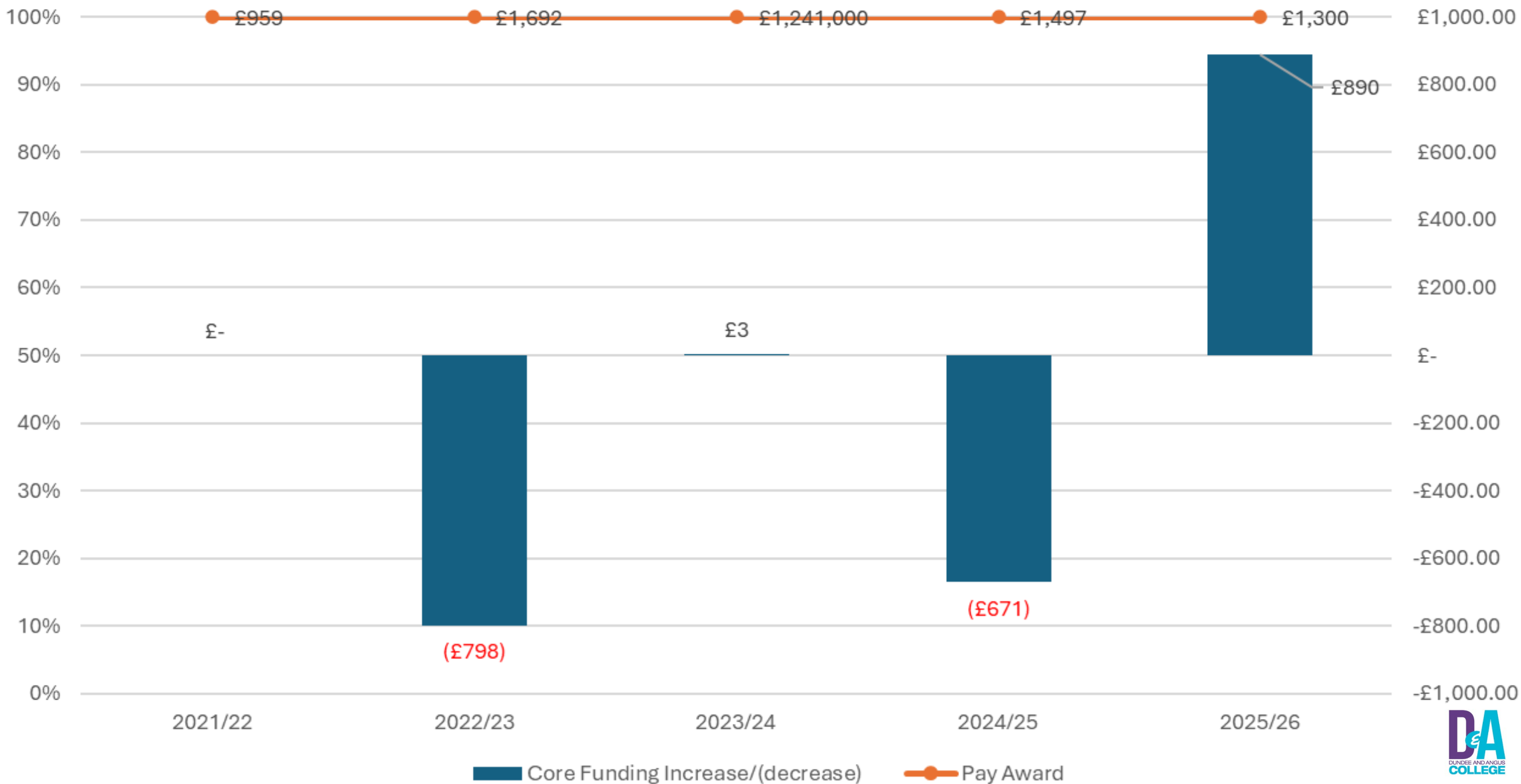
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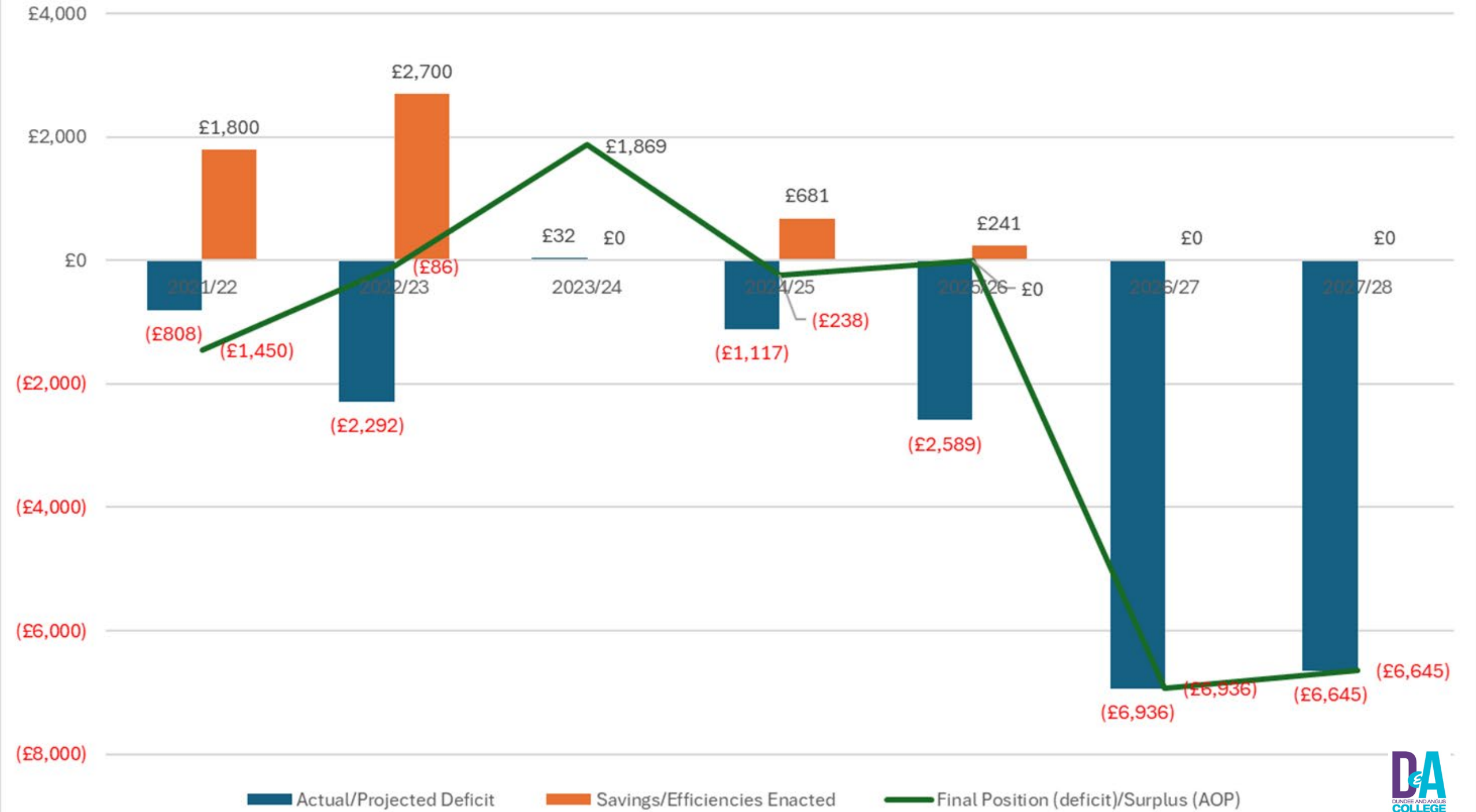


Teaching Grant vs Staff Costs

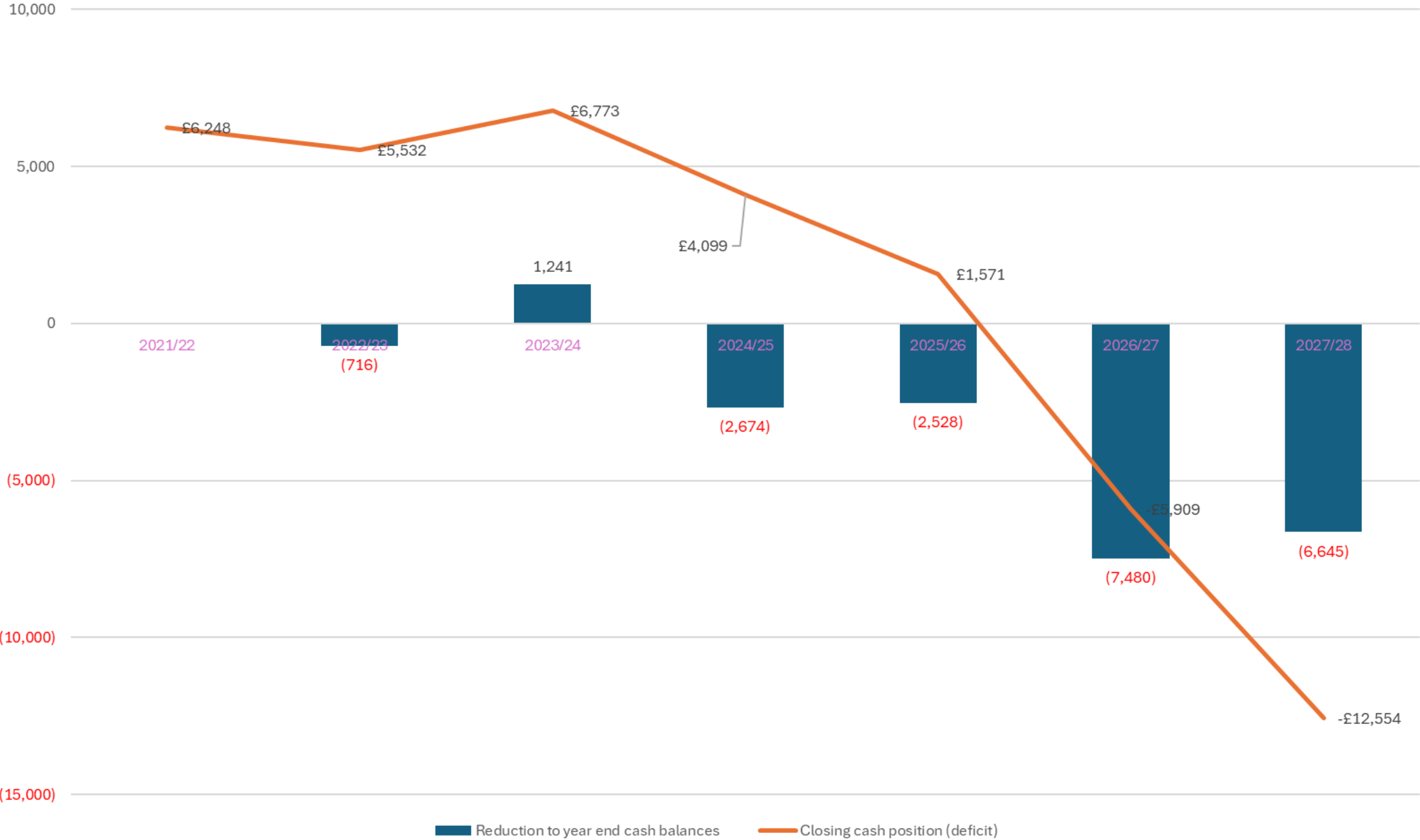


## Core Funds Increase vs Pay Award

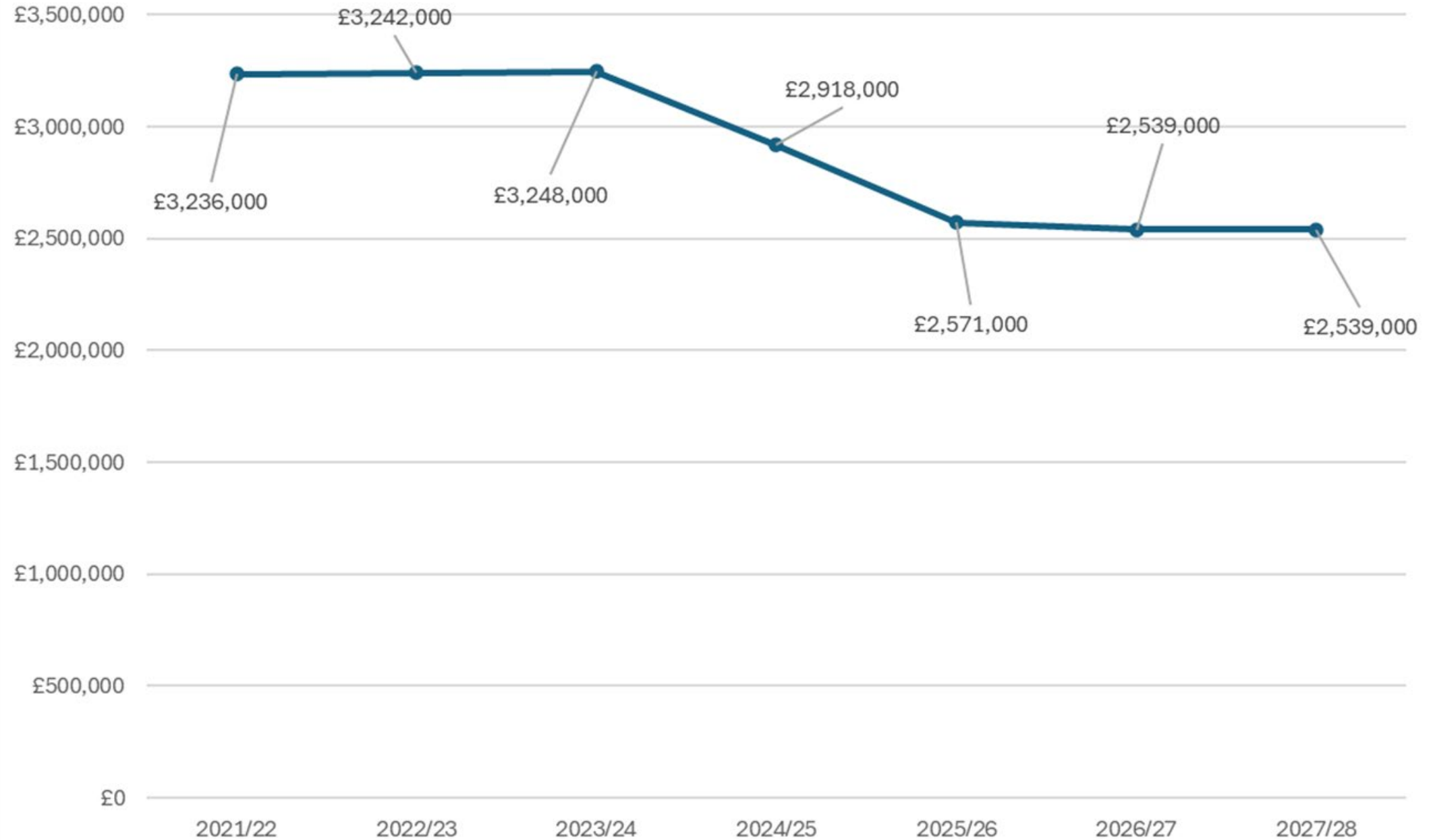




Cash Position



## Tuition Fees



| Number of Colleges with Positive Closing Cash |           |
|-----------------------------------------------|-----------|
| <b>Total Colleges</b>                         | <b>22</b> |
| <b>2025/26</b>                                | 19        |
| <b>2026/27</b>                                | 11        |
| <b>2027/28</b>                                | 8         |

| Annual Cash Reduction £'m |                |
|---------------------------|----------------|
| <b>2025/26</b>            | (19.5)         |
| <b>2026/27</b>            | (37.9)         |
| <b>2027/28</b>            | (50.2)         |
| <b>Total</b>              | <b>(107.6)</b> |

| Campus Closures 2025/26 to 2027/28 |          |
|------------------------------------|----------|
| <b>Planned</b>                     | 3        |
| <b>Unplanned/unpalatable</b>       | 6        |
| <b>Total</b>                       | <b>9</b> |

| Number of Colleges Breakeven or Better |           |
|----------------------------------------|-----------|
| <b>Total Colleges</b>                  | <b>22</b> |
| <b>2025/26</b>                         | 3         |
| <b>2026/27</b>                         | 2         |
| <b>2027/28</b>                         | 2         |

| Colleges Breakeven or Better, FE Sector - Scotland |         |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Total<br>Deficit £'m |
|----------------------------------------------------|---------|-----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|----------------------|
| AOR<br>(Deficit)/<br>Surplus                       | 2025-26 | £'m |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | (19.5)               |
|                                                    | 2026-27 | £'m |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | (35.6)               |
|                                                    | 2027-28 | £'m |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | (48.1)               |
|                                                    | Total   | £'m |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | (103.2)              |

# SFC Discussion



DIRECTION OF  
TRAVEL? REFORM?



CREDIT TARGET?



VS SUPPORT?



NI / PENSION /  
CDEL/RDEL?

DAC to look at utilising Curriculum Transformation Fund Model for short to medium term planning.

SFC supportive regarding cashflow earlier drawdown in 2025/26 if needed

SFC positive around finding a solution to CDEL/RDEL, but clear responsibility is now with Scottish Govt

SFC indicated we are first on the list re infrastructure

Need adjustment to minimum credit threshold - 2% needs increased. Not possible for 2025/26

SFC suggested three stages: 1. Stabilisation stage 2. Reform stage - 3. Innovation stage

SFC want to use D&A infrastructure project as a model for reform.

SFC to send thoughts to SH re conversation with Daniel today and any further points after meeting on Wednesday.

SFC to diary three-way focus session on next steps with Christian, SG and SFC.

NA and ST to take forward cashflow.

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**

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**FINANCE ITEMS**

**12.2- 2025/26 DRAFT BUDGET**

**PAPER J**

# **BOARD OF MANAGEMENT**

## **Tuesday 30 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.) Board members are asked to approve the 2025/26 budget (Appendix A) and note 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<br>£000 | 2026/27<br>£000 | 2027/28<br>£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<br>£000 | 2025/26<br>£000 | 2026/27<br>£000 | 2027/28<br>£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

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

|                                                             | <b>Outturn<br/>2024/25<br/>£000</b> | <b>Draft<br/>2025/26<br/>£000</b> | <b>Indicative<br/>2026/27<br/>£000</b> | <b>Indicative<br/>2027/28<br/>£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>                           |

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**

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**FINANCE ITEMS**

**12.3 – FINANCIAL FORECAST RETURN (FFR)**

**PAPER K**

# BOARD OF MANAGEMENT

## Tuesday 30 September 2025



### 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<br>2024/25<br>£000 | Forecast<br>2025/26<br>£000 | Forecast<br>2026/27<br>£000 | Forecast<br>2027/28<br>£000 |
|--------------------------------------------------------------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Opening cash                                                                               | 6,777                       | 4,753                       | (1,031)                     | (11,766)                    |
| Net cash flow/(outflow)<br>including changes in<br>working capital and<br>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<br/>(increase)/reduction</b> | <b>2025/26<br/>£m</b> | <b>2026/27<br/>£m</b> | <b>2027/28<br/>£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   | Dundee and Angus College                                                             |
| Contact   | Nicky Anderson                                                                       |
| Telephone | 07777 800907                                                                         |
| Email:    | <a href="mailto:n.anderson@dundeeandangus.ac.uk">n.anderson@dundeeandangus.ac.uk</a> |

|                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <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. |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                |                                                               |
|----------------|---------------------------------------------------------------|
| <b>Signed:</b> | <div>Simon Hewitt<br/>Principal/Chief Executive Officer</div> |
| <b>Date:</b>   | 01-Jul-25                                                     |

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<br>2024-25<br>FTE | Forecast<br>2025-26<br>FTE | Forecast<br>2026-27<br>FTE | Forecast<br>2027-28<br>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> |
|---|---------------------------------------------------------------|

|     |   |   |   |
|-----|---|---|---|
| 700 | 0 | 0 | 0 |
|-----|---|---|---|

De and Angus College

| ALTERNATIVE FUNDING SCENARIO                                        | Actual<br>2023-24<br>£000 | Forecast<br>2024-25<br>£000 | Forecast<br>2025-26<br>£000 | Forecast<br>2026-27<br>£000 | Forecast<br>2027-28<br>£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<br>2023-24 | Forecast<br>2024-25 | Forecast<br>2025-26 | Forecast<br>2026-27 | Forecast<br>2027-28 | 2023-24 -<br>2024-25 | 2024-25-<br>2025-26 | 2025-26 -<br>2026-27 | 2026-27 -<br>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<br>2023-24 | Forecast<br>2024-25 | Forecast<br>2025-26 | 2023-24 -<br>2024-25 | 2024-25-<br>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<br>2023-24 | Forecast<br>2024-25 | Forecast<br>2025-26 | 2023-24 -<br>2024-25 | 2024-25-<br>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<br>2023-24<br>£000 | Forecast<br>2024-25<br>£000 | Forecast<br>2025-26<br>£000 | Forecast<br>2026-27<br>£000 | Forecast<br>2027-28<br>£000 | 2023-24 -<br>2024-25<br>% | 2024-25-<br>2025-26<br>% | 2025-26 -<br>2026-27<br>% | 2026-27 -<br>2027-28<br>% | 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<br>2023-24 | Forecast<br>2024-25 | Forecast<br>2025-26 | Forecast<br>2026-27 | Forecast<br>2027-28 | 2023-24 -<br>2024-25 | 2024-25 -<br>2025-26 | 2025-26 -<br>2026-27 | 2026-27 -<br>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<br>2023-24 | Forecast<br>2024-25 | Forecast<br>2025-26 | Forecast<br>2026-27 | Forecast<br>2027-28 | 2023-24 -<br>2024-25 | 2024-25-<br>2025-26 | 2025-26 -<br>2026-27 | 2026-27 -<br>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<br>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>          |                      |                     |                      |                      |

## ADDITIONAL INFORMATION

|                                                                           |            |              |                |                 |                 |  |         |         |        |       |
|---------------------------------------------------------------------------|------------|--------------|----------------|-----------------|-----------------|--|---------|---------|--------|-------|
| 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<br>2023-24<br>£000 | Forecast<br>2024-25<br>£000 | Forecast<br>2025-26<br>£000 | Forecast<br>2026-27<br>£000 | Forecast<br>2027-28<br>£000 | 2023-24 -<br>2024-25<br>% | 2024-25 -<br>2025-26<br>% | 2025-26 -<br>2026-27<br>% | 2026-27 -<br>2027-28<br>% | 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

| Actual<br>2023-24<br>£000 | Forecast<br>2024-25<br>£000 | Forecast<br>2025-26<br>£000 | Forecast<br>2026-27<br>£000 | Forecast<br>2027-28<br>£000 | 2023-24 -<br>2024-25<br>% | 2024-25-<br>2025-26<br>% | 2025-26 -<br>2026-27<br>% | 2026-27 -<br>2027-28<br>% |
|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---------------------------|--------------------------|---------------------------|---------------------------|
| 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%                    |

#### 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

|     |   |   |   |   |         |  |  |  |
|-----|---|---|---|---|---------|--|--|--|
| 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 |
|---|---|---|---|---|

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<br>2023-24<br>£000 | Forecast<br>2024-25<br>£000 | Forecast<br>2025-26<br>£000 | Forecast<br>2026-27<br>£000 | Forecast<br>2027-28<br>£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<br>2023-24<br>£000 | Forecast<br>2024-25<br>£000 | Forecast<br>2025-26<br>£000 | Forecast<br>2026-27<br>£000 | Forecast<br>2027-28<br>£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  |

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**



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**FINANCE ITEMS**

**12.4- FINANCE & INFRASTRUCTURE  
COMMITTEE END OF YEAR FORECAST  
(FOR INFORMATION ONLY)**

**PAPER L**

# 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<br>£000 | Increase<br>£000 | Total<br>£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<br>£000 | Decrease<br>£000 | Total<br>£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<br>£000 | Actual costs and income<br>£000 | (Underspend) /Overspend<br>£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<br>Outturn<br>£000 | Risk<br>assessment<br>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.<br>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.<br>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.<br>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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**

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**GOVERNANCE ITEMS**

**13.1 – MEMBERSHIP UPDATE**

**PAPER M**

# BOARD OF MANAGEMENT

## Tuesday 30 September 2025

### Membership Update

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#### *Paper for approval*

#### **1. Introduction**

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

#### **2 Board of Management Membership**

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

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

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

#### **3 Board Resignation**

Following a long period of absence due to health reasons, Jackie Buchanan has confirmed her decision to step down from the Board with effect from end of August 2025. Approval is sought to recruit to the vacancy left by this resignation following review of the necessary skills mix by the Nominations Committee.

#### **4 Support Staff Board Member**

Following his appointment to a full-time teaching post in August 2025 Matthew Beattie was required to step down as a Support Staff member of the board. Arrangements have progressed to fill this vacancy with two staff nominations received and voting continuing until 26 September 2025. An update on the outcome of the election will be provided at the meeting.

#### **Students' Association Nominees**

As confirmed in June 2025, Students' Association President, Connor Pithie, will join the Board as Student member. Adele Lawrence will continue as the second Student member.

## **5 Approvals**

Summarising the above, approval is sought for the following.

- Delegation of recruitment to the current board vacancy to the Nominations Committee.
- Endorsement of the appointment of Adele Lawrence as DASA nominated Student Board Member.

## **6 Link to Strategic Risk Register**

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

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

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

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

\* Eligible for reappointment

# Senior Independent Member

| <b>Name</b>                                      | <b>Appointment</b> | <b>Member Until</b> | <b>Profession/Specialism</b>                                      |
|--------------------------------------------------|--------------------|---------------------|-------------------------------------------------------------------|
| <b>Donna Fordyce</b><br>(Co-opted F&I member)    | August 2025        | 31/12/2026          | Economic Development/ Enterprise,<br>Fisheries, Retail Management |
| <b>Sally Middleton</b><br>(Co-opted LT&Q member) | August 2025        | 31/12/2026          | Academic Management, Learning &<br>Teaching, Articulation         |
| <b>Derek Stewart</b><br>(Co-opted F&I member)    | August 2025        | 31/12/2026          | Academic Management,<br>Infrastructure & Funding                  |

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**



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**GOVERNANCE ITEMS**

**13.2 – FINANCIAL GOVERNANCE REFLECTION      PAPER N**

# BOARD OF MANAGEMENT

Tuesday 30 September 2025



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

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### 1. Background

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

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

The information within the initial paper was discussed with both the Finance and Infrastructure and the Audit and Risk Committees in May/June 2025. Since then the self-evaluation document has been updated to reflect changes in practice and the reflection has been supplemented by an assessment against the lessons learned checklist outlined within the [independent investigation report undertaken by Professor Pamela Gillies](#).

### 2. Approach Adopted

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

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

Where there are other elements that would be useful to consider as a result of this work, (whether or not they occurred in exactly the way reported as part of the University of Dundee situation) they will be included in this ongoing exercise. This will include any further formal recommendations.

This evaluation and associated action plan will be regularly reviewed by the Senior Leadership Team and reported to the Finance and Infrastructure / Audit and Risk Committees.

### 3. Self-Evaluation

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

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

Planned actions arising from the evaluation as identified in May 2025 (Appendix A) are noted **in purple** within the sections. Further developments and progress as at September 2025 are noted **in bold** and will continue to be updated as required.

Actions arising from the review of the lessons learned checklist are outlined in Appendix B.

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

### 4. Link to Strategic Risk Register

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

- 1.3 Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on:
  - Ability of the College to meet key regional strategies/objectives
  - Financial loss or unmanageable financial risk
  - Reputational loss
- 2.2 Failure to achieve institutional sustainability
- 2.6 Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services
- 3.7 Industrial Relations Problems (including industrial action)

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

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

## Education, Children and Young People Committee 19 March 2025 - University Financial Issues - Learning/considerations for D&amp;A

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

| External Challenges for Dundee University:             | Questions/comments/thoughts                                            | Risks/questions/considerations for Dundee and Angus College?                                                                                                                                                                              | D&A Reflection / Action                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                        | how do we keep appropriate level of scrutiny at SLT and Board levels?  |                                                                                                                                                                                                                                           | discussion on reasons for variances and remedial action as required.<br><br>Improvements in budget setting process and regularity / clarity of monitoring are being progressed.                                                                                                                                                                                                                                                                                  |
| Poor investment decisions, including digital decisions | Business cases? What was their mechanism for decisions and monitoring? | What are our mechanisms for investment/business cases/decision records?                                                                                                                                                                   | Major investment decisions are considered at SLT and approval by Committee or Board above clear minimal thresholds.<br><br>All infrastructure projects above defined thresholds are subject to post project evaluation.<br><br>Infrastructure project management arrangements in place with clear escalation of issues / changes to full SLT.<br><br>Board governance arrangements have been confirmed and enacted to support major infrastructure developments. |
| Weak compliance in financial control                   |                                                                        |                                                                                                                                                                                                                                           | Improvements in budget setting process and regularity / clarity of monitoring have been progressed, including monthly budget meetings between finance staff and key budget holders.<br><br>Improvements in financial control and segregation of duties have been made as they were identified.                                                                                                                                                                   |
| Lack of accountability                                 | Role for SLT and Board?                                                | Do SLT all understand the decisions made and rationale for those decisions?<br>Do SLT all own the decisions?<br>Do SLT communicate the decisions and rationale for decisions consistently?<br>Do we have a culture of positive challenge? | Budget holders and support staff know their responsibilities around budget management. Cultural change to fully own it.<br><br>Clear rationale for budgets & understanding of budget assumptions and judgements so that variances can be explained and understood.                                                                                                                                                                                               |

| External Challenges for Dundee University:                                                                                                                                                 | Questions/comments/thoughts                                                  | Risks/questions/considerations for Dundee and Angus College?                                     | D&A Reflection / Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                            |                                                                              |                                                                                                  | <p>Decision rationale and decision log for key SLT decisions is completed at each fortnightly in person SLT meeting.</p> <p>Monthly budget meetings between finance staff and key budget holders in place. Budget Holders are now responsible for projection of income/expenditure. Finance provide support, advice and challenge to ensure projections are as accurate as possible.</p> <p>Improvement in communications of Committee/Board decisions and rationale has been enacted within SLT meetings to ensure full SLT awareness.</p>                                                                  |
| Inadequate oversight at Executive and Court levels of financial position, not least in ensuring strategic ambitions were underpinned by financial rigour.                                  | Were Finance Committee and Audit Committee robust enough in their questions? | Do Committee and Board and SLT get the financial and operational information they want and need? | <p>Budget planning and monitoring arrangements in place with discussion on variances and remedial action as required.</p> <p>Budget monitoring presented for discussion on monthly basis at SLT and quarterly at each Finance and Infrastructure Committee and Board meeting.</p> <p>Further discussion / updating on the key financial info SLT want and need is in the finance improvement plan &amp; on SLT agenda.</p> <p>Cipfa Finance for non-financial managers training has been scheduled for SLT. We will follow up this training to support translation to our own College finance landscape.</p> |
| Did not address longstanding challenge of structural deficit caused by an imbalance in the university being very research intensive & being cross subsidised by international student fees | What do their Financial Strategy and Action Plans say?                       | How do we ensure good decision making at all levels about our focus and core business?           | <p>3-to-5-year budgeting and Financial Strategy are part of our budget setting process.</p> <p>D&amp;A history of longer-term financial planning and sustainability.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                     |

| External Challenges for Dundee University:                                                                                                                                                                                                                                                                                        | Questions/comments/thoughts                                                                                                                                                                | Risks/questions/considerations for Dundee and Angus College?                                                                                                                                              | D&A Reflection / Action                                                                                                                                                                                                            |
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|                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                            |                                                                                                                                                                                                           | A further update of the long-term financial strategy will be completed for December 2025.                                                                                                                                          |
| Lack of discipline on following through on savings decisions                                                                                                                                                                                                                                                                      | Monitoring and reporting on savings/efficiencies progress                                                                                                                                  | How do we monitor efficiencies progress? SLT<br>How long range should our planning be? Can we find a way to balance speed with planning if we needed to?                                                  | All savings plans have named SLT lead with feedback on process and outcomes to SLT, Board and wider College.<br><br><b>Efficiencies progress and financial implications are clear and included in budget monitoring reporting.</b> |
| Was not appropriate oversight or challenge at Executive and Court level – Executive and Court “can only make decisions on the basis of the information you are given” and “dealt with the info they had”.<br>“We were asking questions and told it was fine, and we had a high degree of confidence we could balance the budget”. | Scrutiny and challenge – robust?                                                                                                                                                           | Do we have the culture where we can challenge, trust, respect and be assured of what we need? Would all the people that need to be able to do this feel comfortable and able to challenge and scrutinise? | <b>Financial training for (SLT) non-financial managers has been scheduled.</b><br><br>Training on other key SLT remits for non-specialists is to be further discussed.                                                             |
| Gaps in competence at leadership level                                                                                                                                                                                                                                                                                            | Whether the investigation reveals deliberate attempts to hide issues or not, the question still needs to be asked of any SLT / Exec / Board as this is effective leadership and governance |                                                                                                                                                                                                           | <b>Financial training for (SLT) non-financial managers has been scheduled.</b><br><br>Training on other key SLT remits for non-specialists is to be further discussed.                                                             |
| Top post graduate student numbers dropped by two thirds over 2 years – Had a serious impact on international student numbers                                                                                                                                                                                                      | Were they monitoring year on year trends? Were they building this into governance, risk management and decision making?                                                                    | Are there any other data sets we should analyse?                                                                                                                                                          | Key student application and recruitment data provided to and discussed at SLT alongside remedial steps being taken to deliver on targets.                                                                                          |

| External Challenges for Dundee University:                                                                                                                                                       | Questions/comments/thoughts                                                                                                                                                      | Risks/questions/considerations for Dundee and Angus College?                                                                    | D&A Reflection / Action                                                                                                                                                                                                                                                                                                                                                                                              |
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|                                                                                                                                                                                                  | Were operational trends linked to financial reporting?                                                                                                                           |                                                                                                                                 | Information provided and highlighted to LT&Q Committee and Board. Activity issued highlighted as key risk area to A&R where required.<br><br><b>All SLT members are aware of the need to be tuned into the wider impacts of changes in student (and other) activity.</b><br><br><b>Links in year between operational and financial monitoring are noted.</b>                                                         |
| Planned for 25% reduction in international student income but Dundee Uni actual closer to 50%                                                                                                    | How was this monitored and reported?<br>Timeline on taking action seems to be a real issue – is this down to playing down / fear of speaking out?                                |                                                                                                                                 | As above.<br><br><b>We have documented our budget setting assumptions so that SLT understands them and review the reasons for in-year variances in budget monitoring reports</b>                                                                                                                                                                                                                                     |
| Budget predicated on a large amount of savings being delivered that were then not delivered.<br>Member – “we were not kept in the loop as to whether they (savings) were going to be delivered”. | Savings/efficiencies operational performance linked to financial monitoring?<br><br>We have a strong track record of following through on considered and consulted savings plans |                                                                                                                                 | Strict monitoring of savings/efficiencies assumptions in budget.<br><br><b>All savings plans have named SLT lead with feedback on process and outcomes to SLT, Board and wider College.</b>                                                                                                                                                                                                                          |
| July 23 cash balance £74m; July 24 cash balance reduced by £30m                                                                                                                                  | Not watching cash balance / trends                                                                                                                                               | A number of people must have been able to see this rapid change – why did no one raise it, or no one listen / pass concerns on? | Cashflow data and forecasts included in budget monitoring reports with discussion on variances and remedial action as required.<br><br>Budget monitoring reports shared for discussion on monthly basis at SLT and each Finance and Infrastructure and Board meeting<br><br><b>Further discussion / updating on the key financial info SLT want and need is in the finance improvement plan &amp; on SLT agenda.</b> |

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

| Governance/Scrutiny                                                                                                                                                                                                                                                                                     | Questions/comments/thoughts                                                                                                                                                                                                                                    | Risks/questions/considerations for Dundee and Angus College?                                                                                                                                                                                                                                                                                                                                                                                                                                                   | D&A Reflection / Action                                                                                                                                                                                                                                                                                        |
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| It was public information in 2023 that Nigerian currency dropped by 70% - why were these questions not asked?<br>“You are not employed just to listen to the Finance Director, you have wider experience”<br>“We were always assured there were compensatory savings which were going to finance this.” | Suggests lack of horizon scanning<br><br>- Though it was noted the finance committee did know the Nira value had plummeted but there was a false belief other actions (i.e. savings) would compensate – it was discussed but was the focus / discussion right? |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Horizon scanning – built into & inform operational, financial and risk monitoring.<br><br><b>Data and assumptions underpinning key operational and financial plans is clearly documented and regularly reviewed</b>                                                                                            |
| VPs would regularly attend Court, and that practice stopped in October 2023 when court received input from a limited set of people – (Principal, Depute Principal, Dir of Finance and Dir of HR - VP International Students did not attend.                                                             | Committee questioned if deliberate attempt to minimise scrutiny<br><br>Professor O'Neill noted he was the only one still left from this group, but the Director of HR was there throughout.                                                                    | Need right people in the right meetings focusing on the right things – we speak about opening up SLT but rarely do in practice. Something to consider for themed discussions and other topics. Senior leaders did not know why the decision was made to lock down Court attendance to fewer people. - Are we sure we all understand decisions and the rationale for them and feel safe to constructively challenge.<br><br>Governance - Do we all know/understand what decisions should be made by whom/where? | Board Committee structure includes key SLT members in all Committees. Attendance of other key staff at Board where there are reports to be considered.<br><br><b>Board are aware of, and practice constructive challenge, with this reviewed externally every 3 – 5 years and subject to Board evaluation.</b> |

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

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

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

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

**Gillies Report Lessons Learned Checklist – Learning & Considerations for D&A**

| Gillies Report Lesson:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | D&A Reflection                                                                                                                                                                                                                                                                                                                                                                                | D&A Action                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| <p>1. The UEG, or equivalent, should actively consider and challenge the management accounts of the institution from a position of understanding of the totality of operations. There needs to be:</p> <ul style="list-style-type: none"> <li>a. An integrated income &amp; expenditure, cashflow and balance sheet.</li> <li>b. Transparent cash reporting and cash management i.e. budgeted and allocated cash, unallocated operational cash.</li> <li>c. Control and reporting of capital projects in a way that is not separate to or segregated from the whole university financial reporting; and</li> <li>d. Transparent treasury management (especially if RCFs or loan finance is being used or is available);</li> </ul> | <p>The Senior Leadership Team receives monthly budget monitoring reports and discusses these at in-person meetings in conjunction with strategic and operational management reports and priorities.</p> <p>Budget Monitoring Reports cover points a, b, c from the recommendation.</p> <p>As the College is not allowed to borrow and does not receive RCF income point d does not apply.</p> | <p><b>SLT development scheduled to improve financial awareness for non-financial members.</b></p> |
| <p>2. Active and critical appraisal and challenge of the Risk Register;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>Detailed Strategic Risk Register is in place and discussed at every Audit &amp; Risk Committee meeting and twice a year with the full Board. Quarterly Budget Monitoring Report for the Board includes a detailed financial risk register.</p>                                                                                                                                             | <p><b>Continue current practice / approaches</b></p>                                              |
| <p>3. Where there are obvious sensitivities (high risk rating) on student recruitment or financial sustainability, there should be regular updates to the Finance Committee (or equivalent) as a check and balance on budgets and forecasts;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>This is in place, with any risk that is rated red or above subject to specific monitoring and reporting through the relevant Board Committee (such as Finance &amp; Infrastructure) and the Audit &amp; Risk Committee</p>                                                                                                                                                                 | <p><b>Continue current practice / approaches</b></p>                                              |
| <p>4. Where there are loan or RCF covenants, depending on headroom these should be reported to UEG on a monthly or quarterly basis (in real time and based on the prior month's management accounts);</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Not applicable in College context</p>                                                                                                                                                                                                                                                                                                                                                      | <p><b>NA</b></p>                                                                                  |

| Gillies Report Lesson:                                                                                                                                                                                                                                                                                                                 | D&A Reflection                                                                                                                                                                                                                                                                                | D&A Action                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| 5. There needs to be a culture (in practice) of the validity and value of questioning at all levels in a way that is without fear;                                                                                                                                                                                                     | This is in place, with clear open and transparent opportunities available to raise issues or ask questions. This includes opportunity to do so for all staff on an anonymous basis.                                                                                                           | <b>Continue current practice / approaches</b> |
| 6. The Chair of UEG (ordinarily the Principal) should be receptive to challenge;                                                                                                                                                                                                                                                       | This is in place, with clear open and transparent opportunities available to raise issues or ask questions. This includes opportunity to do so on an anonymous basis by staff.<br><br>SLT are aware of (and practice) challenge to the Principal and each other.                              | <b>Continue current practice / approaches</b> |
| 7. Curiosity should be encouraged (and whether at UEG, ARC, Finance Committee or Court) –one person's 'innocent question' ("I don't really understand but...") is often a catalyst for another person and the engagement leads to a far richer understanding and potentially uncovering of risks and issues that are worthy of debate; | This message is an integral part of Board induction, development and support. Board contributions are discussed through annual Board Member appraisals and Board feedback questionnaires.                                                                                                     | <b>Continue current practice / approaches</b> |
| 8. There should be clear and unambiguous early communication to Court and its committees regarding matters of importance to the whole university;                                                                                                                                                                                      | Arrangements are in place for regular communication of key issues, including sharing of strategic risk information. Regular communication between Board and Committee chairs and the SLT are supported. Updates on significant developments are provided to all Board members as these arise. | <b>Continue current practice / approaches</b> |
| 9. Minutes should reflect challenges and not bias. They should also make clear how decisions were arrived at;                                                                                                                                                                                                                          | Detailed minutes are produced and published for all meetings                                                                                                                                                                                                                                  | <b>Continue current practice / approaches</b> |
| 10. Both the UEG and all members of Court should live the nine principles of public life;                                                                                                                                                                                                                                              | This message is an integral part of Board induction, development and support. Board contributions are discussed through annual Board Member appraisals and Board feedback questionnaires.                                                                                                     | <b>Continue current practice / approaches</b> |
| 11. The ARC should be able to stand back on any matter and review or enquire. The ARC should be the conscience of the University –the ultimate back stop for any matter.                                                                                                                                                               | This is reflected in the remit and operations of the Audit & Risk Committee                                                                                                                                                                                                                   | <b>Continue current practice / approaches</b> |

| Gillies Report Lesson:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | D&A Reflection                                                                                                                                                                                                                                                           | D&A Action                                                                                                                                                      |
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| <p>12. The University of Dundee had a practice of the Chair of FPC 'in attendance at ARC' and the Chair of ARC 'in attendance at FPC'. This overlap can appear functional in theory but from a best practice perspective often falls over in practice. The respective Chairs can readily get sucked into the detail and, in particular, the Chair of ARC returns to ARC with a pre-set and (likely) biased view. ARC should retain an element of independence in the overall governance and certainly absolute objectivity –this is readily lost. Best practice would be for no overlap –there will be members of the Executive that do attend both and the different lenses are helpful;</p> | <p>This is not practice at D&amp;A and would not be supported.</p> <p>Whilst it is challenging to maintain at all times, Board standing orders discourage and sharing of membership between the Audit &amp; Risk and Finance &amp; Infrastructure Committees.</p>        | <p><b>Continue current practice / approaches</b></p>                                                                                                            |
| <p>13. In extremis, and it is seen (UK wide), institutions have a habit of forming a 'Committee of Chairs of Committees' or similar. In doing so, the Chair of ARC automatically loses their objectivity. The 'conscience of the University' is lost and objectivity over new and emerging risks can readily be overridden by a bias from prior (and detailed) consideration in a different context to ARC's considerations;</p>                                                                                                                                                                                                                                                              | <p>This has been practice at D&amp;A in the past and point is noted.</p>                                                                                                                                                                                                 | <p><b>Chair of Audit &amp; Risk Committee will not be involved in any future Board group established to respond to 'emergency' or 'in extremis' issues.</b></p> |
| <p>14. Papers must (not should) be provided in advance of meetings (and regardless of UEG, Court or its committees). Papers should be provided to give members time to read and consider in advance;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>All papers are provided a week in advance of meetings.</p>                                                                                                                                                                                                            | <p><b>Continue current practice / approaches</b></p>                                                                                                            |
| <p>15. Papers should never be provided retrospectively, this is poor practice, regardless of the considered confidentiality of content good governance cannot happen in a vacuum and the Executive need to work within the Board and Committee structure of the University</p>                                                                                                                                                                                                                                                                                                                                                                                                                | <p>All papers are provided a week in advance of meetings. Where situations arise for rapid approval (such as a change in submission date by an external body) clear delegated approval arrangements are enacted and information shared by e-mail with other members.</p> | <p><b>Continue current practice / approaches</b></p>                                                                                                            |

| Gillies Report Lesson:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | D&A Reflection                                                                                                                                                                                                                                      | D&A Action                                               |
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| 16. There are few instances in Scotland where the University Secretary (or equivalent) is the Chief Operating Officer of the institution, but this dual role can create conflicts of interest that are difficult to resolve in real time. While there will be a direct reporting line to the Chair of Court / Governing Body, there will also be a reporting line to the Principal. These two lines often work 'until they do not'. Care should be taken to ensure the primary responsibility is always to the Chair of Court; | This has been longstanding practice at D&A (and other colleges) but is currently under review.                                                                                                                                                      | <b>Complete current review and enact Board decision.</b> |
| 17. The FM could usefully be updated for 'responsibilities of the Principal' and in particular in the role as 'Accountable Officer' and the responsibilities of Chair of Court;                                                                                                                                                                                                                                                                                                                                                | Item for Scottish Government / Scottish Funding Council re SPFM                                                                                                                                                                                     | <b>Enact change as necessary once known.</b>             |
| 18. A values-led University culture, which privileges transparency and accountability, is likely to actively support evidence-based collaborative decision making, integrity and openness to challenge and debate.                                                                                                                                                                                                                                                                                                             | This is in place, with clear open and transparent opportunities available to raise issues or ask questions. This includes opportunity to do so on an anonymous basis. Biennial staff surveys incorporate assessment and feedback on College values. | <b>Continue current practice / approaches</b>            |

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**



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**GOVERNANCE ITEMS**

**13.3 - STRATEGIC RISK REGISTER**

**PAPER O**

# **BOARD OF MANAGEMENT**

## **Audit and Risk Committee**

### **Tuesday 3 June 2025**



## **Strategic Risk Register Update**

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### ***Paper for approval***

#### **1. Strategic Risk Register**

A copy of the June 2025 draft Strategic Risk Register is enclosed. This is noted for approval.

#### **2. Proposed Additional Risk**

As outlined in respect of item 7.1 on the agenda, a request was made at the March 2025 meeting of the Audit and Risk Committee to consider inclusion of a risk in respect of the College's aspirational standards in financial planning, budgeting and audit.

This risk is presented as a draft and has been discussed with the Finance and Property Committee.

#### **3. Tertiary Sector Financial Governance**

As members of the Audit and Risk Committee will be aware, a significant funding shortfall was identified at the University of Dundee in late 2024. A c. £30m deficit was identified and following this, the University has been forced into immediate emergency action to stabilise its finances.

Given the severity of the situation that arose an independent investigation into the circumstances and governance surrounding the situation has been ordered. It is expected that the Scottish Government and Scottish Funding Council will use the outcomes of this investigation to strengthen financial governance within the sector and is likely to seek additional information and assurances from tertiary sector institutions in respect of financial governance.

With the similarities in core business and funding methods / models between the two institutions, Dundee & Angus College Senior Leadership Team felt it prudent to undertake a reflection and self-evaluation of practices and issues arising from the detailed parliamentary scrutiny of the Dundee University finances and related governance.

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

This report was discussed at the Finance and Property Committee meeting on 27 May 2025 and will continue to be reviewed and updated as further information becomes available to ensure that D&A meets all financial governance requirements and to ensure that risks around financial management and future financial sustainability are minimised.

Further details on any changes in financial governance arising from the current SFC work will be confirmed once known.

#### **4. Financial Sustainability Risk**

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

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

The need to address the impact of cuts in sector funding, and the need to support areas of future opportunity and development, have been the subject of on-going discussion and review with the Board and has underpinned a range of savings plans and measures, including the current proposals within specific College services.

The appropriate core business, HR and financial plans and approaches underpinning the papers and progress around the current proposals have been discussed at the Human Resource & Development; and Finance & Property Committee over recent weeks and further information will be shared with the Board on 17 June.

The most recent 2024/25 budget monitoring report forecasts a small and manageable deficit for the current year.

The draft budget for 2025/26 has proven challenging and is currently forecasting a more significant deficit position. Further work on this will progress with the aim of bringing this back into a breakeven or close position.

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

#### **5. Reinforced Autoclaved Aerated Concrete (RAAC) Risk**

An update on the most up to date picture regarding the RAAC present within the Kingsway Campus was shared with the Board in December 2024, with the RAAC present within the Kingsway tower and Construction/Engineering facilities continuing to represent a significant concern. All required mitigations remain in place relative to the specialist structural engineering advice received and outline plans are in place should any subsequent change in advice limit the use of accommodation.

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

#### **6. Approvals**

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

- Consider and approve or otherwise the proposed changes to Risk matrix scoring to reflect Risk Appetite.
- Note the updates provided and approval of the Strategic Risk Register

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

# **BOARD OF MANAGEMENT**

## **Audit and Risk Committee**

### **Tuesday 16 September 2025**



## **Strategic Risk Register Update**

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### ***Paper for approval***

#### **1. Strategic Risk Register**

A copy of the September 2025 draft Strategic Risk Register is enclosed. This is noted for approval.

#### **2. Tertiary Sector Financial Governance**

As members of the Audit and Risk Committee will be aware, a significant funding shortfall was identified at the University of Dundee in late 2024. A c. £30m deficit was identified and following this, the University has been forced into immediate emergency action to stabilise its finances.

Given the severity of the situation that arose an independent investigation into the circumstances and governance surrounding the situation has been ordered. It is expected that the Scottish Government and Scottish Funding Council will use the outcomes of this investigation to strengthen financial governance within the sector and is likely to seek additional information and assurances from tertiary sector institutions in respect of financial governance.

With the similarities in core business and funding methods / models between the two institutions, Dundee & Angus College Senior Leadership Team felt it prudent to undertake a reflection and self-evaluation of practices and issues arising from the detailed parliamentary scrutiny of the Dundee University finances and related governance.

This self-evaluation is being used to support Senior Leadership Team and Board of Management reflection on D&A approaches and will be updated as information and arrangements develop.

A further update on this evaluation and completion of the lessons learned checklist from the Gillies report are included as item 8 on the main agenda and will be shared with the Board of Management at the 30 September meeting.

Further details on any changes in financial governance arising from the current SFC work will be confirmed once known.

#### **3. Financial Sustainability Risk**

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

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

The need to address the impact of cuts in sector funding, and the need to support areas of future opportunity and development, have been the subject of on-going discussion and review with the Board and has underpinned a range of savings plans and measures, including the summer 2025 current proposals within specific College services.

The most recent 2024/25 out-turn forecast is for a small and manageable deficit (c£230k) for the current year.

The draft budget for 2025/26 has proven challenging and is currently forecasting a more significant deficit position with the requirement for further significant savings to be achieved to ensure financial sustainability. Details around these plans and approaches will be discussed at the full Board meeting on 30 September 2025.

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

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

An update on the most up to date picture regarding the RAAC present within the Kingsway Campus was shared with the Board in December 2024, with the RAAC present within the Kingsway tower and Construction/Engineering facilities continuing to represent a significant concern. All required mitigations remain in place relative to the specialist structural engineering advice received and outline plans are in place should any subsequent change in advice limit the use of accommodation.

The next specialist survey is due to be completed in October 2025.

Updates have also been shared with the Board on the future infrastructure vision for the whole College estate, including future developments to remove RAAC from our estate. As this work progresses more detailed updates will be provided via the Finance and Infrastructure Committee and full Board.

#### **5. 2024/25 Credit Activity**

Following on from updates in respect of the reduction in full-time student recruitment in 2021/22 and in 2022/23 and the decision by the Scottish Funding Council to reduce sector credit targets by 10% from AY 2023/24 onwards, the need to highlight Credit activity in risk terms declined significantly.

Over 2024/25 however, an area of additional risk in respect of credit and related activity emerged.

As a consequence of the collapse of Fishers bus company in spring 2025, both Angus and Dundee local authorities faced difficulties with school transport. These difficulties resulted in the cancellation of a range of school-College taster and senior phase delivery scheduled for May/June 2025. The loss of this activity has adversely impacted on overall credit activity levels, with these forecast to be c98,000 against a target of 98,370. This shortfall is within the 2% threshold provided by the Scottish Funding Council with no risk of financial clawback.

## **6. Strategic Risk Register**

No changes have been proposed to the Strategic Risk register at this time.

## **7. Approvals**

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

- Consider and approve or otherwise the proposed changes to Risk matrix scoring to reflect Risk Appetite.
- Note the updates provided and approval of the Strategic Risk Register

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

| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS                                                                                                                                                                                                                                                                                                      |        |            | TREATMENT |                                                                                                                                                                                                                                                                                                   | POST MITIGATION EVALUATION |            |       |                                                                                                                                                                                                                                                                   |                     |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
|                         | Risks                                                                                                                                                                                                                                                                                                                               | Impact | Likelihood | Score     | Mitigation Actions                                                                                                                                                                                                                                                                                | Impact                     | Likelihood | Score | Monitoring                                                                                                                                                                                                                                                        | Lead Responsibility |
| <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.

|                     |        |                                          |        |                                      |              |               |                   |
|---------------------|--------|------------------------------------------|--------|--------------------------------------|--------------|---------------|-------------------|
| <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            |
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|                     | VPSO   | Vice Principal Support & Operations      | DirFin | Director of Finance                  | 3            | Significant   | Possible          |
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|                     | DirInf | Director of Infrastructure               | Chair  | Chair of the Board of Management     | 5            | Critical      | Very Likely       |

| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS                                                                                                                                                              |        |            | 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<br>↔ | <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<br>↔ | <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   |

**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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|                     | VPCP   | Vice Principal Curriculum & Partnerships | HoE    | Head of Estates                      | 4            | Major         | Probable          |
|                     | DirInf | Director of Infrastructure               | Chair  | Chair of the Board of Management     | 5            | Critical      | Very Likely       |

| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS                                                                         |        |            | TREATMENT |                                                                                                                                                                                                                                                                                                                                            | POST MITIGATION EVALUATION |            |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |
|-------------------------|--------------------------------------------------------------------------------------------------------|--------|------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
|                         | Risks                                                                                                  | Impact | Likelihood | Score     | Mitigation Actions                                                                                                                                                                                                                                                                                                                         | Impact                     | Likelihood | Score   | Monitoring                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Responsibility |
| <b>2 Financial</b>      |                                                                                                        |        |            |           |                                                                                                                                                                                                                                                                                                                                            |                            |            |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |
| <b>2.1 F&amp;I</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<br>↔  | <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;I</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<br>↔ | <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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| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS |        |            | TREATMENT |                    | POST MITIGATION EVALUATION |            |       |            |                     |
|-------------------------|--------------------------------|--------|------------|-----------|--------------------|----------------------------|------------|-------|------------|---------------------|
|                         | Risks                          | Impact | Likelihood | Score     | Mitigation Actions | Impact                     | Likelihood | Score | Monitoring | Lead Responsibility |
| <b>2</b>                | <b>Financial (cont)</b>        |        |            |           |                    |                            |            |       |            |                     |

|                              |                                                                                                                           |   |   |    |                                                                                                                                                                                                                                     |   |   |         |                                                                                                                                                                                        |             |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------|---|---|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| <b>2.3</b><br><b>F&amp;I</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<br>↔ | <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><br><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<br>↔  | <ul style="list-style-type: none"> <li>Continuous review of financial controls</li> <li>Internal Audit programme</li> </ul>                                                            | VPSO        |
| <b>2.5</b><br><b>F&amp;I</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<br>↔  | <ul style="list-style-type: none"> <li>Monitor and advise Board of Management</li> </ul>                                                                                               | Prin & VPSO |
| <b>2.6</b><br><b>F&amp;I</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<br>↔ | <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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| Risk Number & Committee | POTENTIAL CONTRIBUTING FACTORS |        |            | TREATMENT |                    | POST MITIGATION EVALUATION |            |       |            |                     |
|-------------------------|--------------------------------|--------|------------|-----------|--------------------|----------------------------|------------|-------|------------|---------------------|
|                         | Risks                          | Impact | Likelihood | Score     | Mitigation Actions | Impact                     | Likelihood | Score | Monitoring | Lead Responsibility |
| <b>3</b>                | <b>People and Performance</b>  |        |            |           |                    |                            |            |       |            |                     |

|                               |                                                                                              |   |   |    |                                                                                                                                                                                                                                                                                |   |   |        |                                                                                                                                                                                                                                             |                    |
|-------------------------------|----------------------------------------------------------------------------------------------|---|---|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| <b>3.1</b><br><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<br>↔ | <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><br><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<br>↔ | <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><br><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<br>↔ | <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    |

**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.

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

| Risk Number & Committee        | POTENTIAL CONTRIBUTING FACTORS                                                                                               |        |            | TREATMENT |                                                                                                                                                                                                                                                                                                       | POST MITIGATION EVALUATION |            |         |                                                                                                                                                                                                                                                    |                     |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------|------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
|                                | Risks                                                                                                                        | Impact | Likelihood | Score     | Mitigation Actions                                                                                                                                                                                                                                                                                    | Impact                     | Likelihood | Score   | Monitoring                                                                                                                                                                                                                                         | Lead Responsibility |
| <b>3</b>                       | <b>People and Performance (cont.)</b>                                                                                        |        |            |           |                                                                                                                                                                                                                                                                                                       |                            |            |         |                                                                                                                                                                                                                                                    |                     |
| <b>3.4</b><br><b>P,C&amp;W</b> | Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students | 4      | 4          | 16<br>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<br>↔  | <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><br><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<br>↔  | <ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Social media monitoring arrangements</li> </ul>                                                                                                                             | VPCP, DirC&A        |
| <b>3.6</b><br><b>P,C&amp;W</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<br>↔ | <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         |

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

| Post Holders | ELT    | Executive Leadership Team                | Prin   | Principal                            | Score | Impact      | Likelihood  |
|--------------|--------|------------------------------------------|--------|--------------------------------------|-------|-------------|-------------|
|              | 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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|              | 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 |
|                         |                                                             |        |            |       |                                                                                                                                                                                                                                                                    |                            |            |        |                                                                                                                                                                                                                                                                  |                     |
| 3                       | People and Performance (cont.)                              |        |            |       |                                                                                                                                                                                                                                                                    |                            |            |        |                                                                                                                                                                                                                                                                  |                     |
| 3.7<br>P,C&W            | 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<br>↔ | <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<br>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<br>↔ | <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<br>P,C&W            | 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<br>↔ | <ul style="list-style-type: none"><li>Business Continuity Plan including scenario testing</li><li>Information sharing with local agencies</li></ul>                                                                                                              | VPCP, VPSO          |

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

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

| Risk Number & Committee         | POTENTIAL CONTRIBUTING FACTORS                                           |        |            | TREATMENT |                                                                                                                                                                                                                                                                                  | POST MITIGATION EVALUATION |            |        |                                                                                                                                                                                                                                                                                |                     |
|---------------------------------|--------------------------------------------------------------------------|--------|------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
|                                 | Risks                                                                    | Impact | Likelihood | Score     | Mitigation Actions                                                                                                                                                                                                                                                               | Impact                     | Likelihood | Score  | Monitoring                                                                                                                                                                                                                                                                     | Lead Responsibility |
| <b>3</b>                        | <b>People and Performance (cont.)</b>                                    |        |            |           |                                                                                                                                                                                                                                                                                  |                            |            |        |                                                                                                                                                                                                                                                                                |                     |
| <b>3.10</b><br><b>P,C&amp;W</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<br>↔ | <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><br><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<br>↔ | <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           |

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

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

| Risk Number & Committee         | POTENTIAL CONTRIBUTING FACTORS                                               |        |            | TREATMENT |                                                                                                                                                                                                                                                                                          | POST MITIGATION EVALUATION |            |        |                                                                                                                                                                                                                                                                    |                     |
|---------------------------------|------------------------------------------------------------------------------|--------|------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
|                                 | Risks                                                                        | Impact | Likelihood | Score     | Mitigation Actions                                                                                                                                                                                                                                                                       | Impact                     | Likelihood | Score  | Monitoring                                                                                                                                                                                                                                                         | Lead Responsibility |
| <b>3</b>                        | <b>People and Performance (cont.)</b>                                        |        |            |           |                                                                                                                                                                                                                                                                                          |                            |            |        |                                                                                                                                                                                                                                                                    |                     |
| <b>3.12</b><br><b>P,C&amp;W</b> | Failure to attract, engage, retain or develop appropriately qualified staff. | 4      | 3          | 12        | <ul style="list-style-type: none"> <li>Clear People Strategy and Workforce Planning in place</li> <li>Positive Union relations and staff communication</li> <li>Effective management development &amp; CPD programmes</li> <li>Positive recruitment approaches and monitoring</li> </ul> | 4                          | 1          | 4<br>↔ | <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                |

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

| Post Holders | ELT    | Executive Leadership Team                | Prin   | Principal                            | Score | Impact      | Likelihood  |
|--------------|--------|------------------------------------------|--------|--------------------------------------|-------|-------------|-------------|
|              | SLT    | Senior Leadership Team                   | DirC&A | Directors of Curriculum & Attainment | 1     | Routine     | Remote      |
|              | Board  | Board of Management                      | DirSE  | Director of Student Experience       | 2     | Minor       | Unlikely    |
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| Risk Number & Committee |                                                                                                                             | POTENTIAL CONTRIBUTING FACTORS |        |            | TREATMENT                                                                                                                                                                                          | POST MITIGATION EVALUATION |        |            |                                                                                                                                                                                                                             |                         |                |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------|
|                         |                                                                                                                             | Risks                          | Impact | Likelihood | Score                                                                                                                                                                                              | Mitigation Actions         | Impact | Likelihood | Score                                                                                                                                                                                                                       | Monitoring              | 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&I                 | Failure to achieve ambitions of Digital strategy; strategy and development is ineffective                                   | 4                              | 3      | 12         | <ul style="list-style-type: none"><li>• Planning, careful phasing of changes to processes and systems</li><li>• Effective management of ICT arrangements</li><li>• Clear investment plan</li></ul> | 3                          | 2      | 6 ↔        | <ul style="list-style-type: none"><li>• Regular review/reporting on milestones, systems effectiveness etc</li><li>• Regular CPD</li></ul>                                                                                   | VPSO, DirInf            |                |
| 4.3 A&R                 | Significant breach of ICT/Cyber security resulting in loss of service sufficient to impact College student / staff outcomes | 4                              | 3      | 12         | <ul style="list-style-type: none"><li>• Effective management of ICT arrangements</li><li>• Active ICT/data security monitoring and cyber security policy</li></ul>                                 | 4                          | 2      | 8 ↔        | <ul style="list-style-type: none"><li>• Staff CPD on cyber security issues</li><li>• Regular security monitoring/testing</li><li>• Cyber resilience plan</li></ul>                                                          | VPSO, DirInf            |                |
| 4.4 A&R                 | ICT infrastructure fails to support effective data security / data protection                                               | 5                              | 3      | 15         | <ul style="list-style-type: none"><li>• Effective infrastructure and systems design and implementation</li><li>• Effective management of ICT arrangements and GDPR compliance</li></ul>            | 4                          | 2      | 8 ↔        | <ul style="list-style-type: none"><li>• Active data protection monitoring and auditing</li><li>• Effective information and data security policies in operation</li><li>• Regular data security monitoring/testing</li></ul> | VPSO, DirInf            |                |

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

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|--------------|--------|------------------------------------------|--------|--------------------------------------|-------|-------------|-------------|
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| Risk Number<br>& Committee | POTENTIAL CONTRIBUTING FACTORS |        |            |       | TREATMENT          | POST MITIGATION EVALUATION |            |       |            |                |
|----------------------------|--------------------------------|--------|------------|-------|--------------------|----------------------------|------------|-------|------------|----------------|
|                            | Risks                          | Impact | Likelihood | Score | Mitigation Actions | Impact                     | Likelihood | Score | Monitoring | Responsibility |
| 4                          | Infrastructure                 |        |            |       |                    |                            |            |       |            |                |

|            |                                                                                                                                                                                                     |   |   |    |                                                                                                                                                                                                                                                                                                                                                           |   |   |         |                                                                                                                                                                                                                                               |                |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 4.5<br>F&I | 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<br>↔ | <ul style="list-style-type: none"><li>• Lobbying of SG, SFC and UK Gov on campus vision and needs</li><li>• Prioritisation of capital plans and expenditures</li><li>• Regular review of capital plans/timescales relative to funds</li></ul> | Principal VPSO |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|

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

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**



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**GOVERNANCE ITEMS**

**13.4 – BOARD METRICS**

**PAPER P**

# BOARD OF MANAGEMENT

Tuesday 30 September 2025

## Board Metrics



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### *Paper for information*

#### **1 Introduction**

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

#### **2 Board Metrics Report**

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

#### **3 Link to Strategic Risk Register**

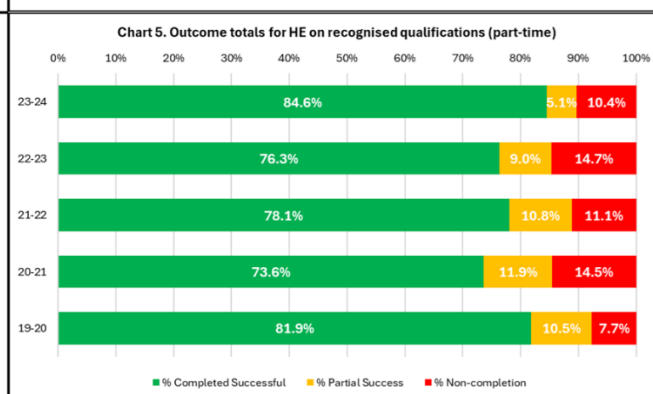
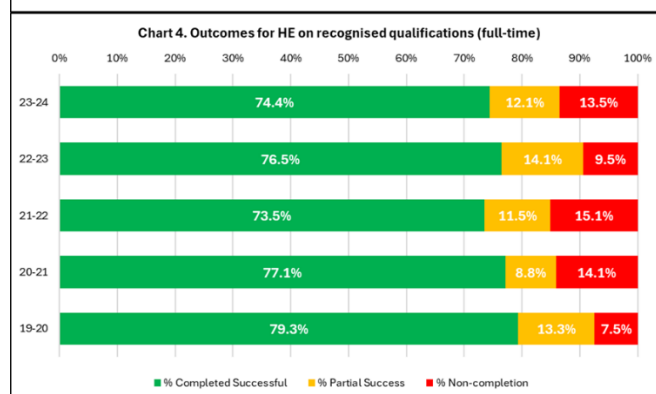
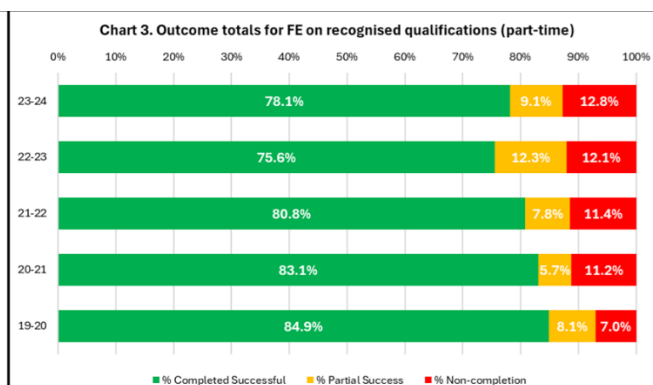
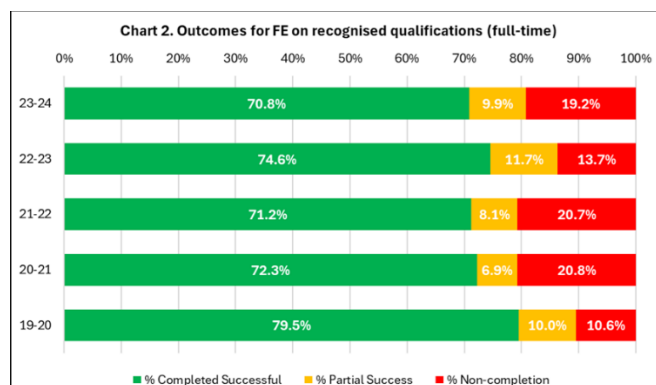
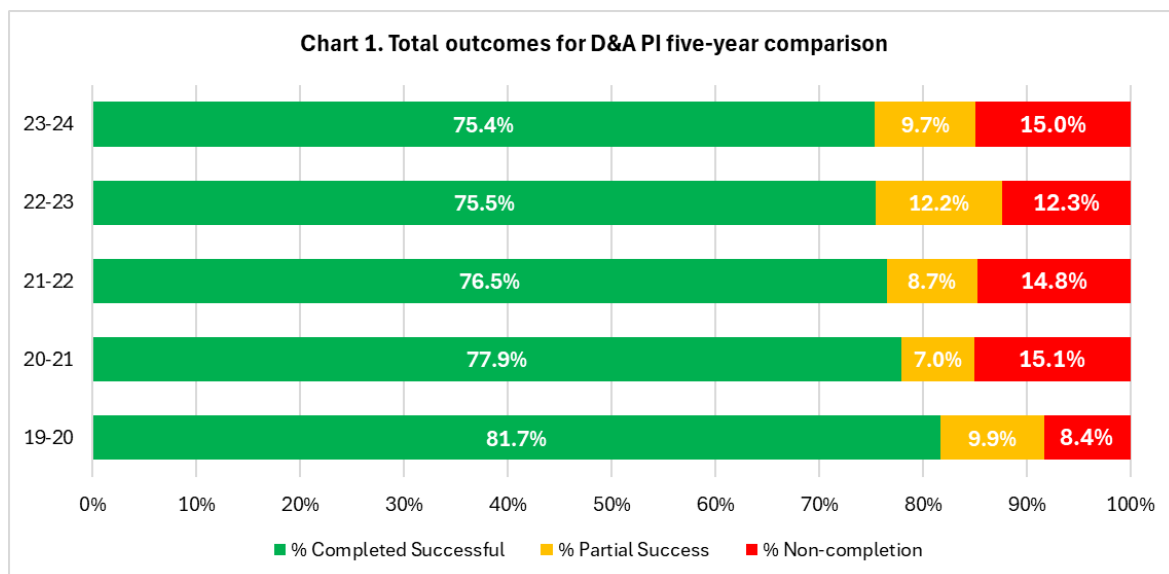
Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely;

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

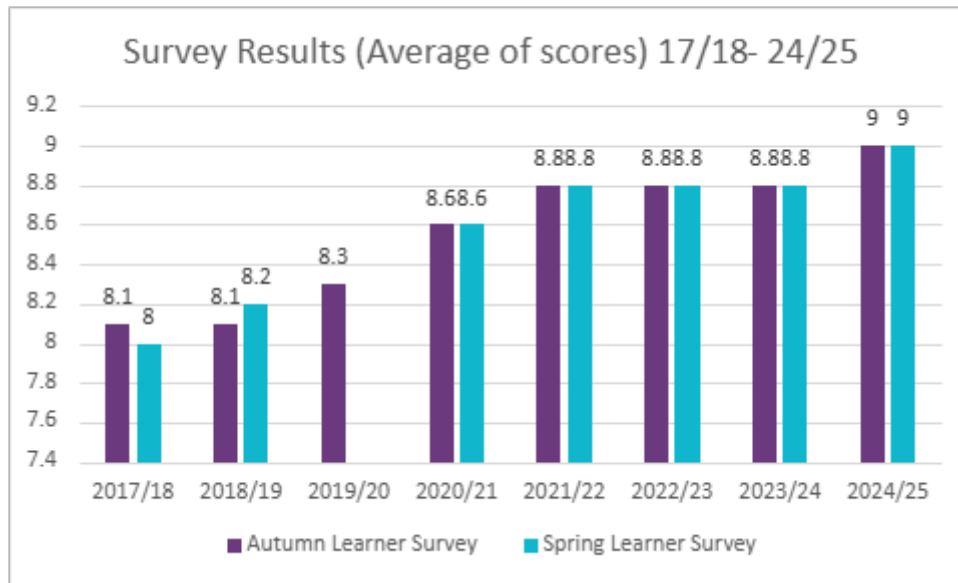
**Author** Lauren Mowatt, Data Analyst

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

## Performance Indicators



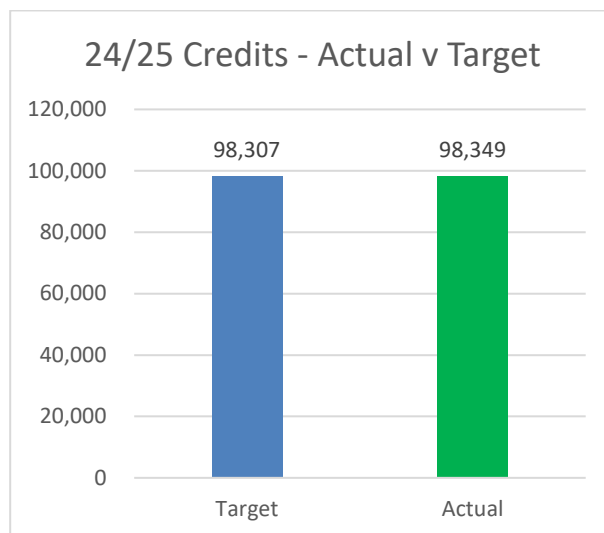
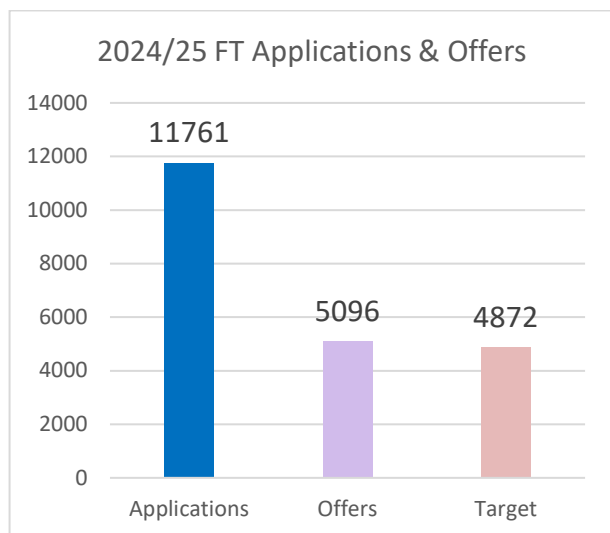
## Student Survey Results



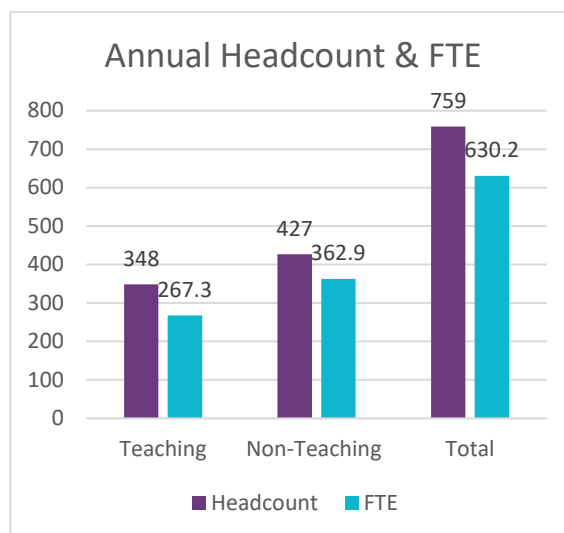
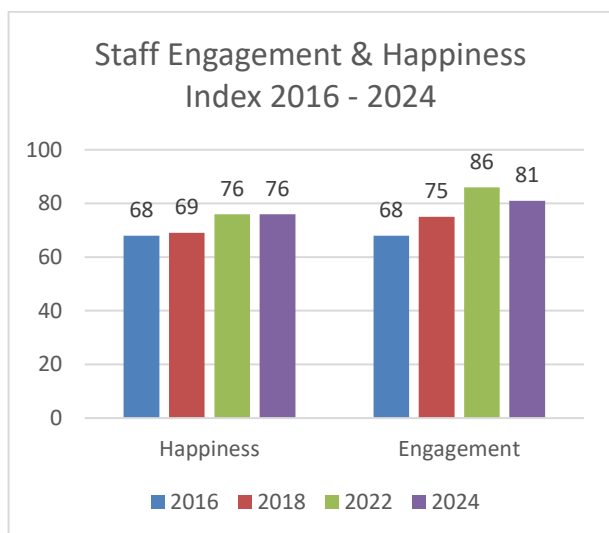
Note: The 2019/20 L&T Survey was not completed. The Learner Survey is now scored out of 5 but the results are scaled up to be consistent with prior years. The overall 2024/25 Autumn survey score was 9 (4.5 out of 5).

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

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

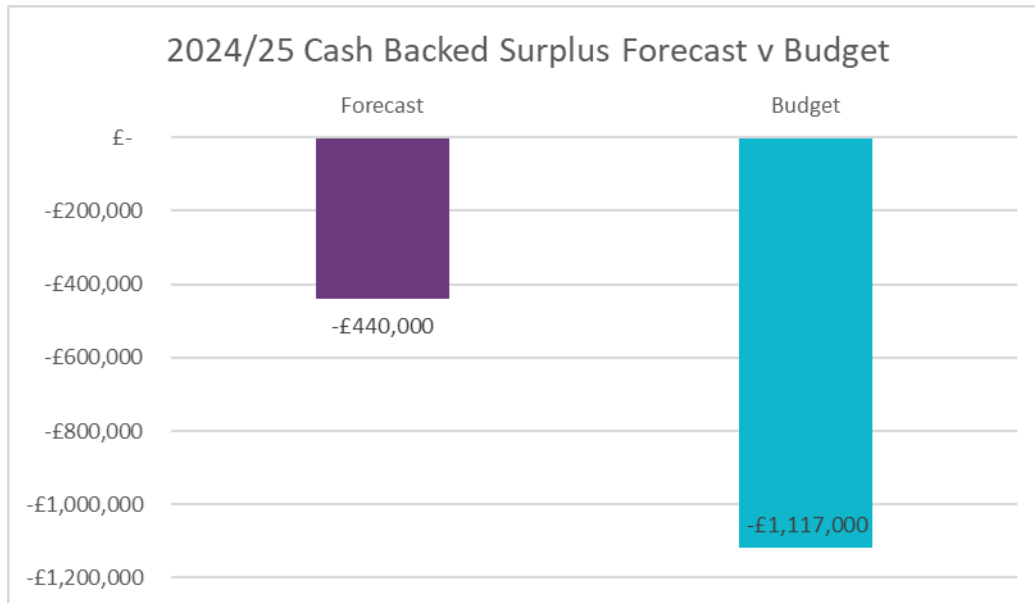


### Staff – Engagement and Happiness Index, FTE & Headcount and Absence



|                                              | Staff Absence Last Full Quarter | Staff Absence Rolling Year to Start of Last Quarter |
|----------------------------------------------|---------------------------------|-----------------------------------------------------|
| Average working days lost per sick headcount | 6.10 days                       | 8.29 days                                           |
| Working time lost                            | 1.65%                           | 3.75%                                               |
| Comparison with sector/national rates        | 3.3% (3.4% CIPD 2023)           |                                                     |
| UK All Sector rate (CIPD 2016)               | 3.4%                            |                                                     |
| UK Public Sector rate (Unison 2016)          |                                 |                                                     |

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



|                               | 2024/25 | 2023/24 | 2022/23 |
|-------------------------------|---------|---------|---------|
| RIDDOR – Reportable Accidents | 2       | 7       | 4       |

### Chart 5

### RIDDOR Reportable Accidents 2024-2025

| Date/Time        | Role    | Location        | AINM Details                                                                              | AI_InjurySymptom |
|------------------|---------|-----------------|-------------------------------------------------------------------------------------------|------------------|
| 26/03/2025 11:50 | Student | Kingsway Campus | The IP was hit in the back of the head with a cordless drill by another student in class. | Cut              |
| 16/05/2025 10:07 | Student | Kingsway Campus | IP had cut his left hand small finger with a chisel                                       | Cut              |

| 2024/25                    | Completed | Planned |
|----------------------------|-----------|---------|
| Audits Completed v Planned | 6         | 8       |

Two audits have been rescheduled into the 2025/26 audit plan

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**



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**MINUTES OF COMMITTEE MEETINGS**

**PAPER Q**

**14.1- LEARNING, TEACHING AND QUALITY - 27 AUG 2025**

**14.2- PEOPLE, CULTURE AND WELLBEING - 4 SEPT 2025**

**14.3- FINANCE & INFRASTRUTURE - 9 SEPT 2025**

**14.4- AUDIT & RISK (VERBAL UPDATE) 23 SEPT 2025**

# BOARD OF MANAGEMENT



## Learning, Teaching and Quality Committee

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

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Minute of the Learning, Teaching and Quality Committee meeting held on Wednesday 27 August 2025 at 5.00pm in Room K-TO-624 Kingsway campus and via Microsoft Teams.

**PRESENT:**

|                |                  |
|----------------|------------------|
| Neil Lowden    | Kelly McIntosh   |
| Derek Smith    | Simon Hewitt     |
| Adele Lawrence | Connor Pithie    |
| Stephen Oakley | Laurie O'Donnell |
| Ged Bell       | Colin Smith      |
| Kirstin Marsh  | Sally Middleton  |

**IN ATTENDANCE:** Steve Taylor (Vice Principal / Secretary to the Board)  
Julie Grace (Vice Principal Curriculum and Partnerships)  
Jane Roscoe, Lee Lapin & Steph Toms (Directors of Curriculum & Partnerships)  
Leann Crichton (Director of Student Experience)  
Lauren Simpson (Active Campus Coordinator)

### 1. WELCOME

K McIntosh chaired in place of N Lowden and welcomed everyone to the Learning, Teaching and Quality Committee meeting.

### 2. APOLOGIES

Apologies received from Helen Honeyman and Penny Muir.

### 3. DECLARATIONS OF INTEREST & CONNECTION

There are no declarations of interest or connection.

### 4. MINUTE OF THE PREVIOUS MEETING

The minute of the meeting held on Wednesday 14 May 2025 was approved as an accurate record.

### 5. MATTERS ARISING

There were no matters arising.

### 6. CURRICULUM REVIEW & FUTURE CURRICULUM PLANNING

L Simpson presented an outline of the active campus role and work being undertaken (slides enclosed).

L Simpson noted that the role and activities were supported by funding through Sports Scotland, with this commencing during academic year 2023/24. The range of activities were outlined, including an increase in the number of events supported and the number of students engaging in the wide variety of active events and opportunities available.

L Simpson highlighted the importance of ensuring that events were not just sporting activities and noted work undertaken to ensure that the offer met the needs and interests of all student groups and helped to support students to be retained and to attain their qualifications. This included specific inputs to support LGBTQI students, students with disabilities and students from different ethnicities.

L Simpson highlighted work undertaken to support construction students to better engage in positive conversations and how this had impacted significantly on issues around behaviours, engagement and readiness to learn. It was noted that this work was underpinned by physical activities but also included development around the theme of positive masculinity.

D Smith asked about the impact on the construction students and L Simpson highlighted that the activities supported improved relationship building between students and staff and the identification of areas of common interest. L Simpson noted that the development of relationships and community through engagement in different contexts had been beneficial.

S Oakley asked what the next steps were in promoting an active culture. L Simpson stated that she wanted to further develop the partnerships that she had to support different opportunities and activities.

S Hewitt stated that the creation of the active campus roles and support through Sports Scotland was one of the few areas where there was 100% support from colleges and Principals across Scotland. He noted that this had been incredibly successful at D&A and elsewhere because the approach taken nationally was flexible and not a 'one size fits all'. S Hewitt asked how the different approaches nationally were being shared across the active campus network. L Simpson noted that there was really positive engagement and sharing across the network, with a number of colleges keen to hear about the D&A construction project work.

L O'Donnell asked about the barriers that might hamper work and L Simpson stated that the lack of sports facilities at Kingsway was a challenge as it limited what could be offered, but that flexibility around different activities helped to overcome this.

K McIntosh welcomed the work around positive masculinity and stated that it was good that this was focused on positive work, rather than toxic masculinity. J Grace highlighted that this work also sat alongside broader work within the construction and engineering departments to support positive conversations and attitudes around masculinity.

The Committee thanked L Simpson for her presentation.

## **7. STUDENTS' ASSOCIATION REPORT**

C Pithie and A Lawrence provided an update on student engagement activity, summarising work completed during 2024/25 and outlining the key priorities for 2025/26.

C Pithie noted the outcome of the 2025/26 elections and the change in Team Leadership for DASA (with Sarah Rennie returning to replace Amy Monks who had moved into a new role with SPARQs).

A Lawrence outlined plans to develop the role of the class representative based on a detailed review undertaken in June 2025. This work would progress during 2025/26 with a view to pilots being run for January starts.

It was noted that the Thrive work had supported 282 breakfast club sessions during 2024/25 providing a mixture of free food and socialisation and engagement opportunities. Support for the Thrive programme would continue as the main focus for fundraising in 2025/26, with an initial request issued for the thrive shops and larders and links established with local supermarkets and foodbanks to help stock the food larders.

C Pithie noted the positive impact of the Student led staff Awards in June 2025, highlighting that all award winners and shortlisted entries had received a certificate outlining why student had nominated them

A Lawrence summarised her input to the national STEP (Scotland' Tertiary Enhancement Programme) project work and noted her desire to continue with this through 2025/26.

A wide range of summer activities and events had been organised for new and returning students. This work was a positive benefit for many students that may otherwise have been isolated over the summer or anxious about coming into College.

C Pithie stated that a key focus for the coming year was the review of the class representative arrangements, including the introduction of a new Class rep manual, revised arrangements to better support ESOL and Supported Education students and a simplification of some of the feedback loops.

S Oakley welcomed the update and highlighted how this work was important in aligning College values to the experience of our students. S Oakley asked about steps being taken to ensure that the good work being undertaken was better known across the College. C Pithie noted plans to further develop the social media presence of DASA and to promote events and activities more widely.

The importance and opportunities to align events with students and staff – such as Thrive fundraising events – was noted.

K McIntosh noted comments regarding survey fatigue in terms of planned changes to feedback loops and welcomed this being recognised.

The update and on-going work of DASA was commended by the Committee.

## **8. PERFORMANCE INDICATOR COMPARISON REPORT**

S Taylor summarised the report noting that this related to the 2023/24 student outcomes as the national data on these had been published during the summer.

It was noted that the figures published had been amended to reflect the change made in the performance indicator (PI) measures during 2023/24, with these now excluding early withdrawals. This change had also resulted in the updating of the previous 5 year trend data to ensure that the measures were consistent over that period. These changes had disproportionately impacted on the College (as it traditionally has good levels of early retention).

S Taylor highlighted that D&A was above average for Scotland for all but one of the measures and was the top performing College for full-time HE programmes. The College was also in the top 10 in Scotland for all bar four of the PI measures published.

J Grace noted that further work was progressing on overall retention but noted that the College approach was to aim to support students to attend as long as possible so that they gained some benefits from their College experience. This could impact on the new PI measure but was preferable to 'counselling' students out at an early stage.

S Middleton noted the impact of more aggressive university recruitment on college activity levels and asked if this was impacting on student outcomes. J Grace stated that it was too early to say for definite, but that lower HE recruitment was being offset by higher HE recruitment to there was this possible impact.

The report was welcomed.

## **9. SPRING 2025 LEARNER SURVEY UPDATE**

S Taylor noted that a verbal update had been provided on the provided a verbal update on the spring student survey at the last meeting and that the report now confirmed the outcomes and provided the detail of these.

J Grace highlighted the increase in engagement with the survey and the improved overall satisfaction rating of 90%.

The different levels of participation between academic areas was discussed and it was noted that work was progressing to encourage uptake for those students less likely to undertake the survey. This included further opportunities to engage in survey completion but also ensuring that there were alternative ways for students to provide feedback.

S Oakley asked if there were specific themes emerging from the survey and J Grace advised that these differ between academic teams and that any themes would be discussed as part of the Stop & Reflect meetings. It was noted that there were always comments about the price of food in the canteen.

L Crichton stated that there were also other ways of analysing the survey outcomes by different student groups to help inform action planning as appropriate.

L O'Donnell noted that there were no numbers (only percentages) against completion rates and asked that this be included in future reports. **S Taylor to progress.**

## **10. SQA EXAMS ATTAINMENT REPORT**

S Toms introduced the report and stated that overall attainment had improved in 2024/25, with Nat 5 outcomes +13.5% and Higher outcomes +7.5% compared with the previous year.

S Toms stated that on-going review work was being undertaken in areas where the exam results were not as good but highlighted previous discussions around the need to balance outcomes with offering additional chances for students in a college setting.

N Lowden asked about the numbers presented compared with previous years and S Toms stated that they were reduced overall (due to the removal of Higher Care) but otherwise were broadly comparable. N Lowden asked that the data be shared with the Committee outlining how many students were initially recruited, rather than just those presented for the final exam. This was agreed. **S Toms to progress.**

K McIntosh noted the data provided in respect of estimates vs actuals and asked if there were any specific issues or areas of concern around concordance between these. S Toms noted that this was being reviewed and K McIntosh stated that she was happy to support engagement with council staff to help support local subject networks and expertise sharing where this was helpful. This offer was welcomed.

N Lowden stated that it was positive to see the increase in overall exam pass rates.

## 11. CURRICULUM & PARTNERSHIPS REPORT

L Crichton provided an update on student recruitment highlighting the challenges around HE recruitment as both local universities had moved to clearing for a significant number of courses. FE level courses had shown strong recruitment.

Early engagement in student registration has helped to support more students than previously to complete their enrolment prior to starting, ensuring that they had access to all systems and information needed before their courses started. Work completed with the Student Services team had also helped to increase the number of student support plans in place prior to the start of the semester. Approximately a third of students with support plans had these in place in advance of commencing their course. Other improvements included a more user friendly booking system for student support.

L Crichton noted the opening of the new community hub facility in Arbroath, bringing a wide range of community groups and services onto the campus to enhance the services available to students and better support services for the wider community. S Hewitt noted that part of the operation of the hub would be as a proof of concept to help inform the new campus employability model.

J Roscoe highlighted recent recognition of staff and students, including the award received by Esther Doig in the Business Team as Young Enterprise Scotland Business Mentor of the Year 2025 and the Administration Academy awards celebration.

N Lowden stated that he wanted to formally record his thanks to the College for stepping in to support school pupils following the collapse of a private training provider to attain their NPA Long Hair Design and Makeup qualifications. N Lowden stated that the College has been extremely supportive and flexible to support the school pupils to achieve.

K McIntosh thanks all contributors for the quality and comprehensiveness of the report.

## 12. STRATEGIC RISK REGISTER

S Taylor noted that the item had been reviewed, and, at this stage, no changes were proposed to the risks delegated to the Committee. This was approved.

## 13. LT&Q METRICS

S Taylor highlighted the key metrics for noting, highlighting the updating to the PI trend details as discussed earlier in the meeting.

## 14. DATE OF NEXT MEETING

Tuesday 12 November 2025, Room K-TO-624, Kingsway Campus

### **Action Point Summary**

| Action                                                                                  | Responsibility | Date             |
|-----------------------------------------------------------------------------------------|----------------|------------------|
| Student Survey completion to note rates and numbers completing                          | S Taylor       | 12 November 2025 |
| Data on day one outcome for Higher and Nat 5 candidates to be shared with the Committee | S Toms         | 12 November 2025 |

# BOARD OF MANAGEMENT



## People, Culture and Wellbeing Committee

Thursday 4 September 2025 at 5.00pm **Room K-TO-624, Kingsway Campus** (MS Teams option available)

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Minute of the People, Culture and Wellbeing Committee meeting held on Thursday 4 September 2025 at 5.00pm, in Room K-TO-624, Kingsway Campus.

**PRESENT:**

|                  |                |
|------------------|----------------|
| Donald Mackenzie | Brian Mooney   |
| Brian Lawrie     | Robert Young   |
| Carri Cusick     | Neil Lowden    |
| Simon Hewitt     | Stephen Oakley |

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

### 1. WELCOME

D Mackenzie welcomed everyone to the People, Culture and Wellbeing Committee meeting and welcomed Brian Mooney to his first meeting.

### 2. APOLOGIES

Apologies received from Billy Grace, Julie Grace and Richard Gordon.

### 3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of connection & interest.

### 4. MINUTE OF THE PREVIOUS MEETING

The minutes of the meeting held on 22 May 2025 were approved as an accurate record.

### 5. MATTERS ARISING

There are no matters arising.

### 6. FINANCIAL SECURITY & SAVINGS UPDATE

S Hewitt reported that finances remained extremely tight and challenging, not only at Dundee and Angus College but across the sector nationally. The overall financial outlook was described as grim, with the College not immune from these pressures.

Action taken previously had created some short-term breathing space, but pressures such as pay increases and unfunded national insurance rises were beginning to put significant strain on the budget.

For 2025/26, the initial budget projections indicated a potential deficit of £2.3 million, largely due to a £1.3 million pay award and unfunded NI costs of nearly £0.5 million. While an uplift of 2.8% in Scottish Government funding had been confirmed, it was insufficient to offset the additional cost pressures.

Recruitment performance was reported as positive overall, but growth had occurred in the 'wrong' areas. The College had experienced a decline in Higher National numbers, with a reduction of c200 learners, many of whom had instead accepted clearing offers at universities. This represented an additional financial shortfall, creating a significant impact on income and student credits. S Hewitt noted that further modelling work was required to establish the true position, but savings would be unavoidable to ensure the College remained financially stable.

National sector data indicated that of the 22 colleges fully funded by the Scottish Funding Council (SFC), 16 were projected to run out of cash by 2028. S Hewitt described this as a harsh reality, reinforcing the need for control, solutions, and new ways of working. Staff remained hopeful about the future but were concerned about the risk of the College slipping back into crisis. He acknowledged this uncertainty but noted that the College was well experienced in navigating such challenges, having developed resilience and effective processes over the years.

S Taylor confirmed that the financial outlook was becoming clearer. An expected upturn had not materialised, making communication with staff and unions essential to ensure transparency and consultation. He recognised the difficulty of balancing a future vision and credit targets while reducing staffing, as this inevitably impacted student numbers. Nonetheless, he stated it was important to move quickly and outlined an initial timeline for implementation running up to Christmas 2025, with discussions to be tied into the forthcoming meeting with the SFC.

S Hewitt highlighted further challenges regarding the Voluntary Severance (VS) arrangements. While the College had historically been able to fund VS schemes, these now placed increasing pressure on cash reserves, which had fallen from £6 million in 2021 to £4 million in the most recent financial year. He stressed that this was not unique to Dundee and Angus, with national statistics showing similar difficulties across the sector.

In discussion, D Mackenzie queried the destination of students lost to universities and whether this reflected changing preferences. S Hewitt explained that both local universities had gone to clearing across almost all courses, with some lowering entry requirements in ways the College was not comfortable to match. With fewer young people overall and growing competition, this presented a structural challenge which government intervention would be required to address.

N Lowden noted the steep decline in tuition fee income, which had reduced from a projection of £3.8 million in 2021/22 to £2.5 million in the current year. S Hewitt confirmed that this was the impact of declining HN numbers.

D Mackenzie asked whether there was an appetite for structural reform across the sector, but S Hewitt responded that no such developments were likely before the next election.

B Lawrie observed that the commentary was striking, with a number of colleges reportedly on a financial "watch list." He highlighted that the loss of 200 students to universities, while not necessarily the best option for them, created significant financial pressures for the College. He asked whether staffing reductions, the largest cost driver, would impact curriculum delivery. In response, S Hewitt advised that it was the role of the College to avoid this where possible.

S Hewitt noted that against this position there were 14 colleges projected to run out of cash by 2027, with nine already considering campus closures in 2027/28.

R Young queried the existence of a “watch list” and whether there was a trigger point for further SFC intervention.

S Hewitt confirmed that the Scottish Funding Council monitored such matters, but once a college was placed on the list, decisions risked being moved beyond its control. He reiterated the importance of maintaining transparency with staff during this period of uncertainty.

S Oakley expressed concern at yet another period of uncertainty. He stressed that the trade union’s position was not to oppose the College but to hold the Scottish Government and the SFC accountable.

C Cusick asked about the purpose of the forthcoming meeting with SFC. S Hewitt explained that the meeting would set out the College’s position on its credit target, clarifying that while a £4 million reduction had been permitted, activity levels had to be maintained, with the aim to articulate the financial position and the future vision for the College.

S Oakley expressed concern that deterioration in the quality of provision might result from financial pressures. S Hewitt acknowledged this risk but emphasised the need to do things differently, noting that national participation measures were already at rock bottom.

Further discussion noted the mixed messages arising around redundancies, with S Taylor stressing the need to find sustainable solutions and to work with the SFC for short-term flexibility to deliver longer term sustainability. He cautioned that many colleges were already operating at the edge of their budgets, effectively borrowing against future funding making recovery difficult without an even more severe plan.

D Mackenzie concluded that while the challenges were severe, the College had faced and overcome similar pressures in the past.

D Mackenzie thanked S Hewitt for the update.

## **7. PEOPLE, CULTURE & WELLBEING REPORT**

S Taylor presented his People, Culture & Wellbeing Report, he noted that voluntary severance costs in the previous year had been higher than forecasted. This was due to the staffing reductions within the Sports Centre and the Service Academy which had now been progressed and were complete.

S Taylor highlighted the recent staff awards, remarking that the student-voted awards were particularly powerful in recognising and celebrating staff contributions. He also referred to the recent All Staff Day, which had been a challenging but impactful event. The programme, which included a presentation by Fiona Drouet on the “Emily Test,” was described as powerful and had prompted reflection and action across the organisation. Engagement levels were very strong, and feedback from staff had been highly positive.

In terms of follow-up work, S Taylor reported significant progress in developing activity linked to the Emily Test, with many connections established with local organisations to secure support. He noted that the College had considered the related Charter but, given the number of charters already in circulation, had not yet signed it. A group had been convened to review the matter further.

S Oakley expressed his belief that the College should sign the Charter. S Taylor responded that the review would continue before a final decision was made.

D Mackenzie asked whether the “Just One Hour” initiative had impacted overall of staff wellbeing and if this could be evidenced.

S Taylor noted that a direct correlation was difficult to establish, but that interest in activities and feedback from staff of the benefits had been strong. S Taylor explained that a working group on health and wellbeing had also been established, and feedback from participants showed a significant positive shift. Staff response had been strong and encouraging.

S Oakley questioned if data could be provided to evidence this link and to support the continuation of the initiative.

C Cusick noted with interest that some former employees from the Service Design Academy had established their own business. S Taylor confirmed this and added that the College had supported the process by transferring the relevant intellectual property and materials.

D Mackenzie welcomed the report.

## **8. NATIONAL BARGAINING UPDATE**

S Taylor advised that the multi-year agreement had enabled progress in several areas for academic staff.

The pay award discussions for support staff were moving forward, although negotiations had been paused pending confirmation of funding support from the Scottish Government. Once funding was confirmed, the agreement would be issued to employees for acceptance.

S Taylor reported that the national job evaluation project had recommenced following changes in personnel and to the project plan. Although the project remained complex, the revised arrangements provided a greater likelihood of success. The Government had confirmed that funding for the project continued to be available and would be released upon implementation. The initiative aimed to establish clarity and consistency in how job evaluation was undertaken across the sector, with a standardised framework for assessing roles. Arrangements were also being progressed to use an independent third party to support the evaluation process.

In discussion, C Cusick queried whether the project could impact the salary budget. S Taylor confirmed that Government funding had been allocated for this purpose but noted that the detail would still require further negotiation. He added that national discussions on a wider agreement were ongoing.

S Taylor noted discussions nationally around changes to the national recognition and procedure agreement and stated that a technical decision of the Board might be required once the proposals were finalised.

D Mackenzie praised the report.

## **9. HEALTH & SAFETY ANNUAL REPORT**

S Fowler provided an overview of activity over the past 12 months, during which a wide range of services had been delivered. These included one-to-one training sessions, training for caretaker teams, and the delivery of a number of group sessions. Positive feedback had been received from participants, and statistical reporting demonstrated a growing awareness of health and safety matters.

S Fowler confirmed that recent fire evacuation exercises across all three campuses had been successfully completed, with safe evacuation achieved in each instance. With regards to first aid provision, S Fowler advised that there were currently 62 trained first aiders. He acknowledged that the shift to more home and hybrid working had created challenges in maintaining coverage, but efforts continued to recruit and train additional volunteers to ensure provision remained in place.

S Fowler reported the launch of the “See It, Hear It, Say It” campaign, which included a transition to new A3 signage covering fire action, first aid, and near-miss hazard reporting. The campaign was designed to streamline processes and included the introduction of campus-specific QR codes for first aid contacts. S Fowler stated these would be displayed across each campus to improve accessibility and address user frustrations.

In terms of health and safety performance, S Fowler highlighted that 29 accidents and 300 near misses had been recorded in the reporting period.

RIDDOR incidents had reduced from seven in the previous year to two in the current year, reflecting positive progress. However, accidents overall had increased by 43%. He noted that while incident numbers had risen, these had not typically resulted in extended staff absence, and the College’s campaign efforts appeared to be moving in the right direction.

B Lawrie observed that the progress charts were particularly helpful and expressed support for the introduction of the QR system for first aid access. He enquired whether community first response provision was available, and S Fowler confirmed that CPR training had been delivered.

B Lawrie further sought clarification on the PEEP report, noting that Gardyne Campus had 33 Personal Emergency Evacuation Plans. S Fowler explained that this figure reflected the number of supported education students on the Gardyne campus who were unable to use lifts during an emergency.

D Mackenzie queried the categorisation of verbal assault. S Fowler explained that such cases related to incidents where students with underlying issues had directed inappropriate or derogatory language towards staff or other students. These were recorded and processed in line with procedure.

S Oakley noted the increase in incidents reported during February and March. S Fowler confirmed this was under review, explaining that it was likely linked to unfamiliarity with new tasks following the change of semester and January starts.

R Young remarked that S Fowler’s enthusiasm was infectious, and S Hewitt endorsed this, thanking S Fowler for his commitment and approach.

## **10. STRATEGIC RISK REGISTER**

S Taylor reported that no changes were proposed.

D Mackenzie raised the matter of updating Committee names on the Risk Register, and S Taylor confirmed this would be reviewed. **S Taylor to progress.**

## **11. HR METRICS**

S Taylor highlighted this report for noting.

He stated that the cyber training completion rate had increased over the course of the year, with current figures sitting close to 100%.

B Lawrie suggested that Section Two of the report could benefit from an extended reporting period, potentially 15 months, to allow for improved trend comparisons. **S Taylor agreed to review this proposal.**

The Committee noted that the timeline associated with the financial position required ongoing management. S Taylor confirmed that regular updates on savings plans would be provided to the Committee, incorporating lessons learned from prior initiatives.

B Mooney requested additional detail regarding the overall strategy. In response, S Hewitt outlined the workforce implications, including potential changes to headcount, noting that some adjustments were linked to curriculum requirements. While the workforce plan addressed these implications, accurate forecasting could be challenging until enrolment data was confirmed.

A holistic approach to cost management was discussed. S Taylor explained that in 2023, focus had been given to curriculum areas, alongside a 10% reduction in Scottish Funding Council allocations, requiring review across the entire College.

Challenges relating to credit targets and the impact of staff reductions were acknowledged. D Mackenzie emphasised the importance of maintaining cohesion and keeping staff engaged, while S Oakley stressed the need to ensure that the College remained capable of delivering for its students. The Committee recognised that lessons learned from this holistic approach should inform consideration of the current organisational structure.

B Lawrie highlighted the importance of transparency regarding voluntary severance arrangements, noting that these had been well documented. He observed that the College was in a positive position and emphasised that the Board's role was to challenge itself to ensure all stakeholders were appropriately considered.

D Mackenzie thanked S Taylor for the report.

## **12. MEETING MINUTES/UPDATES**

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

## **13. POINTS TO RAISE AT THE BOARD**

D Mackenzie noted that he was keen to identify any points at the end of the meeting that may need to be raised at the Board meeting.

The Committee noted that the timeline associated with the financial position required ongoing management. S Taylor confirmed that regular updates on savings plans would be provided to the Board and to each Committee.

B Mooney asked about the detail regarding the overall workforce plan and strategy. In response, S Taylor outlined the workforce implications, including potential changes to headcount, noting that some adjustments were linked to curriculum requirements. While the workforce plan addressed these implications, accurate forecasting could be challenging until enrolment data was confirmed.

A holistic approach to cost management was discussed. S Taylor explained that in 2023, focus had been given to curriculum areas, alongside a 10% reduction in Scottish Funding Council allocations, requiring review across the entire College.

Challenges relating to credit targets and the impact of staff reductions were acknowledged.

D Mackenzie emphasised the importance of maintaining cohesion and keeping staff engaged, while S Oakley stressed the need to ensure that the College remained capable of delivering for its students. The Committee recognised that lessons learned from this holistic approach should inform consideration of the current organisational challenges.

B Lawrie highlighted the importance of transparency regarding voluntary severance arrangements, noting that these had been well documented in some organisations reported recently. He observed that the College was in a positive position and emphasised that the Board's role was to challenge itself to ensure all stakeholders were appropriately considered.

#### **14. DATE OF NEXT MEETING**

Thursday 20 November 2020 at 5.00pm in K-TO-624, Kingsway Campus

#### **Action Point Summary**

| <b>Action</b>                                                                                                              | <b>Responsibility</b> | <b>Date</b>      |
|----------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------|
| Review and update Committee names on the Risk Register.                                                                    | S Taylor              | 20 November 2025 |
| Consider the possibility of extending the HR metrics reporting period to 15 months to allow for improved trend comparison. | S Taylor              | 20 November 2025 |

# 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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Minute of the Finance & Infrastructure Committee meeting held on Tuesday 9 September 2025 at 5.00pm in Room K-TO-624 Kingsway Campus and via Microsoft Teams.

**PRESENT:**

|                      |                           |
|----------------------|---------------------------|
| Brian Lawrie (Chair) | Robert Young              |
| Stephen Oakley       | Simon Hewitt              |
| Ged Bell             | Donald Mackenzie          |
| Derek Smith          | Kirstin Marsh             |
| Laurie O'Donnell     | Richard Gordon (Observer) |
| Colin Smith          |                           |

**IN ATTENDANCE:**

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

### 1. WELCOME

B Lawrie welcomed everyone and welcomed Kirstin Marsh and Colin Smith to their first Finance & Infrastructure Committee meeting and welcomed Richard Gordon as an observer.

### 2. APOLOGIES

Apologies were noted from Donna Fordyce and Derek Stewart (both co-opted members).

### 3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of interest or connection.

### 4. MINUTE OF THE PREVIOUS MEETING

The minute of the Finance and Infrastructure Committee meeting held on 27 May 2025 was approved as an accurate record.

### 5. MATTERS ARISING

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

## 6. FINANCE

### (i) Financial Sustainability

S Hewitt presented some key information summarising the impact of flat cash settlements over the past 5 financial year period.

He noted that the College had communicated to the Funding Council that it had been proactive and responsive in considering options. Action had been taken in 2022 and 2023 but continuing flat cash had brought the College back to a similar position as savings had been eroded by unavoidable costs increases in the intervening years. He emphasised that while the past had shaped the present, the current funding model was no longer fit for purpose. Funding was failing to keep pace with costs and causing significant challenges across the sector.

S Hewitt stated that the message had been delivered to both the Funding Council and the Scottish Government that reform needed to be accelerated, as three years had passed since reform was first announced, with no increase in apprenticeship funding having materialised, nor likely before the next election. The College was at a genuine crossroads and needed to take control of its own future.

S Hewitt explained that the gap between the core grant and staff costs was widening, primarily because the core grant was not rising at the same rate as pay awards, inflation and other costs increases. Shifts in funding were evident; in 2022/23, the core grant was £80k less than the previous year; in 2023/24 the allocation was flat cash; and in 2024/25 a further reduction would be applied. Although £800k of additional funding had been provided by the Government, there had still been a reduction over the five-year period whilst over the same time. S Hewitt noted that staff pay costs had increased by £6.7m over these 5 financial years whilst core funds had reduced by £580k. This divergence had resulted in the need for the savings of 2022 and 2023 and would require further savings to be achieved if the College were to remain financially sustainable.

S Hewitt stated that while the College had managed the position, reducing costs by 14%, this position could not be maintained and around a further 10% of costs would have to be saved unless there was a substantive boost in funding.

Without action the College would face an unsustainable deficit and a critical decline in cash reserves. Projections indicated that by the end of the 2025/26 financial year, if no action were taken, cash reserves would stand at only £1.5m, placing the College in a vulnerable position.

Tuition fee income was also under pressure. In 2021/22, £3.2m was generated from HNC and HND learners, but this had steadily declined to £2.5m and was projected to reduce further due to competition from universities, creating an additional challenge. The matter had been raised with the Scottish Funding Council.

S Hewitt highlighted the wider sectoral difficulties, including declining cash positions across all colleges, campus closures (projections showing that up to nine campuses could close nationally over the next three years). It was estimated that the combined sector deficit over this period was projected at a minimum of £103m.

In discussions with the Scottish Funding Council (SFC), concerns were raised regarding the direction of travel and the lack of clarity around reform. Although the SFC had suggested three stages—stabilisation, reform, and innovation—there remained no immediate solutions in relation to full funding for additional costs such as National Insurance, or Pension Contribution increases.

S Hewitt emphasised the need for the College to focus on those matters within its control.

N Anderson provided further detail on the national cashflow situation, noting that the starting point was plus c£52m declining to -£103m over the next three years, representing an even more serious challenge.

The Senior Leadership Team are working towards a detailed financial efficiency and savings plan with a tight timeline. Initial communication would be issued to staff outlining the position and the savings plan, with further developments expected by the end of the month.

In response to a query from S Oakley regarding changes to the funding model, S Hewitt advised that while the SFC was supportive of this approach, Scottish Ministers were not.

Further discussion took place on the implications of potential credit reductions, the risk of further sector-wide savings requirements, and the concern that SFC might redirect resources towards universities.

R Young sought clarification on the timeline for the Senior Leadership Team's savings plan, referencing the report's note of an end of September deadline with consultation in October.

S Hewitt confirmed that the plan would likely be delivered in two parts: immediate measures this year, and further planning for the next academic year. He emphasised the need for flexibility, regular engagement between the Senior Leadership Team and the Board, and the ability to recall meetings if required. N Anderson confirmed that, in a do-nothing scenario, the College would exhaust its cash reserves by Spring 2027.

D Mackenzie noted that all stakeholders had a role to play in shaping outcomes and queried what influence the Board and College might exert. S Hewitt confirmed that further discussions were scheduled, including a forthcoming meeting, and stressed the importance of new approaches to collaborative working between trade unions and management. S Taylor noted that key 'lines to take' could be shared with Board members to assist with any conversations they were having with key stakeholders.

Board members expressed concern about the wider sector position and asked about communications with other colleges. S Hewitt advised that while some discussions were taking place, different colleges were at different stages, making a sector-wide position difficult.

S Oakley emphasised the importance of partnership working between the trade unions and the Senior Leadership Team, noting that while difficult protocols had to be followed, there was a shared values-based commitment to protecting staff. This input was welcomed.

B Lawrie noted the positive relationship between the College and trade unions and the mutual understanding of the challenges faced.

In concluding, S Hewitt reassured members that while the situation was challenging, the College had faced and overcome serious financial pressures in the past. He stressed the importance of collective working, a clear strategy, and regular engagement to navigate the current challenges successfully.

## **(ii) Forecast Outturn 2024/2025**

N Anderson presented the report and advised that the projected outturn prior to loan repayment showed a surplus of £219k; however, after loan repayments, this translated to an initial forecast deficit of £238k. She further reported that the SFC would not be funding the academic pension increase for the period 1 April to 31 July 2025, which had impacted the deficit position by £150k.

N Anderson confirmed that further work had been undertaken on the annual accounts since the report was prepared. In reviewing year-end entries, additional accruals of £202k had been identified, revising the projected position to a deficit of c£440k but that this may still change marginally.

B Lawrie thanked N Anderson for this update and noted that, excluding the impact of loan repayments, the College remained broadly at break-even. He noted that checking and adjustments would continue until submission of the accounts to the auditors on 29 September, and further changes remained possible.

The closing cash balance at 31 July 2025 was reported as £4.1m, equating to 29 days of cash. This reflected an in-year reduction of £2.7m, a significant proportion of which related to the accrual of the previous two year's pay awards.

B Lawrie thanked N Anderson for the update.

### **(iii) 2025/26 Draft Budget and Indicative Budgets for 2026/27 and 2027/28**

N Anderson presented the paper for approval and advised Members of the progress with the 2025/26 budget, which currently reflected a deficit of £2.3m. She further highlighted the indicative budgets for future years, with a projected deficit of £6.9m in 2026/27 and £6.6m in 2027/28.

Since the paper was prepared, further information had been received. Verbal confirmation had been given by the SFC that the proposed CDEL/RDEL switch would proceed; however, while this arrangement would be workable for colleges, it posed a regularity concern for Audit Scotland, which had not agreed to the proposal and had resulted in a less clear position from SFC. Should the switch not be implemented, the College would face an additional financial impact of £1.6m in 2025/26, with the risk of further increases in subsequent years.

It was noted that the budgets assumed that the proportion of funding provided for National Insurance, academic pensions, and any pay awards above 3% in 2025/26 would continue in future years. Given that the SFC had not been able to meet the full cost of pensions already allocated, there was an increased risk that such items may not be funded in future years.

B Lawrie queried whether confidence had reduced in receiving the pension funding, noting that monies were normally withdrawn in the first part of the year. N Anderson confirmed that the assumption remained that the College would receive this funding and that £150k had been accrued for pensions but then had to be removed.

G Bell sought clarification on whether the projected deficit for 2025/26 would be the position presented to the Board in three weeks' time or if it could change. N Anderson advised that the Senior Leadership Team are developing savings proposals, and while the position could be updated for the Board, a consultation process would be required.

S Taylor added that non staff savings could be built into the budget as they were identified, acknowledging that staffing would have to form the largest part of these considerations. He emphasised that while the budget would be challenging, improvements could be achieved as savings were realised. S Hewitt noted the importance of ensuring the financial contribution from new projects or non-core activities was considered as well as savings.

B Lawrie expressed concern regarding the commencement of the financial year with a significant deficit budget. While recognising why this was the position and acknowledging the actions underway to address the position.

B Lawrie emphasised the need to keep the Board fully informed at a strategic level and requested that Members receive regular updates to support effective decision-making.

The draft budget was approved for progression to Board approval. **N Anderson to progress.**

#### **(iv) Financial Forecast Return (FFR)**

N Anderson presented the report, noting that it covered the period 2025/26 to 2027/28 and was informed by the draft budget in May. Due to the timing of the Committee cycle, the FFR was reviewed and approved by L O'Donnell, as Board Chair, and B Lawrie, as Chair of the Finance & Infrastructure Committee, prior to submission to the SFC.

Members were advised that the College had successfully communicated a realistic financial position to the SFC. While the report presented a challenging outlook, it was acknowledged that it accurately reflected the College's financial position.

B Lawrie commented that the narrative in Section 4 was particularly helpful and queried whether it had been submitted to the SFC, to which N Anderson confirmed that it had.

N Anderson explained that the FFR required the inclusion of a savings figure to achieve a balanced position, although the College had not assumed that these savings would be realised, however, S Hewitt noted that this approach was consistent with many other colleges and served to make the position clearer and more visual.

B Lawrie thanked N Anderson for the update.

### **7. GARDYNE THEATRE UPDATE**

N Anderson advised members that plans were being finalised for implementation by the end of September 2025. N Anderson highlighted that preparations were underway for the College to assume operation of the Theatre from 31 December 2025.

B Lawrie thanked N Anderson for the update.

### **8. INFRASTRUCTURE**

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

S Hewitt highlighted the need to adopt an alternative approach and model to ensure positive engagement and maintain project momentum. Since the publication of the paper, productive meetings have been held with the Funding Council and the Scottish Government. Engagement with Welsh counterparts is scheduled over the next couple of weeks.

S Hewitt stated the target for submission of the Outline Business Case (OBC) is scheduled for the end of October 2025. A response is required prior to Christmas to enable the Board and Senior Leadership Team to evaluate a contingency Plan B and consider its implications in the context of challenging budgets. Discussions have also been held with the First Minister, including a meeting in October, which will support the continued advancement of the project. A bid has been submitted to the Funding Council for additional funding.

B Lawrie raised a query regarding the schedule of accommodation, noting that the size of the city centre component is smaller than originally planned and questioned the amount of work being undertaken in relation to the budget.

S Hewitt confirmed that the process with the architects is ongoing and that the design will continue to evolve. S Taylor reported that the College was currently smaller in size than it had historically been and that it was important in the future design that it was sized to allow for future growth and change. While acknowledging potential pressures to reduce the scale further, he emphasised the importance of maintaining the college at the largest feasible size. It was noted that this is not solely a college project and that considerations will be aligned with the developing employability model.

R Young enquired whether the OBC would include an assessment of potential commercial integration. S Hewitt confirmed that this factor is being incorporated into the assessment.

K Marsh addressed the distinction between the Steering Group and the Operational Group, noting the roles undertaken by participants and the potential pressures associated with these responsibilities. It was agreed that these considerations were under review and that a request for funding to support appointment of a dedicated project director had been made.

The meeting welcomed the ongoing progress and engagement with relevant funding bodies and government representatives.

## **(ii) Estates Update**

B Grace reported on a successful summer period, noting that efforts to achieve an early start were impacted by school schedules. Despite this, a significant amount of work was completed, including the creation of new facilities. Work remains ongoing as part of a year-long programme extending through to 31 March 2026. Investment and maintenance continue at Arbroath and Kingsway sites to ensure high standards are sustained despite relocation plans.

B Lawrie noted that the previous report indicated completion by March 2025 and suggested that the timeline be updated to reflect the current schedule of 2026. This was noted.

L O'Donnell enquired about RAAC, asking whether any changes had occurred and whether a Plan B was in place. B Grace confirmed that monitoring of structural reports is ongoing, with no changes to date. S Taylor noted that an outline plan is in place and that coordination with local authorities will be undertaken if required. L O'Donnell noted that this was an important point for the Committee in terms of governance.

C Smith raised the issue of risk and reporting compliance around the key mandatory elements of estates activities. B Grace advised that these were monitored and testing schedules etc were in place and that a robust process is being followed.

R Young commended the Estates team for their positive work and acknowledged the efforts of all involved.

B Lawrie thanked B Grace and the team for the update and the considerable amount of work undertaken over the summer.

## **9. PROCUREMENT**

### **(i) Procurement Update**

N Anderson sought approval from the Committee for the Electric Vehicle Trainer for the Energy Skills Partnership. She further highlighted the need for approval of all potential and planned contractors for the 2025/26 financial year to ensure appropriate governance and timely commencement of work.

G Bell noted that, in comparison to the previous cycle in September 2024, a high number of contracts required approval and queried whether there was an opportunity to level out the

procurement process across years.

N Anderson explained that the timing of contracts is largely dictated by their renewal dates. She stated that contracts are renewed by their expiry date and, where appropriate, extended for a year to help distribute workload more evenly over a four-year cycle. She noted that it can be challenging to make significant changes to contract timelines.

B Lawrie enquired whether entering into a longer-term non-life insurance contract would provide any benefits. N Anderson confirmed that a longer-term arrangement would indeed offer stability and efficiency.

R Young asked about the non-competitive procurement items and the level of scrutiny these could receive. N Anderson clarified that all contracts are subject to rigorous appraisal in line with Scottish Funding Council requirements, which provides a higher level of scrutiny than would typically be applied at a typical procurement exercise. This reassurance was welcomed.

Following discussion, the Committee approved all proposed actions and recommendations.  
**N Anderson to progress.**

## **10. STRATEGIC RISK REGISTER**

S Taylor reported that there were no changes to the risk register. He noted that the financial security risk continues to be monitored closely and is presented to the Audit & Risk Committee for discussion at each meeting.

K Marsh highlighted the risk associated with the political period around elections and suggested that the wording be revised to reflect political impact more broadly, rather than focusing solely on the Scottish Government. This would be progressed to the Audit & Risk Committee for consideration and approval. **S Taylor to progress.**

## **11. SUPPORT SERVICES REPORT**

N Anderson presented the report for noting.

The Committee noted the report.

## **12. DATE OF NEXT MEETING**

Tuesday 2 December 2025 at 4.30pm (Joint Meeting with Audit & Risk Committee)

### **Action Point Summary**

| <b>Action</b>                                                                                                    | <b>Responsibility</b> | <b>Date</b>       |
|------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------|
| Draft 2025/26 budget to be progressed to the Board for approval.                                                 | N Anderson            | 30 September 2025 |
| Progress approved procurement contracts & arrangements                                                           | N Anderson            | 2 December 2025   |
| To propose revision to political engagement wording within the Strategic Risk Register to Audit & Risk Committee | S Taylor              | 16 September 2025 |

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**



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**CORRESPONDENCE**

**PAPER R**

# BOARD OF MANAGEMENT

## Tuesday 30 September 2025



### Correspondence – SFC Communications

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#### *Paper for information*

|                                                                                                                                                        |                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reports and Publications Listing</b>                                                                                                                |                                                                                                                                                                                                                                            |
| <b>Student Support Funding Audit Guidance 2024-25</b><br><br>SFC/GD/18/2025<br>15 August 2025                                                          | This guidance document describes SFC's audit arrangements for college student support funds for Academic Year (AY) 2024-25.                                                                                                                |
| <b>Accounts Direction for Scotland's Colleges 2024-25</b><br><br>SFC/GD/17/2025<br>14 August 2025                                                      | To provide SFC's 2024-25 accounts direction for Scotland's colleges and Glasgow Colleges' Regional Board.                                                                                                                                  |
| <b>FES Return and Audit Guidance 2024-25</b><br><br>SFC/GD/16/2025<br>13 August 2025                                                                   | Guidance to colleges on the completion of their student activity data (FES Return) for Academic Year 2024-25 and audit guidance for that year.                                                                                             |
| <b>Education Maintenance Allowance (EMA) Audit Guidance 2024-25</b><br><br>SFC/GD/15/2025<br>13 August 2025                                            | Guidance to colleges on the audit requirements for the operation of the Education Maintenance Allowance (EMA) programme for the period 1 August 2024 to 31 July 2025 (AY 2024-25).                                                         |
| <b>Childcare Funding for College Students 2025-26</b><br><br>SFC/GD/14/2025<br>11 August 2025                                                          | 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.                                                                                           |
| <b>Guidance for the disposal of publicly funded land and buildings and the retention of proceeds by colleges</b><br><br>SFC/GD/12/2025<br>31 July 2025 | Guidance for colleges on the disposal of land and buildings acquired, developed or maintained using public funds.                                                                                                                          |
| <b>College Infrastructure Investment Plan: Progress Report</b><br><br>SFC/AN/19/2025<br>31 July 2025                                                   | The Scottish Funding Council's College Infrastructure Investment Plan: Progress Report provides an update on the development of an Infrastructure Investment Plan for the college sector, and outlines the work planned for AY 2025 -2026. |

|                                                                                                       |                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>College Emergency Capital Maintenance Funding FY 2025-26</b><br><br>SFC/AN/18/2025<br>22 July 2025 | Purpose of this publication is to outline the principles and process for colleges to access the ring-fenced capital maintenance funding of £2.5m for Financial Year (FY) 2025-26. |
| <b>College Staffing Return Guidance 2024-25</b><br><br>SFC/GD/10/2025<br>22 July 2025                 | Guidance notes for the completion of the aggregate Staffing Return: Academic Year 2024-25.                                                                                        |
| <b>Education Maintenance Allowance Return 2024-25</b><br><br>SFC/GD/09/2025<br>22 July 2025           | Guidance notes for the completion of the Education Maintenance Allowance 2024-25.                                                                                                 |
| <b>College Student Outcomes 2023-24</b><br><br>SFC/ST/05/2025<br>1 July 2025                          | Overview of college student outcomes from 2019-20 to 2023-24.<br>Please note that this publication was previously titled 'College Performance Indicators'.                        |

Further details on the above Communications can be accessed via:

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

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

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**



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**REVIEW OF GOVERNANCE PROFESSIONAL  
ARRANGEMENTS**

**PAPER S**

**Tuesday 30<sup>th</sup> September 2025**

## **Review of Governance Professional Arrangements**

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### ***Paper S for approval***

#### **1. Executive Summary**

Since 2013, the role of Board Secretary at Dundee & Angus College has been fulfilled by a Vice Principal. While this approach has offered continuity and efficiency, and is not uncommon across the sector, it does expose the Board and the College to risk in relation to full compliance with the Code of Good Governance for Scotland's Colleges.

The College's 2024/25 Annual Accounts committed to reviewing this arrangement during 2025/26 and considering how best to move towards a model that ensures independence of the Secretary role.

At the same time, the College is managing significant financial pressures, with a projected £2.3m deficit requiring savings in 2025/26, alongside the Infrastructure Redevelopment Project. These priorities mean Executive capacity will be very limited over the coming period, which has implications for how and when any transition can realistically be managed.

This paper sets out governance requirements, outlines a range of options, and invites the Board to consider the relative merits and risks before agreeing on an appropriate way forward.

#### **2. Background**

Currently, the Vice Principal (Support Services and Operations) also serves as Secretary to the Board of Management. While pragmatic, this dual-role arrangement is not consistent with governance guidance.

*The Code of Good Governance for Scotland's Colleges (2016) states that a Board Secretary may not simultaneously hold another senior management team role.*

*The Gillies Review (2023) reinforced the risks of combining executive and governance responsibilities, citing conflicts of interest and potential reputational risks.*

Although the College has historically found this model to be effective, and isn't uncommon throughout the sector, both internal auditors and the published Annual Accounts have recommended that it should be reviewed. The current arrangement also places additional demands on an already lean Executive Team. Therefore, the key challenge is to balance the requirement for compliance with good governance against

the immediate financial imperative of delivering £2.3m in savings during 2025/26.

### 3. Options

#### 1. Continue with Current Arrangements:

- Pros: Cost-neutral, continuity, avoids distraction from financial challenges.
- Cons: Higher governance risk, no succession planning, contrary to published commitments.

**Assessment:** Higher risk and difficult to sustain beyond the short term.

#### 2. Delay with Commitment to Transition (January 2027 implementation)

- Pros: Stability while financial and infrastructure challenges are prioritised, clear timebound plan, manageable transition period.
- Cons: Extended risk of non-compliance, potential external scrutiny.

**Assessment:** A pragmatic compromise that signals intent to comply while prioritising financial and operational realities.

#### 3. External Recruitment of a Governance Professional

- Pros: Fully compliant, independent expertise, clear separation from Executive.
- Cons: Significant cost (~£40k + on-costs), longer induction, may appear insensitive in current financial climate, additional demand on Executive time to support induction.

**Assessment:** Strong governance solution but financially unattractive in current circumstances.

#### 3. Internal Appointment of a Non-Executive Staff Member

- Pros: Compliant at lower cost, leverages internal knowledge, creates development opportunity, quicker to implement.
- Cons: Limited pool of candidates, workload pressures, independence must be safeguarded, still requires Executive support to design and implement effectively.

**Assessment:** Balanced, affordable and sustainable. The most realistic long-term solution.

### 4. Recommendation

The Board is invited to:

1. Reflect on the governance requirements and associated risks of the current model.
2. Consider the relative merits, costs and timing of each option.

3. Discuss how best to balance compliance with good governance against current financial realities and limited Executive capacity.
4. Agree the principles that should guide the next steps (e.g. timing, affordability, succession planning, independence).

### **Link to Strategic Risk Register**

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

- 3.2 Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.
- 3.5 Reputational Risk – Loss of reputation with key stakeholders delivery.

**Authors & Executive/Board Sponsors:** Laurie O'Donnell,  
Chair of the Board of Management &  
Simon Hewitt, Principal

**BOARD OF MANAGEMENT**

**Tuesday 30 September 2025**

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**DATE OF NEXT MEETING:**

**Tuesday 9 December 2025 at 10:00am, Kingsway  
Campus, Room K-TO-226**