BOARD OF MANAGEMENT

Tuesday 17 March 2026 at 5.00pm in Room A-IS-103 Arbroath Campus

AGENDA

1.	**WELCOME**		
2.	**APOLOGIES**		
3.	**DECLARATIONS OF INTEREST OR CONNECTION**		
4.	**MINUTE OF LAST MEETING – 9 DECEMBER 2025**	Paper A for approval	LO
5.	**MATTERS ARISING**	Paper B for approval	LO
6.	**NATIONAL ACTIVITY UPDATE**	Verbal update	LO
7.	**INFRASTRUCTURE VISION UPDATE**	Paper C for information	SH/ST
8.	**FINANCE ITEMS** 8.1 Financial Sustainability 8.2 Financial Strategy 8.3 Finance & Infrastructure Committee Management Accounts(for information only)	 Verbal update Paper D for approval Paper E for noting only	 SH NA
9.	**STRATEGIC ITEMS** 9.1 Strategic Projects Update	 Paper F for information	 JG
10.	**STUDENTS' ASSOCIATION REPORT**	Paper G for information	CP/AL
11.	**PRINCIPAL'S REPORT**	Paper H for information	SH
12.	**NATIONAL BARGAINING UPDATE**	Paper I for information	ST
13.	**GOVERNANCE ITEMS** 13.1 Board Development Arrangements 13.2 SFC Report on Expectations of Good Governance 13.3 Strategic Risk Register 13.4 Membership Update 13.5 Board, Committee & Development Meeting Calander 2026/2027 13.6 Board Metrics	 Paper J for discussion Paper K for approval Paper L for approval Paper M for approval Paper N for approval Paper O for information	 LO ST ST ST ST
14.	**MINUTES OF COMMITTEE MEETINGS** 14.1 Learning, Teaching & Quality – 11 Feb 2025 14.2 People, Culture & Wellbeing 19 Feb 2026 14.3 Finance & Infrastructure – 24 Feb 2026 14.4 Audit & Risk - 3 March 2026	Paper P for information	LO
15.	**CORRESPONDENCE**	Paper Q for information	
16.	**DATE OF NEXT MEETING** Tuesday 16 June 2026 at 5.00pm Room K-TO-226, Kingsway Campus		
	Board Development Session June 2026 tbc 3.00pm – 7.00pm		

Agenda Item 4.0

BOARD OF MANAGEMENT

Tuesday 17 March 2026

MINUTE OF LAST MEETING

PAPER A

BOARD OF MANAGEMENT

Tuesday 9 December in Room A-IS-113, Arbroath Campus and Hybrid on Teams

Draft confirmed by Chair.

PRESENT:	Laurie O'Donnell (Chair)	Robert Young
	Jenna Lawrence	Simon Hewitt
	Adele Lawrence	Helen Honeyman
	Brian Lawrie	Carri Cussick
	Ged Bell	Connor Pithie
	Colin Smith	Richard Gordon
	Steve Oakley	Kirstin Marsh
	Brian Mooney	

IN ATTENDANCE: Julie Grace (Vice Principal Curriculum and Partnerships)
Steve Taylor (Vice Principal Support Services and Operations)
Nicky Anderson (Director of Finance)
Megan MacQueen (Executive Coordinator)

1. WELCOME

L O'Donnell welcomed everyone to the Board of Management Meeting.

2. APOLOGIES

Apologies were received from Neil Lowden, Kelly McIntosh, Donald MacKenzie, Derek Smith

3. DECLARATIONS OF INTEREST OR CONNECTION

There were no declarations of interest or connection.

4. MINUTE OF LAST MEETING – 30 September 2025

The minute of the Board of Management meeting held on 30 September 2025 was approved as an accurate record.

5. MATTERS ARISING

One item remains open regarding Board Secretary arrangements. All other matters arising were complete or on the agenda.

6. NATIONAL ACTIVITY UPDATE

L O'Donnell provided a verbal update highlighting that the profile of the sector has gone up in the recent months, with S Hewitt being involved in media interviews regarding the financial cuts affecting the College and sector. It was noted that the Scottish Government budget will be announced on 13th January 2026, the College are hoping it includes an announcement on infrastructure funding.

S Hewitt noted it's been positive to see a sector uniting together on the funding cuts and going to the Government together.

R Gordon noted that not all college's timelines have been the same and it was likely that there would be further savings plans and cuts across the sector.

C Cussick asked if any funding flexibilities had been given by the Scottish government. S Hewitt said that Principals have called for further guidance on how to use funding more flexibly but nothing had been confirmed yet. S Hewitt noted that more money isn't just enough, flexibility also needs to be given with the extra funding if there is any.

L O'Donnell noted that the sector is currently more hopeful of a positive outcome from the Scottish Government budget than it has been for some time. The next challenge may be around any conditions attached to additional funding and securing a model that puts us on the path to longer term financial sustainability. C Cussick noted well done to the team.

R Young asked if it is likely to see roll out of the budget strategy in the period of time between the budget in January and election in May. S Hewitt noted no, the budget will be for AY 2026/27

7. INFRASTRUCTURE VISION UPDATE

S Hewitt summarised the update paper and noted that a lot of work has been done over a short period of time. The infrastructure vision is progressing, and things are in place but they need a steer in January one way or another after the budget announcement.

B Mooney asked what the crucial decision is from the Scottish Government. S Hewitt added that there is a small chance of a revenue model and private investors are working towards a lease model but need the underpinning revenue every year from Scottish Government. Each model had different balance sheet treatments.

S Hewitt noted that the first phase, at Gardyne Campus, could be through a lease model with the costs then being rolled into a future MIM or similar model alongside the other phases.

L O'Donnell noted that it was hoped to bring more information to the board at the next strategy day and noted that this would be moved from January to March to support this and to allow more focussed discussion on the infrastructure project. This was welcomed and a revised date would be sought.

8. FINANCE & INFRASTRUCTURE ITEMS

8.1 Financial Sustainability

S Hewitt provided a summary of the current financial situation noting that the College have had to save 2.5 million this academic year. S Hewitt highlighted that the savings timeline is tight and that future actions would depend upon the budget announcements. Significant progress had been made against the savings target, with c £400k of savings remaining. VSS has now closed and discussions are still ongoing with certain departments, emphasising that there was still a lot of work to be done over coming weeks.

The majority of savings are staff costs and the College has managed to avoid compulsory redundancies and is working with unions to ensure this continues.

The budget announcement in January will be critical to see if the College will need to continue with further savings after Christmas. S Oakley asked about our ability to model future finances and N Anderson stated that she has a model that covers the next 11 years depending on the funding available for the College and credit / activity levels. The detailed budgets for the next two years were now being worked on.

R Young asked if the £400k savings is for next year. S Hewitt confirmed that this c£400k was what was needed to finalise the current savings plan for 2025/26. Any further savings would be additional.

S Hewitt stated that he was aware that a further seven Colleges were likely to announce savings plans in January. G Bell asked (should transformation funds become available) if there will be fairness for all colleges - as some colleges have already started savings plans. S Hewitt stated that this has been raised as a concern with the government. B Lawrie noted concern that the College have taken this action, and others haven't if they get a bail out.

N Anderson noted the deficit for 2025/26 is likely to remain at the £2.5million level as savings made would be offset by the one-off VSS costs.

G Bell noted his thanks to the whole team for getting through this process so far whilst remaining business as usual.

8.2 Audit & Risk Committee Annual Report to the Board

H Honeyman summarised the report and noted the College is in a good place compared to this time last year. No further actions or questions were asked by the Board.

This was noted and the report approved.

8.3 Audit Report & Annual Accounts

N Anderson highlighted the annual report from Forvis Mazars and noted it is relatively positive in comparison to last year and highlighted the key recommendations made.

H Honeyman noted that she had received an e-mail from Forvis Mazars after the joint meeting in respect of the focus of the Board on financial sustainability and the impact of this in terms of the 'going concern' statement in the accounts. It was noted that a robust reply had been provided summarising the input of the Board in these discussions and the regular updates received and monitoring in place. L O'Donnell noted that it was important that this was recorded in the meeting minutes.

R Young added thanks to N Anderson for her excellent communication to the Board and the progress made since last year.

The accounts and financial statements were approved for signature and submission by the Board of Management.

8.4 Management Accounts (for information only)

The report was noted.

9. STRATEGIC ITEMS

9.1 Board Development Day

B Mooney noted there is still work to do from the development workshop including finding ways for Board members to make better contributions using their skills and looking at skills profiling.

B Lawrie noted it was an engaging day and thanked B Mooney for facilitating the day.
L O'Donnell proposed development sessions are included in a round of board meetings each quarter in addition to the Committees and Board meetings.

K Marsh noted that is a good idea and would like themes in advance so members can contribute. Possible themes include; upskilling, infrastructure, CDN, Risk and Compliance.

S Hewitt asked that the senior team also be included in these sessions and this was agreed and suitable dates would be scheduled. **M MacQueen to progress.**

It was agreed that L O'Donnell would pull together an action plan from the session.
L O'Donnell to progress.

Next session to be short and sharp and same format as board meetings – 5pm-7pm. S Hewitt asked if SLT can also join and the board approved.

9.2 Strategic Projects Update

J Grace reported that all major projects were progressing well and highlighted a range of new projects agreed or being developed.

The update was welcomed.

10. STUDENTS' ASSOCIATION REPORT

C Pithie and A Lawrence presented the Student's Association report.

He noted 280 class reps are registered and made a strong start with class rep training. Illness in the team has had an impact on class reps training, but this was being caught up on. Thirteen dept reps representing eleven departments were in place and recruitment was ongoing.

L O'Donnell noted the positivity for the Student Association from the MSPs who have visited the College recently. C Pithie noted conversations with Willie Rennie and Miles Briggs and asked them not to support anything in the Scottish budget that doesn't support students.

The update and work of DASA was welcomed.

11. PRINCIPAL'S REPORT

S Hewitt presented the paper for noting and highlighted the incredible range of work and successes being progressed across the College, during a very challenging time. L O'Donnell noted the fantastic visuals around student retention campaign. J Lawrence stated that the team had worked with both DASA and Student Services on the campaign.

C Cusick noted that the images are not very diverse and J Lawrence noted this.

S Hewitt noted the open day on 17 January if any Board members wished to attend. Details would be shared with Board members. M MacQueen to progress.

S Hewitt congratulated S Oakley and the Sports Team and Animal care Team on their recent successes at the CDN Awards.

L O'Donnell noted the work happening across the College and captured in report.

12. NATIONAL BARGAINING UPDATE

S Taylor summarised the paper noting that the Support Staff pay deal has been agreed nationally and will be paid from January 2026.

Progress being made around the national job evaluation project, with work on a funding bid for the project being progressed

B Lawrie noted that he had heard that GMB had rejected the pay award. S Taylor noted that this was the case but that it had been approved by a significant majority of Unison and Unite members.

The update was noted.

13. GOVERNANCE ITEMS

13.1 SFC Report on Expectations of Good Governance

Paper for noting. S Taylor would draft a D&A Board response to the expectations outlined for consideration at the next meeting. **S Taylor to progress.**

13.2 Membership Update

L O'Donnell has asked B Lawrie to remain on the Board, as Board Member and chair of the Finance and Infrastructure Committee. This was approved and the extension request would be submitted to the Scottish Government. **S Taylor to progress.**

13.3 Board Metrics

S Taylor noted the usual range of Board metrics, highlighting the outcome of most recent student survey and maintained the 90% satisfaction. A correction to the finance metric had been made.

R Gordon asked if there will be a staff survey in 2026 and S Hewitt confirmed that this was planned around March / April.

The report was noted.

14. MINUTES OF COMMITTEE MEETINGS

Updates from the Committees were noted, and it was noted that the Joint Audit and Risk / Finance and Infrastructure Committee minutes were approved this morning. They will be uploaded to the website.

15. CORRESPONDENCE

The list of recent correspondence was noted.

16. DATE OF NEXT MEETING

Tuesday 17 March 2026 at 5.00pm Room A-IS-103 Arbroath Campus.

Action Point Summary

Action	Responsibility	Date
Schedule of Board development sessions to be added to the diary including SLT members	M MacQueen	30 January 2026
Board development action plan to be created	L O'Donnell	17 March 2026
D&A response on expectations of good governance to SFC to be drafted	S Taylor	17 March 2026
Extension of appointment of B Lawrie to the Board be sought	S Taylor	30 January 2026

Agenda Item 5.0

BOARD OF MANAGEMENT

Tuesday 17 March 2026

MATTERS ARISING PAPER B

BOARD OF MANAGEMENT

Tuesday 17 March 2026

Matters Arising

Paper B for information

The following actions were noted from Tuesday 9 December 2025 Board of Management Meeting:

Agenda Item No	Action	Current Status	Open/Closed
9.0	Schedule of Board development sessions to be added to the diary including SLT members. **M MacQueen**	Arrangements / diary invites being planned	Closed
9.0	Board Development Action Plan to be created **L O'Donnell**	On Agenda	Closed
13.1	D&A response on expectations of good governance to SFC to be drafted **S Taylor**	On Agenda	Closed
13.2	Extension of appointment of B Lawrie to the Board be sought **S Taylor**	Extension request issued to Scottish Government, awaiting confirmation	Closed

The following actions were noted from Tuesday 30 September 2025 Board of Management Meeting:

Agenda Item No	Action	Current Status	Open/Closed
5.0	To review and (if possible) add page numbers to the packaged papers. **S Taylor**	Reviewed, but complex within Adobe. Will further review other options.	Open
7.0	Board Secretary appointment to be progressed **L O'Donnell**	Arrangements underway	Open

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

Agenda Item 7.0

BOARD OF MANAGEMENT

Tuesday 17 March 2026

INFRASTRUCTURE VISION UPDATE — PAPER C

Board of Management

Tuesday 17 March 2026

New Campus Developments Project Update

Paper for information

1. Project and Business Case (OBC) Development

As anticipated in December 2025, the key components of D&A's outline business case (OBC) for the new campus development project have been delivered as follows:

- Project feasibility study led by Mclaughlin & Harvey (ML&H)
- Initial designs based on feasibility findings (Keppie Design, via ML&H)
- Employability operating model research (Allermuir Consulting)

These elements will be combined with the information already held from work with BDP and Biggar Economics to form the completed OBC.

The timeline for this completion has been amended following on-going discussions with the Scottish Funding Council and Scottish Government and related developments as follows.

National discussions look increasingly like funding for phase one of the development may be through capital funds. This would be dependent upon the appropriate funds being made available (on a multi-year basis) via SFC.

The availability of funds and timeline for submission of the OBC and (assuming approval at that point) completion of the Full Business Case (FBC) have been subject to active discussion with SFC and a bid for funding for the cost of this has been submitted (at the request of SFC). This is a very positive development and will assist the College with creating the OBC, but also with aligning the OBC with the anticipated funding timeline to avoid the OBC going 'out of date' whilst funding discussions progress.

This is a complex balancing act and the College has been encouraged to seek a 'letter of comfort' or similar reassurances from the Scottish Government to give some assurance in respect of progressing the next steps and mitigating the risk to the £4.5 million UK Government Community Regeneration Partnership funds allocated in support of the Green Skills Hub development.

The College expects that receipt of the appropriate reassurances will support access to the £4.5 m funds alongside funding from SFC to underpin the creation of the OBC and FBC for phase one (Gardyne Green Skills Hub). This is, however, not yet fully clear or guaranteed.

Following receipt of the feasibility work undertaken by ML&H, some rework of the space requirements and initial design development in respect of the proposed Green Skills Hub has been requested to better align this with initial College thinking.

Based on the most up to date position it is anticipated that the funding to support development of the Outline Business Case required for Phase one of the vision will be confirmed by the end of March 2026 and that rapid work will commence on the completion and submission of the OBC over a 14 – 20 week period, aligning with the Scottish Government and SFC Autumn 2026 timeline for creation of the infrastructure pipeline.

2. Funding

As noted in the previous update, 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.

Informal discussions have continued around the MIM and other revenue based funding models and the College was heartened to hear reference to out infrastructure vision and proposals mentioned in the Scottish Budget announcement on 13 January 2026. This encouraged further discussion with SFC and the Scottish Futures Trust (SFT) in respect of funding models with an indicative timeline of Autumn 2026 for progress (aligning with the SFC Infrastructure Development Strategy).

Engagement has continued with interested investors to update on progress and national discussions with Scottish Government.

As outlined above, there is a possibility for capital funding to be made available to support phase one of the project. If available this would be c.£50 million and most likely be phased on a multi-year basis commencing in fiscal year 2027/28.

As part of this approach, the College also proposes to progress a significant Tay Cities Deal capital bid to support the part funding. The letter of comfort outlined above would help to support a bid of this type.

The College is continuing to utilise the ALF funding to progress the project and continues to work with the Scottish Funding Council (SFC) on routes to securing appropriate funding to continue.

The support from SFC through their emergency capital funding (£100k) is in addition to the ALF funds and will allow the College to continue work for the remainder of the current academic session without impacting on normal funds.

Clarification has also been sought from SFC in respect of procurement for the required work through OBC and FBC stages and it is positive to note that the SCAPE framework approach adopted to date has been confirmed as a compliant procurement route for this work.

3. Project Director Role

As discussed in June 2025, the College has planned to appoint a specialist Director with relevant experience of large scale infrastructure projects to take forward the next steps of the work. It is felt that the time is right to progress with this appointment and the post is currently open for recruitment initially on a part-time (3 days per week) basis. This will be subject to review as project approval and funding arrangements progress. The specialist knowledge and input from Board members in developing this job role has been beneficial.

4. Kingsway Contingency Planning

As highlighted previously, work in on-going in respect of contingency planning for the Kingsway Campus should the campus vision work not progress or RAAC risks crystalise.

Given the passage of time since the initial three to five year timeframe was given, further work has been progressed to develop an alternative plan should exit be required from one or more campus facilities.

Now encompassing the full Kingsway Campus, this work would require decant into commercial facilities within the city and would require additional set up costs of c£2 million and recurrent funding of c£1.3 million to support the commissioning and operation of these alternative facilities.

The pressing timeline and indicative costs have been shared with SFC, who are aware that – should this risk crystalise- additional emergency funding support would be necessary to mitigate the impact. Details of these risks and costs have been shared with the Scottish Funding Council and Scottish Government.

This work is subject to quarterly review and the risk is highlighted to the Audit & Risk Committee.

5. Project Vision and Communication

It was positive to hear the public endorsement for the College infrastructure vision as part of the announcement and debate on the Scottish Budget on 13 January 2026. Of particular note was comment made by the Cabinet Secretary for Finance who described it as:

"A fantastic project and very well led by local leadership in Dundee and Angus College".

This endorsement has generated significant new interest in the project and the College.

As part of the College wide Staff Development Day on 17 February, sessions were held with staff to update on the progress of the infrastructure vision and to engage staff in providing input and feedback on what any new campus should feel like for students, staff and visitors. This initial exercise will inform future developments and marks the start of staff engagement as the design process progresses.

A dedicated Board Development session is scheduled for 10 March 2026 to provide a more detailed update on the programme. This session will also create space for a broader strategic discussion on the Board's role, both in providing oversight and assurance, and in supporting the advocacy and stewardship of the programme as it progresses. The intention is to ensure members are fully sighted, confident in the direction of travel, and clear on their collective responsibilities as the project moves from the conceptual / feasibility stage toward the formal business case approval stages.

6. Next Steps

All of these steps outlined above are important in bringing the vision to a stage where full discussion with the Board will be required prior to sign off of the Outline Business Case (OBC) and in line with the governance arrangements approved at the June 2025 meeting.

7. Link to Strategic Risk Register

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

1.3 Difficulties or over commitment arising within large scale/national College led initiatives or projects

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

4.5 Lack of investment in ageing / beyond serviceable life infrastructure (inc RAAC, Asbestos and M&E failure concerns) impacts on financial sustainability and/or delivery of learning and/or services

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

Agenda Item 8.0

BOARD OF MANAGEMENT

Tuesday 17 March 2026

FINANCE ITEMS

8.2 - FINANCIAL STRATEGY

Paper D

Board of Management

Tuesday 17 March 2026

Draft Financial Strategy 2026 to 2030

Paper for approval

1. Executive Summary

The College's Financial Memorandum with the Scottish Funding Council, the Scottish Public Finance Manual (SPFM) and the Code of Good Governance for Scotland's Colleges set out the financial governance requirements placed on the College. These documents provide guidance to public bodies on the proper management of public funds and this includes a regularly reviewed Financial Strategy.

A Financial Strategy is essential for institutional health and future planning, particularly in our challenging financial environment as it helps us to plan ahead to manage deficits and cost pressures, plan capital investment, identify emerging risks and safeguard liquidity and reserves.

Given the uncertainties across the college sector, this Strategy will be reviewed annually to ensure continued responsiveness and agility. Through disciplined financial management, proactive scenario planning, and a commitment to innovation and efficiency, the College is well placed to manage future challenges while continuing to deliver high-quality learning and contribute to regional economic and social prosperity.

The draft Financial strategy takes into account the following documents:

- SPFM and Financial Reporting Manual (FreM) requirements
- Financial Memorandum & Code of Good Governance
- Colleges Scotland guidance
- Actions from the Dundee University/Gillies review and our own Governance Action Plan
- Charities regulator's guidance on reserves.

2. Recommendations

Finance and Infrastructure Committee has reviewed the draft Financial Strategy at Appendix A and their feedback is included. The Committee recommended this document to the Board for approval.

3. Conclusion

Dundee and Angus College faces a persistently challenging financial environment, with flat cash funding, rising costs, and sector-wide structural deficits placing continued pressure on the College's long-term sustainability. Despite this, the College has taken decisive action through

targeted savings, strengthened financial governance, and comprehensive scenario planning to stabilise the position and maintain operational resilience.

This Financial Strategy sets out a clear and evidence-based plan to guide the College to 2030. It outlines the key assumptions underpinning our medium and long-term forecasts, identifies the strategic risks affecting the College's financial health, and provides a framework for making informed decisions on cost control, income diversification, investment, and organisational change. The strategy also recognises the importance of aligning financial plans with Our College Strategy 2030, the Infrastructure Vision, and the need to protect student experience and staff wellbeing.

4. 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: Steven Taylor Vice Principal Support Services and Operations

DUNDEE AND ANGUS COLLEGE

Financial Strategy 2026 to 2030

DRAFT February 2026

Contents

01 Purpose and objectives of our Financial Strategy

02 National and Dundee and Angus College financial landscape

03 January 2026 budget announcement - Scottish colleges

04 Financial Risks and wider budget considerations

05 Budget setting assumptions and action plan

06 Five-year budget forecast and scenario planning

07 Timeline and conclusions

Appendix A - Principles underpinning focused cost reductions and financial sustainability planning

Appendix B – Summary of Budget Assumptions

01

Purpose and objectives of our Financial Strategy

Purpose and Objectives of our Financial Strategy

The overall purpose of our financial strategy is to ensure we meet our statutory obligations and specifically to:

- Ensure financial stability (a condition of our funding)
- Provide a framework to prioritise and manage our resources by monitoring muti-year financial plans
- Maintain strong governance and financial accountability
- Quantify our future needs and wants, using strategic scenario planning
- Identify & mitigate known or emerging risks
- Safeguard liquidity & prevent insolvency risk
- Align our financial strategy with Scottish Government national objectives, Our College Strategy 2030 and our other college strategies

OBJECTIVES OF OUR FINANCIAL STRATEGY

To achieve long-term financial security to make sure

- Our College Strategy 2030 is financially viable
- Our objectives and planned resources are appropriately balanced
- We have a target for reserves/surplus/cash balances
- We continue to be trusted and respected throughout Scotland

To plan and control development and innovation to

- Futureproof our courses to enable student success, inclusivity and career readiness
- Deliver our infrastructure ambitions
- Maintain our current physical infrastructure
- Drive sustainability and make our campuses inclusive and accessible
- Make sure we understand the full financial and strategic impact of development projects at the start, e.g. whole life costs, best/worst case scenarios, value for money, risks and opportunities
- Ensure our decisions are evidence based

To invest appropriately in key resources and capabilities in the medium to long term to

- Develop our staff, embed wellbeing and support and create a culture that nurtures innovation, ownership, accountability and aspiration
- Maintain and futureproof our digital systems
- Ensure value for money, continuous improvement, efficiency and effectiveness

To ensure our financial resources are used to best effect to meet our long-term goals to

- Implement our Infrastructure Vision
- Plan for future teaching capacity/re-growth
- Ensure our existing partnerships remain effective
- Strengthen our community connections
- Drive economic growth
- Create new partnerships, sources of funding and income streams
- Make sure we remain future focussed

02

National and Dundee and Angus College financial landscape

National financial landscape

Audit Scotland's 2025 report on colleges (**LINK**) found that overall Scottish College funding reduced by 20% in real-terms between 2021/22 and 2025/26.

Audit Scotland analysis of College budgets 2025	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Real term reduction
Scottish Colleges net resource allocation	675.7	675.7	675.7	643.0	659.7	20%

The Scottish Funding Council's report into Financial Sustainability of Colleges in Scotland (2022/23 to 2027/28) (**LINK**) highlighted the severity of the financial position across the college sector. See table to right.

The SFC suggested potential short term survival measures such as voluntary severance, vacancy freezes, estates disposal and curriculum rationalisation.

Evidence from Scottish colleges suggests that by the end of 2027/28 only eight colleges expect to hold positive closing cash balances and only two colleges expect to at least break even.

SFC HEADLINES:

•Structural unsustainability

•Widening deficits

•Failing cash reserves

•Insolvency risk from 2025-26

KEY TRENDS:

- Deficits: £1.2m (20233/24) up to £42m (2027/28)
- 92% of colleges in deficit by 2025/26
- Cash: £130m (2023/24) reduced to £46m by 2027/28
- Staffing: 667 FTEs to leave by 2028

STRUCTURAL PRESSURES:

- Flat funding Vs rising staff, pension & operating costs
- Severe estates backlog (RAAC, cladding, net zero)
- Limited commercial growth and no borrowing powers

IMPLICATIONS:

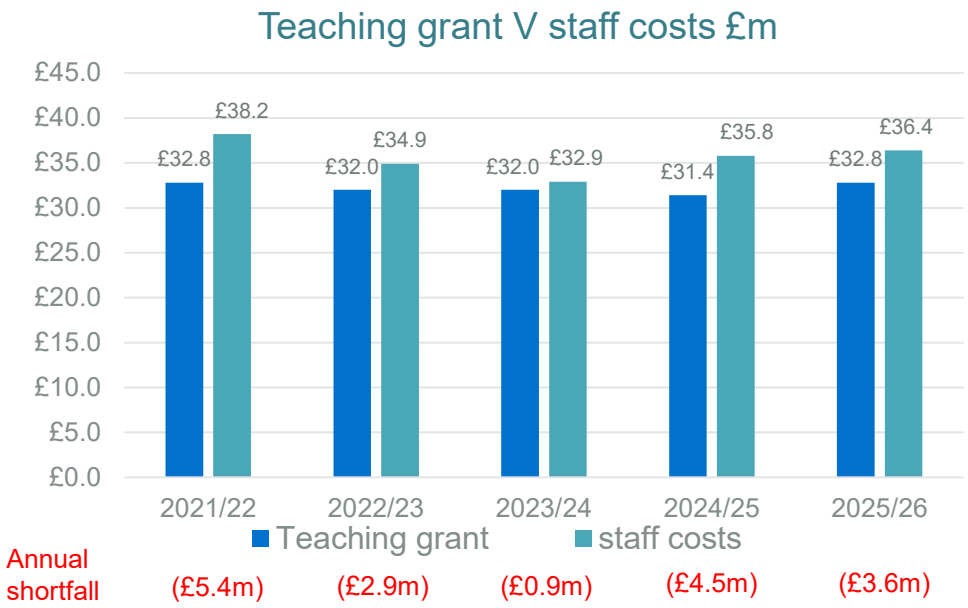
- Insolvency risk escalates 2025/26
- Cuts to staff and curriculum means reduced student experience
- Industrial relations pressures
- Systemic funding reform required

Following the Dundee University financial and governance issues highlighted in 2025, the SFC published an outline of their expectations (**LINK**) from the sector of good governance practice.

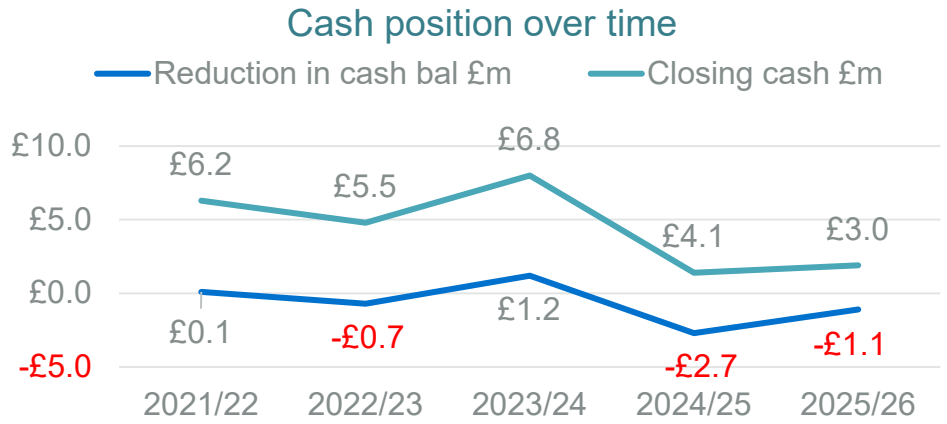
The College SLT had already completed a self-evaluation and developed an action plan in respect of these matters. This has since been updated to include the lessons learned checklist outlined within the independent investigation report by Professor Pamela Gillies (**LINK**).

This reflection and action plan has been reviewed by Finance and Infrastructure Committee and Board who receive regular progress updates. Any relevant outstanding actions are woven into this financial strategy.

Dundee and Angus College historic financial landscape



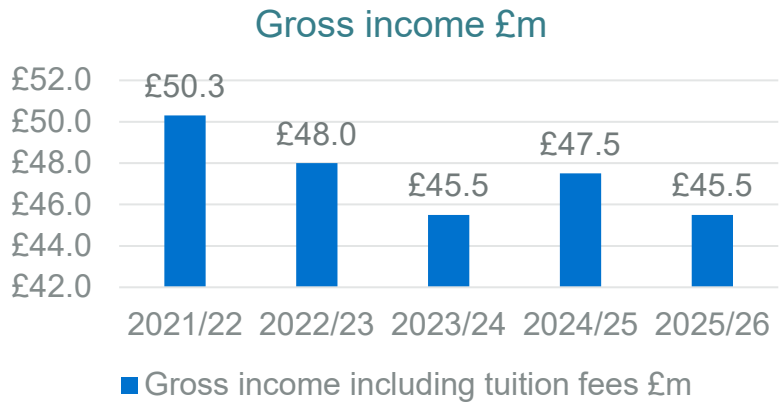
2025/26 staff costs based on December 2025 projections, including savings and PTV review



Since 2021/22 cash balances have fallen from £6.2m to a 2025/26 projected year end position of £1.6m (before the Autumn 2025 savings exercise). Savings achieved will increase our projected cash balance to c£3.0m by 31 July 2026 (25 days). A £3.0m 2025/26 year-end balance would represent a 52% reduction in year end cash Vs 2021/22.

The above graph shows our teaching grant is consistently lower than annual staff costs over the 2021/22 to 2025/26 period. The savings exercises carried out in 2022/23 and 2023/24 brought the staff costs to teaching grant ratio closer to balancing (£0.9m), however, the continued annual increase in staff costs Vs flat cash settlements means the gap has again significantly widened. In 2025/26 our SFC funding only covers 90% of our staff costs. Staff costs represent 80% of our total expenditure.

*2025/26 staff costs figure in the above table include the impact of the December 2025 savings exercise.



	2021/22	2022/23	2023/24	2024/25	2025/26
FTEs	652	641	634	626	620
Headcount	864	865	818	758	756

The above table shows the reduction in full time equivalent (FTE) staff and headcount over the same period.

Our 2025/26 total income, including teaching grant has reduced by 9.5% compared to 2021/22. This reduction is mainly due to reducing tuition fees and education contracts and fewer or lower value grants/projects.

03

January 2026 budget statement – Scottish colleges

Scottish Colleges January 2026 budget announcement

The Education and Skills Portfolio will receive £4,885 million in 2026/27. This represents a real increase of 23.1% compared to 2025/26.

Scottish Colleges Budget
Scottish Government announced a £70m (10%) increase for colleges for 2026/27 in their January 2026 budget announcement.

Scottish Budget Overall Announced 13th January 2026	2025/26 Actual £m	2026/27 Actual £m	2027/28 Estimate £m	2028/29 Estimate £m	2029/30 Estimate £m	2030/31 Estimate £m
Total Scottish budget	59,536	61,677	62,968	64,583	66,731	68,420
Real terms growth rate	-	1.3%	0.1%	0.7%	1.5%	0.6%
Resource funding	52,340	54,109	55,420	57,018	59,120	60,909
Real terms growth rate	-	1.1%	0.4%	1.0%	1.8%	1.1%
Capital funding	7,196	7,568	7,548	7,565	7,611	7,511
Real terms growth rate	-	2.9%	-2.2%	-1.6%	-1.2%	-3.2%

All Colleges budget Source: Education, Children & Young People Committee papers 21 January 2026. *Ministerial letter to Chair 26/1/2026	2024/25 £m	2025/26 £m	2026/27 £m	Movement 2025/26 to 2026/27 £m	Movement 2025/26 to 2026/27 %
Colleges resource budget*	643.0	659.7	721.1	61.4	**9.3%**
* Includes £7m towards 2025 NI increase & £14m switch from capital					
Capital budget					
Dunfermline campus		30.3	1.1		
All other colleges capital budget		34.5	42.7	8.2	**23.8%**
Total colleges capital budget	84.9	64.8	43.8	(21.0)	(32.4%)
	727.9	**694.2**	**763.8**	**69.6**	**10.0%**

Scottish Colleges 10% increase
This £70m increase comprises £61.4m (9.3%) in resource budget and £8.2m (23.8%) for capital. This excludes the separate capital budget for Dunfermline campus.

Ministers have indicated that the additional funding is conditional on college transformation by providing radical reform, sustainable growth and collegiate working.

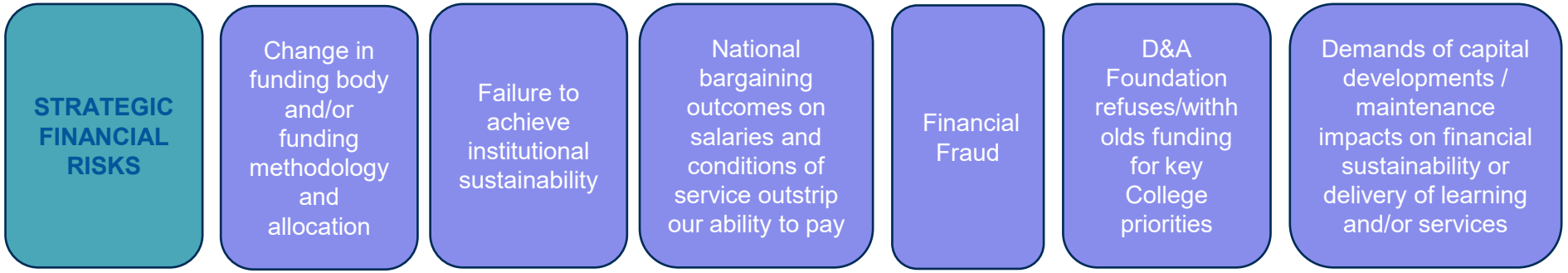
Decisions on how the funding is distributed between colleges will be made by the Scottish Funding Council (SFC).

04

Financial risks and wider budget considerations

Our financial risks and wider budget considerations

The Strategic Risk Register details the high-level risks impacting on the College. Alongside the strategic financial risks there are other operational risks and considerations which may impact on the College's ability to be financially stable. These are summarised below. Many of these are outwith our control, however, it is important that we scenario plan and monitor our future potential financial position to mitigate these risks as set out in the remainder of this strategy.



Our students

- Student demographics – maintaining enrolments, retention and course completion
- On-going cost of living pressures are driving more learners straight into work
- We need to maintain and improve our excellent student experience
- Need to offer what learners want and need and how
- Increased competition - university entry criteria impacts our student numbers as well as on-line courses
- Increasing student support needs e.g. cost of living crisis, poor mental health.

Our staff

- Fewer staff, less front-line student support. Potential impact on student experience and what our staff can offer
- Though we have excellent staff survey results there is a risk that people get tired, disenchanted and morale reduces due to the repeated need for savings
- Talent retention/workforce planning

Our campuses

- Investment in our infrastructure vision is not yet formally secured
- What is our Plan B if new infrastructure plans are not approved?
- How do we maintain our aging infrastructure in the meantime?
- Lack of funds to invest in digital capability, digitise processes, futureproof courses
- Ever increasing cyber security & business continuity risk

Future outlook

- What size do we want/need to be to meet future student needs?
- Expand and develop our part time and work-based learning - efficiency & funding impact
- What should our future course offer be?
- Do we want to re-grow course provision for long term sustainability?
- Potential over-reliance on SFC funding? 80% of our 2025/26 income is from SFC. (college average 77%). What's a reasonable/achievable mix for funding sources?

Cashflow/liquidity

- Short-term liquidity is a serious risk for all colleges
- What year end reserves level should we aim for? (What is reasonable/achievable?)
- Do we want to plan for contributions to the ALF for future use?
- Cash balances are declining – without action we would run out of cash in spring 2027

Funding and income

- Only one year budget confirmed, so planning for medium to long term difficult
- Funding may be subject to in-year change with little/no notice
- Credit target may become difficult to meet
- Potential reduction in future years' funding
- Additional governance/scrutiny from SFC/SG after Dundee University issues
- Capital funding switch to revenue approved for 2026/27, unclear for future years
- Lack of clarity on transformation agenda conditional funding
- Potential lack of or low contribution from non-credit funded activity
- Competition to secure external funding has never been higher

05

Budget setting assumptions and action plan

Dundee and Angus College budget setting assumptions

Budget Assumptions

We now develop three-year budgets, with forecasting up to five years ahead to allow scenario planning and help identify risks. Our budget assumptions detail the key information, drivers, estimates and judgements that influence the budget we set for key income and expenditure areas. This includes assumptions on future years budget levels and any future actions required to deliver financial sustainability in the longer term. Our annual indicative funding announcement is expected in March, and final confirmation of funding is usually in May.

INCOME BUDGET ASSUMPTIONS

Credit assumptions

We will assume that our credit target remains consistent with 2025/26 credit target of 98,307 for the period of the Financial Strategy. This target includes a 2% tolerance threshold below which, the SFC can clawback any funding relating to unmet targets.

Informal indications from SFC suggest there may be credit target flexibility to allow transformation to a long term sustainable financial position, so we will assume that unmet credits targets will not attract financial clawback.

SFC funding assumptions

Ministers announced a £70m (10%) budget increase for colleges in January 2026. The SFC will decide how this is distributed across colleges and Ministers have made it clear that the additional funding is conditional upon radical reform, sustainable growth and collegiate working in colleges. No further guidance is available at the time of writing this Strategy.

The budget announcement figures are unclear, after review we assume that the 10% uplift includes academic and support pay awards and academic pension increases from April 2025. The additional cost of the National Insurance increase (April 2025) is included.

A switch from capital (CDEL) to revenue (RDEL) funding is confirmed for 2026/27. We will assume a solution is implemented for future years (after modelling both scenarios).

SFC funding scenario models:

- We will assume flat cash based on the 2026/27 award for the period of this Strategy.

Tuition fees and non-core income assumptions

The fee policy is reviewed by Finance and Infrastructure Committee each December. Tuition fees were not increased for 2026/27. Tuition fee assumptions will be based upon previous years' student numbers, adjusted for withdrawals and other known/anticipated changes. Fees will be based upon 2026/27 agreed charges. We will include the risk/ impact of Dundee and Abertay University HN recruitment. We will assume future volumes remain consistent with 2026/27 assumptions.

Managing Agent Fees - We will base our assumptions on previous years student numbers, adjusted for any known/anticipated volume/ fee rate changes.

Non-core fee income levels are within the control of the College but are subject to market forces. We will assume previous years student numbers, adjusted for known/anticipated volume changes. Fees will be based upon 2026/27 levels and a stretch target will be considered by SLT as part of the budget review process.

We will continue to identify and secure opportunities for additional and alternative funding that provides either an income or opportunity contribution to the College.

Catering and other income assumptions

This includes income from our three catering outlets, training restaurants, nursery, salon revenue, accommodation lettings, grant income, library and other small charges. Except for nursery income, charges are within the control of the College.

Infrastructure assumptions

We will assume our infrastructure development will be approved for the purpose of this Financial Strategy whilst we continue to lobby for a firm decision.

Dundee and Angus College budget setting assumptions

EXPENDITURE BUDGET ASSUMPTIONS

Staff pay assumptions

Pay awards for academic and support staff are outwith College control as they are agreed nationally. The annual Financial Forecast Return to SFC advises colleges to assume estimated pay awards are based upon published Public Sector Pay Policy (PSPP). In practice, agreed pay awards tend to be higher than the published PSPP.

We will model pay awards on nationally agreed awards and on Public Sector Pay Policy where awards are not yet agreed except 2026/27 where we assume the academic increase is 4.14% in line with support pay. We will consider pension actuarial valuation plans.

Staff pay award	2026/27 %	2027/28 %	2028/29 %	2029/30 %	2030/31 %
Support	*3.4%	*3.0%	3.0%	3.0%	3.0%
Academic	4.15%	3.0%	3.0%	3.0%	3.0%

* Agreed pay awards

We will continue to offer voluntary severance and assume that the job evaluation exercise implementation costs will be fully funded by Scottish Government.

Academic assumptions - Draft budget will be initially based on confirmed academic teaching weeks and planned courses/streams. This will be revised in September each year to account for actual course take up. Sickness cover will be based upon previous years' data and current sickness % levels. Training hours will be based upon planned OD activity and previous years' take up data.

Support staff assumptions – based on established hours and known changes. We will consider a vacancy management % reduction to the support staff budget to account for time delay of backfilling vacancies as part of the budget review process.

Non-pay expenditure assumptions

This is expenditure on travel, consumables, equipment, awarding body fees, student related costs, property costs, utilities, digital, telephony insurance, marketing, VAT and professional fees.

Estates and digital are our highest expenditure areas. We continue to maximise savings and efficiencies through procurement as well as carry out detailed annual budget reviews with budget holders. We will assume sector specific annual inflation increases where appropriate. We will continue to review the possibility of closing underutilised buildings and consolidating activity. We will continue to identify any non-core business areas and assess their financial and/or opportunity cost.

We will develop three-year estates, equipment and digital replacement/investment plans. We will continue to encourage budget holders to be innovative when budget setting, so we do not stifle growth, creativity, learning and development.

Overall financial sustainability assumptions

We will assume that the financial landscape for colleges will remain difficult for the foreseeable future so we will continue to set a three-year rolling budget with scenario planning up to five years ahead. We will use this data to plan and monitor the potential budget position for future years to ensure we remain stable and in control of our future.

Cash management is a significant risk and without action our cash balances will continue to decline. In accordance with Charities guidance, we should set a target reserves level taking cognisance of our specific risks, income uncertainty and potential unforeseen operational commitments. We set a target year end balance of £450k or 1% of our expenditure budget.

The overall budget setting assumptions will be considered alongside our high-level principles which underpin our focused cost reductions and financial stability plans. They are set out at **Appendix A.** A summary of the budget assumptions is at **Appendix B.**

Dundee and Angus College Financial Strategy key actions

INCOME specific actions

1. Continue to seek clarity on detail of budget increase, credit target implications, potential flexibility and CDEL/RDEL switch decision. **DoF & Principal**
2. Continue to monitor and lobby SFC and Scottish Government on budget clarity **DoF & Principal**
3. Develop alternative infrastructure 'Plan B' **SLT**
4. Model credit target and SFC funding increase/reduction scenarios **DoF**
5. Model CDEL/RDEL switch and no switch impact **DoF**
6. Review scenario modelling, identify risks & mitigating actions and agree final draft budget submission to Finance and Infrastructure Committee/Board **SLT**
7. Develop an income model to include all sources of income, estimated student numbers and estimated fees. Use model to monitor in year position and develop future income scenarios. **DoF & Academic Directors**
8. Continue to identify and secure opportunities for additional and alternative funding that provides either an income or opportunity contribution to the College. **SLT**
9. Develop full hourly costing for non-core income and project/grant recharges for all staff roles and projections to include future years pay awards **DoF**
10. Identify all non-tuition income sources and review charges. Timetable and present annual fee decision report to Finance and Infrastructure Committee for approval **DoF**
11. Identify acceptable subsidy for catering outlets and review charges/costs for efficiencies and increased income **DoF & DoI**
12. Identify all income sources and review contribution e.g. ESP **DoF**

EXPENDITURE specific actions

1. Continue to offer Voluntary Severance Scheme **VPSSO**
2. Continue to monitor infrastructure usage and consolidate activity **HoE**
3. Develop three-year estates, equipment and digital replacement/investment plans **DoF & Directors**
4. We will continue to identify any non-core business areas and assess their financial and/or opportunity cost **SLT**
5. Continue to encourage innovation and development when setting budgets **SLT**

Overall financial sustainability actions

1. Continue to model potential scenarios to understand the impact on the short, medium and long-term budget and cash position. **DoF**
2. Where necessary we will consider and implement future savings plans. **SLT**
3. We will continue to avoid compulsory redundancy unless there is no alternative. We will continue to assess the necessity for retaining this option and will remove it as soon as possible. **SLT**
4. We will continue to engage with academic and support teams to identify opportunities for greater efficiency, income generation and reduced costs across the College. **SLT**
5. Despite the financial landscape, we will continue to be innovative, bold and ambitious, to create opportunity, build resilience and drive positive change for a better future for our students, staff and the College. **SLT**

06

Five-year budget forecast and scenario planning

Dundee and Angus College five-year baseline forecast

Budget - baseline including savings	Budget 2025/26 £000	Budget 2026/27 £000	Budget 2027/28 £000	Budget 2028/29 £000	Budget 2029/30 £000	Budget 2030/31 £000
Income						
Teaching Grant	(31,460)	(31,460)	(31,460)	(31,460)	(31,460)	(31,460)
Other SFC Grants	(1,328)	(1,134)	(1,134)	(1,134)	(1,134)	(1,134)
ESF and ESP funding	(356)	(366)	(366)	(366)	(366)	(366)
Capital grant	(2,654)	(2,654)	(2,654)	(2,654)	(2,654)	(2,654)
SFC Total income	**(35,798)**	**(35,614)**	**(35,614)**	**(35,614)**	**(35,614)**	**(35,614)**
Tuition Fees	(2,571)	(2,539)	(2,539)	(2,539)	(2,539)	(2,539)
Non core income	(3,928)	(1,729)	(1,656)	(1,656)	(1,656)	(1,656)
Catering & other income	(2,490)	(2,369)	(2,398)	(2,407)	(2,417)	(2,427)
Donation from ALF	(145)	(21)	0	0	0	0
Total income	**(44,932)**	**(42,273)**	**(42,207)**	**(42,217)**	**(42,227)**	**(42,237)**
Staff pay						
Staff pay	35,494	35,448	36,433	37,530	38,660	39,823
VS, unfunded pensions & apprenticeship le	855	855	855	855	855	855
Total pay	**36,350**	**36,303**	**37,288**	**38,385**	**39,515**	**40,678**
Non-staff costs						
Staff related costs	293	290	291	291	291	291
Consumables and equipment	1,817	1,475	1,512	1,512	1,512	1,512
Exam fees & student costs	957	1,039	1,039	1,039	1,039	1,039
Property cost	2,962	3,503	3,575	3,575	3,575	3,575
ICT and telephony	957	1,228	1,296	1,296	1,296	1,296
Website development	0	700	0	0	0	0
Professional fees, mktg, insurance, interest	1,715	932	930	930	930	930
Total non-staff costs	**8,701**	**9,167**	**8,641**	**8,641**	**8,641**	**8,641**
Total Income	(44,932)	(42,273)	(42,207)	(42,217)	(42,227)	(42,237)
Total Expenditure	45,051	45,469	45,930	47,026	48,156	49,319
Non-consolidated (surplus)/deficit	**119**	**3,197**	**3,722**	**4,809**	**5,929**	**7,083**
Gardyne Theatre Limited deficit	65	0	0	0	0	0
Loan repayment (Aug 2026, June 2027)	457	914	0	0	0	0
Overall (surplus)/deficit	**641**	**4,111**	**3,722**	**4,809**	**5,929**	**7,083**

Note – includes Autumn 2025 pay savings

Dundee and Angus College five-year baseline forecast, including budget uplift

Budget - including savings & additional funding	Revised Budget 2025/26 £000	Draft Budget 2026/27 £000	Indicative Budget 2027/28 £000	Indicative Budget 2028/29 £000	Indicative Budget 2029/30 £000	Indicative Budget 2030/31 £000
Teaching & other SFC Grant - 2025/26 baseline	(32,788)	(32,594)	(32,594)	(32,594)	(32,594)	(32,594)
Additional 2026/27 revenue funding (9.3%)	0	(3,031)	(3,031)	(3,031)	(3,031)	(3,031)
Total teaching grant	**(32,788)**	**(35,625)**	**(35,625)**	**(35,625)**	**(35,625)**	**(35,625)**
Capital grant - 2025/26 baseline	(2,654)	(2,654)	(2,654)	(2,654)	(2,654)	(2,654)
Additional 2026/27 capital funding (23.8%)	0	(632)	(632)	(632)	(632)	(632)
Total capital grant	**(2,654)**	**(3,286)**	**(3,286)**	**(3,286)**	**(3,286)**	**(3,286)**
ESF and ESP funding	(356)	(366)	(366)	(366)	(366)	(366)
SFC Total income	**(35,798)**	**(39,277)**	**(39,277)**	**(39,277)**	**(39,277)**	**(39,277)**
Tuition Fees	(2,571)	(2,539)	(2,539)	(2,539)	(2,539)	(2,539)
Non core income	(3,928)	(1,729)	(1,656)	(1,656)	(1,656)	(1,656)
Catering & other income	(2,490)	(2,369)	(2,398)	(2,407)	(2,417)	(2,427)
Donation from ALF	(145)	(21)	0	0	0	0
Total income	**(44,932)**	**(45,936)**	**(45,870)**	**(45,880)**	**(45,890)**	**(45,900)**
Staff pay						
Staff pay	35,494	35,448	36,433	37,530	38,660	39,823
VS, unfunded pensions & apprenticeship levy	855	855	855	855	855	855
Total pay	**36,350**	**36,303**	**37,288**	**38,385**	**39,515**	**40,678**
Non-staff costs						
Staff related costs	293	290	291	291	291	291
Consumables and equipment	1,817	1,475	1,512	1,512	1,512	1,512
Exam fees & student costs	957	1,039	1,039	1,039	1,039	1,039
Property cost	2,962	3,503	3,575	3,575	3,575	3,575
ICT and telephony	957	1,228	1,296	1,296	1,296	1,296
Website development	0	700	0	0	0	0
Professional fees, mktg, insurance, interest	1,715	932	930	930	930	930
Total non-staff costs	**8,701**	**9,167**	**8,641**	**8,641**	**8,641**	**8,641**
Total Income	(44,932)	(45,936)	(45,870)	(45,880)	(45,890)	(45,900)
Total Expenditure	45,051	45,469	45,930	47,026	48,156	49,319
Non-consolidated (surplus)/deficit	**119**	**(466)**	**59**	**1,146**	**2,266**	**3,420**
Gardyne Theatre Limited deficit	65	0	0	0	0	0
Loan repayment (Aug 2026, June 2027)	457	914	0	0	0	0
Overall (surplus)/deficit	**641**	**448**	**59**	**1,146**	**2,266**	**3,420**

Note – includes Autumn 2025 pay savings & budget uplift announced January 2026, based on DAC historic proportion of overall college budget

07

Timeline and conclusions

Annual Budget and financial governance timeline

December to April

- Draft budget for following academic year (yr 1) and indicative budgets year 2 & 3, after consultation with budget holders and using latest known course provision.
- Scenario plans considered for five years ahead and Financial Strategy updated.
- Finance and Infrastructure Committee review Financial Strategy in February.
- SFC indicative funding announcement March.
- SLT reviews budgets with a view to balancing three-year budgets based on indicative funding allocation.

May

- Draft budget for following academic year (yr 1) and indicative budgets for year 2 and 3 and cashflow forecasts considered by Finance and Infrastructure Committee.
- SFC final funding confirmation expected in May.

June

- Board approval of Draft Budget for following academic year and note indicative budgets for following two years.
- Financial Forecast Return submission by 30th June deadline.

September

- Financial Forecast Return reviewed by Finance and Infrastructure Committee.
- Variable staff in-year budget (year 1) reviewed for actual applications and course provision.
- Finance and Infrastructure Committee consider Financial Regulations annual review.

December

- Revised in-year budget presented to Finance and Infrastructure Committee including impact of actual student intake.
- Tuition Fee Policy consider Finance and Infrastructure Committee.

Financial risks and budget monitoring reports are considered by SLT each month and at each Finance and Infrastructure Committee meeting. They are presented for information to each meeting of our Board.

Conclusions

Dundee and Angus College continues to navigate a highly challenging and volatile financial landscape, characterised by flat cash funding, increasing cost pressures, sector-wide structural deficits, and tightening liquidity constraints. Despite these pressures, the College has taken proactive steps to stabilise its position, including savings programmes, scenario planning, and enhanced financial governance arrangements reviewed regularly by the Finance and Infrastructure Committee and Board.

This Financial Strategy sets out a clear framework for ensuring long-term sustainability over the period to 2030. It outlines the budget assumptions needed to support forward planning, identifies strategic financial risks across income, expenditure, our workforce, and estates, and establishes the principles that will guide future decisions on cost reduction, and income diversification.

The Strategy emphasises the importance of maintaining strong governance, managing cashflow prudently, and aligning financial decisions with the College's strategic priorities, including the Infrastructure Vision, curriculum development, and student experience enhancement.

Given the absence of mandated review frequencies in national guidance, this Strategy will be reviewed annually to ensure the College remains agile and responsive to changing circumstances. This approach reflects best practice and acknowledges the need for continual reassessment of financial risks, opportunities, funding announcements, and sector developments.

The College remains committed to being bold, innovative and forward-looking, ensuring that financial decisions support long-term sustainability while protecting high-quality learning opportunities, supporting staff and students, and contributing to the region's economic and social wellbeing. Through disciplined planning, strong governance, and a clear focus on long-term resilience, the College is well placed to manage the challenges ahead and continue delivering its vision.

Approved by:

Issue date:

Review period: Annual
Review Date: February 2027

Prepared by: Director of Finance
Executive Sponsor: Vice Principal Support Services and Operations

Principles underpinning focused cost reductions and financial sustainability planning

Appendix A

As we plan a way forward through the continuing financial challenges facing us, we are keen to continue to utilise a series of clear criteria as guiding principles to support and test proposals put forward and the decisions that we are making.

Criteria of this type have been discussed with our local trade unions and will continue to underpin decision making around both curriculum and support service changes impacting on the College.

In considering and developing future plans to support and underpin financial sustainability the following key criteria will be considered.

- Active engagement and involvement of staff, learners and relevant stakeholders is critical. Teams and team members should be actively engaged in regular discussions around the changes needed to create a successful and sustainable College.
- We will continue to provide access to education and training across the Dundee and Angus region, delivering a curriculum that provides clear progression pathways with multiple entry / exit points. Within this, courses will be consolidated to remove internal competition, reduce duplication and to prevent early specialisation with changes reflected in curriculum design. The creation of centres of excellence where practicable will be encouraged.
- Changes should recognise the needs of D&A learners and the needs of our wider community and economy. We will continue to build a sense of community, provide an inclusive curriculum, promote excellence in learning and teaching, delivering on our regional economic priorities and supporting vulnerable and under-represented learners.
- Efficiency of curriculum and service delivery will be critical, such as class sizes being optimised to ensure efficient delivery, good housekeeping maintained, course hours, use of resources, working patterns, engagement, income / contribution maximisation and outcomes managed.
- Developments should focus funding on the frontline learning, teaching, and services to support learners. Duplication of provision or services should be minimised (where this makes good educational or operational sense) and other activities streamlined where possible. Simplification and reduction of bureaucracy or other ‘non-contributing’ activities, and the streamlining and automation of processes, should always be a priority.
- Non-core activities and projects should make a clear contribution to the operation of the College curriculum / services and contribute to our financial sustainability. Where these outcomes cannot be clearly demonstrated then consideration must be given to the viability of these activities.
- Developments should generate genuine and sustainable cost savings and / or income (contribution) increases in the short, medium and / or long-term.
- Simplification of systems, arrangements and structures is essential, with this balanced alongside the need to support new opportunities and future investment.
- Current structures and working arrangements are not necessarily sustainable and are not as important as the financial sustainability needed to assure high quality learning opportunities and outcomes are maintained.

By creating and sharing these at the start of the process, we hope that staff will be able to use these to inform their own thinking, and to understand how any proposed changes or developments fit into a longer-term direction of travel.

SUMMARY Budget Setting Assumptions

Appendix B

Overall Financial Sustainability Budget Assumptions

- We continue to develop three-year budgets, with forecasting up to five years and record our budget assumptions for key income and expenditure areas detailing drivers, estimates and judgements that influence the budget set.
- Target year end balance of £450k or 1% of our expenditure budget.
- Use high-level principles to underpin cost reductions and financial stability plans. Appendix A.

INCOME BUDGET ASSUMPTIONS

- Our credit target remains consistent with 2025/26 credit target of 98,307 for the period of the Financial Strategy. The credit target includes a 2% tolerance threshold.
- The 10% SFC budget uplift (announced January 2026) includes academic and support pay awards, academic pension and National Insurances increases.
- The switch from capital (CDEL) to revenue (RDEL) funding is resolved for the period of the Financial strategy. (Model both scenarios).
- Flat cash SFC funding based on the 2026/27 award for the period of this Strategy.

- **Tuition fees** - Previous years' student numbers, withdrawals, other anticipated changes. Fees are 2026/27 agreed charges, risk/ impact of local University HN recruitment. Future volumes remain consistent with 2026/27 assumptions.
- **Managing Agent Fees** - Previous years student numbers, volume/ fee rate changes.
- **Non-core fee income -** Previous years student numbers, volume changes. Fees are 2026/27 charges. Stretch target to be considered.
- Continue to identify and secure opportunities for additional and alternative funding that provides either an income or opportunity contribution to the College.

EXPENDITURE BUDGET ASSUMPTIONS

- **Pay awards** - nationally agreed awards or Public Sector Pay Policy where awards not yet agreed, except 2026/27 - assume the academic increase is 4.14%
- We will continue to offer voluntary severance
- Job evaluation exercise costs will be fully funded by Scottish Government.
- **Academic pay** - Confirmed academic teaching weeks and planned courses/streams, revised in September for actual course take up. Sickness cover - previous years' data and current sickness % levels. Training hours - planned OD activity and previous years' take up data.
- **Support staff pay** – Established hours and known changes. Consider vacancy management % reduction.

Non-pay expenditure assumptions

- We continue to maximise savings and efficiencies through procurement
- Continue to carry out detailed annual budget reviews with budget holders.
- Use sector specific annual inflation increases where appropriate.
- Continue to review the possibility of closing underutilised buildings/consolidating activity.
- Continue to identify non-core business areas, assess their financial and/or opportunity cost.
- Infrastructure vision will be approved for the purpose of this Financial Strategy
- Develop three-year estates, equipment and digital replacement/investment plans.
- Continue to encourage budget holders to be innovative when budget setting, so we do not stifle growth, creativity, learning and development.

Agenda Item 8.0

BOARD OF MANAGEMENT

Tuesday 17 March 2026

FINANCE ITEMS

8.3 FINANCE & INFRASTRUCTURE COMMITTEE MANAGEMENT ACCOUNTS (for information only)

PAPER E

Finance and Infrastructure Committee

Tuesday 17 March 2026

Budget Monitoring Report at 31 January 2026

Paper for information

1. Introduction

This report sets out the revised budget for 2025/26 and current projected outturn for the year 1 August 2025 to 31 July 2026 as at 31 January 2026. This report also sets out the cashflow forecast for the same period.

2. Recommendation

a) Finance and Infrastructure Committee is asked to note the revised 2025/26 budget position after implementation of the Autumn 2025 savings plan

b) Committee is also asked to note the projected 2025/26 outturn position at 31 January 2026 and the related cashflow projection. A summary of risks is attached at Appendix B.

3. Executive Summary

Board approved a £2.348m deficit budget (including £457k loan) in September 2025. It was approved as the base position with the caveat that action would be taken to bring the budget into balance as soon as feasible, acknowledging that the full level of savings may not be achieved within the 2025/26 year. The Board approved the 2025/26 budget process to deliver financial sustainability within the three-year budget period up to 2027/28.

As a result of the savings exercise carried out between September and December 2025, our 2025/26 deficit budget has reduced by £1.707m to £641k. Our year end projection has reduced by £1.561m to an £782k deficit. This is shown in the table below.

	2025/26 Budget £000	Year end projection £000
Operating deficit	1,826	1,821
GTL subsidy	65	65
Loan repayment	457	457
Pre-savings position (Nov 25)	**2,348**	**2,343**
December 2025 savings reduction	(1,255)	(1,234)
movements	(452)	(327)
Deficit position at 30 January 2026	**641**	**782**
Total savings/movement to date:	**1,707**	**1,561**

Below is a breakdown of the £1.707m savings & movements included in the revised budget.

Category	Department	Full year FTE	25/26 in yr Budget Reduction £000
Income	Building & Estates Support Team		(30)
Non-pay	Building & Estates Support Team		(100)
Non-pay	Various Departments		(54)
Non-pay	Learning & Digital Resources		(265)
Pay	Academic Partnerships Team	(1.00)	(31)
Pay	Access & Supported Education	(0.40)	(13)
Pay	Building & Estates Support Team	(1.00)	(32)
Pay	Building Services	(0.50)	(43)
Pay	Children & Young People	(1.00)	(17)
Pay	Director of Curriculum & Partnership	(1.00)	(42)
Pay	Engineering	(0.74)	(38)
Pay	Essential Skills	(0.84)	(40)
Pay	Finance	(1.00)	(26)
Pay	Guidance and School & Community Liaison	(4.17)	(103)
Pay	Hair, Beauty & Comp. Therapies	(0.52)	(16)
Pay	Health & Social Care	(1.00)	(63)
Pay	Human Resources	(0.12)	(2)
Pay	Isla Refectory	(0.47)	(9)
Pay	Learning & Digital Resources	(1.57)	(35)
Pay	Marketing Services	(2.50)	(70)
Pay	Networks	(2.00)	(41)
Pay	Organisational Development	(2.50)	(100)
Pay	Performing Arts	(0.62)	(33)
Pay	Print Services	(0.66)	(13)
Pay	Senior Leadership Team	1.00	18
Pay	Sport & Fitness	(0.17)	(6)
Pay	PTV hours adjustment		(452)
Income	Helping Hands Nursery		(52)
Total		**(22.78)**	**(1,707)**

The in-year budget adjustments include salary and non-pay costs to date, pay in lieu of notice, holiday pay and backpay relating to the support pay award.

Further savings

Work is ongoing to finalise the remaining savings within the sustainability plan including catering service, Children and Young People Team, Health and Social Care Team, Performing Arts and Sports and Fitness Team.

4. Projected Outturn as at 31 January 2026

Operating budget projected outturn

Appendix A details the revised operating budget (including projects, capital and loan) compared to the projected outturn at 30 January 2026.

Our operating position is a projected deficit of £782k. This is £141k more than our revised deficit budget (£641k).

When we began the savings exercise, we expected the costs of Voluntary Severance to almost completely offset the in-year pay savings, so we reported that the deficit was unlikely to reduce significantly by the 31 July 2026.

However, the savings generated reduced pay costs by £1.5m and were only partially offset by an overspend of £0.5m in severance costs. This was because we were able to reduce a higher number of variable hours than expected and they didn't attract severance costs.

We also reduced no-pay expenditure by £400k and achieved additional income of £100k.

We will update this projection once the remaining savings have been finalised. Analysis of our income projection is in progress and this may reduce our projected outturn.

5. Cashflow projection

Cash held at 31 January 2026 is £5.268m. This represents 26 days cash relative to forecast expenditure. We expect to drawdown additional funds in advance of £950k in February and £2.0m in March which will be offset in June and July respectively.

Cashflow forecast 2025/26	2024/25 £000 Actual	2025/26 £000 Forecast
Cash backed surplus/(deficit)	(3,895)	(367)
Loan repayment	(457)	(457)
Capital expenditure	1,178	1,208
Capital funding	(1,178)	(1,208)
Asset disposal	(588)	0
Working capital movements	2,239	(2,877)
Net movement in cash balances	**(2,701)**	**(3,701)**
Opening cash balances	4,076	6,777
Closing cash balances	**6,777**	**3,076**
Net movement in cash balances	2,701	3,701

6. Link to Strategic Risk Register

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

Author: Nicky Anderson – Director of Finance
Holly Farningham – Finance Manager
Executive Sponsor: Steve Taylor, Vice Principal – Support Services & Operations

Appendix A

Budget monitoring position 2025/26	Revised Operating Budget	Actuals	Projected Outturn at 31 Jan	(Underspend)/ Overspend
	£000	£000	£000	£000
Teaching Grant	(31,460)	(18,066)	(31,460)	0
Other SFC Grants	(4,338)	(2,043)	(4,528)	(190)
SFC Total	**(35,798)**	**(20,109)**	**(35,988)**	**(190)**
Tuition Fees	(2,571)	(1,942)	(2,565)	6
Non core income	(3,928)	(1,384)	(4,254)	(326)
Catering & other income	(2,490)	(1,127)	(2,431)	59
Donation from ALF	(145)	0	(145)	0
Total income	**(44,932)**	**(24,562)**	**(45,383)**	**(451)**
Staff pay				
Teaching pay - established	17,965	8,871	17,805	(160)
Teaching pay - variable	1,723	763	1,904	181
Invoiced staff costs	535	160	541	6
Teaching support pay	2,767	1,434	2,789	22
Support pay	12,505	6,347	12,337	(168)
Apprenticeship levy	125	58	115	(10)
Voluntary Severance Scheme	300	352	818	518
Unfunded pension payments	430	175	416	(14)
Total pay	**36,350**	**18,161**	**36,725**	**375**
Non-staff costs				
Staff related costs	293	132	302	9
Consumables and equipment	1,817	755	1,885	68
Exam fees	780	347	757	(23)
Student related costs	177	133	185	8
Property cost	2,962	1,215	3,045	83
ICT and telephony	957	778	982	25
Insurance	212	212	212	0
Marketing	132	52	132	0
Professional fees	161	(17)	223	62
General overheads	278	172	279	1
Interest and charges	110	26	75	(35)
VAT	822	377	841	19
Total non-staff costs	**8,701**	**4,184**	**8,918**	**217**
Total Income	(44,932)	(24,562)	(45,383)	(451)
Total Expenditure	45,051	22,345	45,643	592
Non-consolidated (surplus)/deficit	**119**	**(2,217)**	**260**	**141**
Gardyne Theatre Limited deficit	65		65	0
Consolidated (surplus)/deficit	**184**	**(2,217)**	**325**	**141**
Loan repayment	457	0	457	0
Overall (surplus)/deficit	**641**	**(2,217)**	**782**	**141**

Appendix B

Risk	Forecast Outturn £000	Risk assessment Likelihood	Impact	Overall	Mitigating actions
Other SFC grants	(4,528)	Low	Medium	Low	We received £190k additional income for the replacement Chiller and Infrastructure Project from SFC and this is built into the projections. The budget includes £194k we expect to receive from SFC to fund the support staff pay increase above 3% (1.14%). We have received confirmation that this will e paid in the next two weeks.
SFC credit income	(31,460)	Low	Low	Low	Our credit target is currently expected to be achieved. However, the impact of HE stundents being recruited by local universtities is a risk. We are carrying out a review of income projections in the coming weeks and will update the projections accordingly, however, there is a risk that we may not achieve our full credit target. We have limited influence over demand, however, we can influence recruitment, delivery and retention.
Tuition fee income	(2,565)	Medium	High	Medium	Student and company debt outstanding at 31 December 2025 is £560k. This is an increase of £89k compared to 30 November 2025 (£471k). This overall increase is expected at this time of year, as we are still raising invoices for new students.
Non-core income	(4,254)	Low	Low	Low	This category contains a disparate range of activities. There is potential for movement on projects income as well as expenditure.
Catering and other income	(2,576)	Medium	Low	Medium	Forecasts tend to be prudent, however, there is potential for adverse movement on catering income given the current cost of living crisis.
Staff pay	36,725	Medium	Medium	Medium	We continue to refine staff cost projections on an individual employee basis as the year progresses. Our projections for PTV hours are based on actual hours worked up to December 2025 and estimated hours for the remainder of the year.
Property costs	3,045	Low	Low	Low	Property costs are being carefully managed in year in order to mitigate any risks.
Non-pay expenditure, excluding property	5,873	Low	Low	Low	Effective budget monitoring and monthly meetings with budget holders will ensure these budgets are effectively controlled and variances are identified early enabling prompt mitigating action.

Agenda Item 9.0

BOARD OF MANAGEMENT

Tuesday 17 March 2026

STRATEGIC ITEMS

9.1 – STRATEGIC PROJECTS UPDATE PAPER F

BOARD OF MANAGEMENT

17 March 2026

STRATEGIC PROJECTS UPDATE

Paper F 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 has continued to make strong progress across engagement, delivery, and strategic development, with particular emphasis on partnership building, curriculum enhancement, and mobilisation of the Mobile Unit. Engineering projects for local businesses remain on track, with two active strands currently underway at Arbroath and Kingsway, reinforcing delivery against agreed objectives.

Significant progress has been made in stakeholder engagement and relationship development. Productive discussions have taken place with a range of regional and national partners, including Star Dundee, SMAS, JTC and ATL, ensuring alignment and avoiding duplication of effort. A coordinated approach to employer engagement is being implemented, supported by agreed business lists and structured introductions. Attendance at sector events, including the Fife College event at St Andrews University, has further strengthened external visibility and collaboration.

Governance, finance, and internal coordination continues to be actively managed. Regular liaison with Marketing, People, and Digital teams has ensured visibility, consistency, and momentum, including promotion of TCEP and wider STEM activity through professional channels such as LinkedIn.

1.2 Science Futures

The Science Futures project continues to make progress across a number of areas:

Industry Engagement & Promotion - a new promotional feature with Thermo Fisher was released across social channels and website, encouraging more employers to offer work placements to students. Another feature highlighted a D&A Modern Apprentice from the Scottish Police Authority Forensic Services, which will be shared in Scottish Apprenticeship Week, helping to showcase apprenticeship opportunities across Tayside.

School Engagement & Outreach - Science Futures supported a career fair at Webster's High School and an Open-Door event at Rowantree Primary School. The project team

also engaged with over 700 pupils from 16 schools at the Dundee Science Festival and STEM Expo at Dundee Science Centre in February.

Further & Higher Education Collaboration – D&A HNC and Access students visited the University of Dundee School of Life Sciences for facility tours, degree insights, and conversations with lecturers and scientists about future careers.

Skills Development - The Essential Laboratory Skills course ran in January at D&A, welcoming 15 participants, including technicians, students, and graduates. Attendees gained hands on experience in areas such as pipetting, aseptic techniques, preparing solutions, and using PCR machines and spectrophotometers. Participants left feeling more confident and ready to thrive in a laboratory environment.

1.3 Supporting SME Skills

Year 6 delivery has progressed well with the project supporting 58 SMEs to date, with funded training of £277,981 and some final training still being pursued to maximise year 6 funding available. The breakdown of approvals is:

Angus	14 businesses	£70,437	260 delegates
Dundee	15 businesses	£72,190	267 delegates
Perth	15 businesses	£70,585	539 delegates
Fife	13 businesses	£64,769	360 delegates

Project delivery and enhancements continue to be considered, in particular in relation to maximising available funding and addressing late training cancellations, particularly in quarter 4 where most waiting list businesses prefer to move funding to the following financial year.

The Business Partnerships team have continued to attend a wide range of events to promote both the Supporting SME Skills and UKSPF funds, these have included MSIP's Partnership for Continuing Employment (PACE) event, Abertay University, Business Gateway drop ins, the Transform Business Festival and Dundee City Council's Meet the Buyer Tayside. These engagements have provided excellent platforms to connect with industry and academic partners, discuss regional workforce development needs and position available funds as key tools for business growth.

1.4 Sustainable Construction Skills

The Sustainable Construction project (September 2025 – April 2030), continues to progress on schedule and within budget. The project is designed to tackle regional skills gaps in sustainable and green construction, strengthen employment pathways, and develop a workforce equipped to support Scotland's transition to net zero.

Significant partnership activity is now embedded, including the Curriculum Innovation Steering Group, employer advisory boards, and emerging collaboration opportunities with suppliers to enhance staff upskilling.

Key progress includes identifying skills gaps, types of training rigs required and establishing potential delivery areas. Work is underway to establish the College as a National Open College Network (NOCN) approved centre which will enable the college to begin delivering sustainable energy and renewable technology courses. A Project Officer is now in post, and procurement covering solar PV, electrical storage, airtightness testing, U-value and thermal imaging, Fabric-First and Ventilation is underway.

Upcoming actions include finalising the course delivery area and training rig costings by May 2026 and completing NOCN approvals by April 2026. Work to accredit shorter introductory courses using the Scottish credit rating system courses is also planned.

2. UK Shared Prosperity (UKSP)Fund

Following successful applications to both Angus and Dundee Councils in August 2025, the Business Partnerships team has been progressing the delivery of funds within a compressed timeframe. These funds support workforce development training for regional businesses, as well as Green Skills training to support the transition to greater energy efficiency. Each fund included a £10,000 provision for administration and marketing costs.

UKSPF Dundee - Currently £118,405 has been committed, supporting 25 businesses, 57 training courses, and 353 delegates. A final application for an additional £5,000 is in progress, and the fund is expected to be fully maximised by 31 March.

UKSPF Angus -The full £90,000 allocation has been committed, supporting 19 businesses, 61 courses, and 326 delegates.

UKSPF Dundee Green Skills - To date, 15 courses have been delivered, with 78 individuals upskilled. Upcoming training will focus on solar thermal hot water systems and heat pumps. By 31 March, a total of £57,160 worth of training will have been delivered to Dundee businesses.

This fund will cease on 31 March and will be replaced with a new Local Growth Fund. Both Angus and Dundee City Councils have advised that it is highly unlikely that there will be any funding for future skills and training programmes as the fund is predominantly focused on capital projects.

3. Scottish Government Offshore Wind Skills

The Offshore Wind project remains on track and on budget, with strong progress across all key workstreams. Modern Apprentices (MA) have now enrolled in additional Offshore Wind units, with associated funding claims completed, and the targeted rollout of the Wind Turbine O&M course has successfully launched for January recruitment with full funding drawdown achieved.

Internship placements with Coast Renewables are confirmed, with three students beginning their paid placement in December. Staff upskilling activity is progressing well, including Cobot welding training and specialist Offshore Wind training.

The project continues to strengthen industry partnerships including with organisations such as Coast Renewables, Vestas, Montrose Port, Realise Energy Services, Floatation Energy, Inchcape, Fred Olsen and SSE. Additional developments include planning for Vestas MA apprenticeships beginning August 2026 and an Memorandum of Understanding (MOU) has been agreed with Inchcape to support equipment provision.

Overall, the project is contributing directly to Scotland's strategic objective of developing a skilled workforce to meet future offshore wind sector demands, with key milestones achieved and further activity underway to enhance curriculum, workforce pathways and industry collaboration.

4. Approvals

The Board is asked to:

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

5. Link to Strategic Risk Register

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

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

Agenda Item 10

BOARD OF MANAGEMENT

Tuesday 17 March 2026

STUDENTS' ASSOCIATION REPORT PAPER G

DASA UPDATE

March 2026

Students' Association
Dundee and Angus College

Student Congress & Department Rep Training

The first Student Congress meeting was delivered alongside an interactive training session for Department Representatives, designed to strengthen representative capacity and embed partnership working.

- **Key Activity**
  - Training used Service Design tools and methods to support active learning.
  - Students practiced communication, problem-solving, and feedback skills relevant to their roles.
- **Impact**
  - Strong engagement and positive feedback from student representatives.
  - Improved confidence, clarity, and readiness to contribute to quality enhancement.
  - Supports meaningful student participation aligned with sector expectations.

Open Day – Student Volunteer Engagement

Student Representatives played a key role in supporting the College Open Day, providing peer-to-peer engagement for prospective students and their families.

- **Key Activity**
  - Around 20 student volunteers supported tours and shared personal learning journeys.
  - Student-led feedback was gathered on barriers to college, expectations, and aspirations.
- **Impact**
  - Enhanced the Open Day experience through authentic student voice.
  - Valuable qualitative insight collected to inform future SA activity planning.
  - Strengthened student ownership and partnership with the College.

Responding to Student Feedback

Feedback highlighted a want for increased social and out-of-hours opportunities to enhance the student experience.

- **Key Activity**
  - Partnership developed with Abertay University to provide access to societies and student groups.
    - More opportunities for students during lunch breaks and after College hours through DASA.
- **Impact**
  - Broader access to extracurricular and social opportunities for students.
  - Supports wellbeing, belonging, and retention.
  - Demonstrates visible action in response to student feedback.

Campus Engagement & Student Clubs

Student engagement continues to grow across campuses, with increased interest in clubs and social activities.

- **Key Activity**
  - Increased engagement at Kingsway Campus, with a busier Students' Association office.
  - Continued demand for clubs such as Dungeons & Dragons and Warhammer at our Kingsway Campus.
  - Two D&D sessions now running weekly at Arbroath Campus due to student demand.
- **Impact**
  - Strengthens community, peer connection, and campus engagement.
  - Supports inclusion and a positive student experience across campuses.

Student Led Initiative Spotlight

- Diverse group of students coming together
- Transforming the local landscape
- Growing food for local people
- Granted £2.5K Microfunding through College Creators Fund, supported by the Scottish Government

Green Roots
Project









Thrive Project – Wellbeing & Cost of Living Support

The Thrive Project continues to provide essential wellbeing and cost-of-living support to students.

- **Key Activity**
  - Thrive Shops refreshed and maintained with support from student volunteers.
  - Supported Education students involved as part of their course at Gardyne and Arbroath.
  - Thrive Shop open during Open Day to showcase available support.
  - Food larders stocked in partnership with local community organisations and supermarkets.
- **Sustainability**
  - Enterprise opportunities being explored to support long-term sustainability.
- **Impact**
  - Increased visibility and use of Thrive services.
  - Strong partnership working across College and with community organisations.
  - Positive contribution to student retention, wellbeing, and equality.

Community Partnership – DISHED Project

The Students' Association is supporting the DISHED project in partnership with Nourish Scotland.

- **Key Activity**
  • Student engagement and Service Design sessions supporting research into public restaurants.
  • Contribution to a UKRI-funded pilot exploring affordable, healthy, and inclusive food provision.
- **Partnerships**
  • Nourish Scotland, Institute of Development Studies, University of Nottingham, University of Sussex.
  • Local partners include Dundee Healthy Weight Partnership, Faith in Community Dundee, and Maxwell Community Centre.
- **Impact**
  • Students contribute to nationally significant research and local policy development.
    - Highlights new offering coming to Dundee to our students who will benefit from affordable dinning.
      • Reinforces the College's role and commitment to sustainability and wellbeing.

Monthly Feedback Themes – Welcoming & Belonging

Monthly student feedback themes are being reviewed to support continuous enhancement.

- **Current Focus**
  • Welcoming and Belonging from 575 students across the College
- **Key Themes**
  - Supportive staff & lecturers
  - Positive Classroom Culture
  - Positive Group Work and Team Building
  - Student's confident that support services are accessible
  - Clean and welcoming social and learning spaces
  - More need for social and extra curricular opportunities
  - Practical barriers raised on cost of food and parking
- **Next Steps**
  • Detailed findings to be shared with relevant College teams.
  • Feedback will inform enhancement actions across learning, teaching, and the wider student experience.

What's Happening

Student Led Staff Awards

- Kicked off on Monday 2nd March
- Currently have more than 170 nominations
- Closes Friday 27th March

Student Elections

- Registration Week Beginning 2nd March (currently more than 13 registered)
- Nomination Week Beginning 16th March
- Voting Opens Week Beginning 23rd March
- Voting Closes Friday 24th April

Thank You!

Any Questions?

Agenda Item 11.0

BOARD OF MANAGEMENT

Tuesday 17 March 2026

PRINCIPAL'S REPORT

PAPER H

BOARD OF MANAGEMENT

Tuesday 17th March 2026
Principal's Report

Paper H 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. British Educational Training and Technology (BETT) Show 2026: The 3rd year esports Degree students were lucky enough to gain industry sponsorship from Corsair to attend BETT, a leading tech and esports event in London. Eight students travelled from Dundee for a 2-day conference making valuable connections and accessing job opportunities.

3.2. Dungeons & Dragons Meta Skills: Developing Modern Learners: This initiative is successfully building the social and employability skills that are essential for students. Through structured collaborative gameplay, students develop communication, problem solving, teamwork and reflective practice, with bespoke scenarios designed to evidence real world skills growth. More than 100 students have now signed up, with participation expanding across campuses, including all-female teams, neurodiverse groups and cross department groups who would not typically work together. Using peer review and the STARR (situation, task, action, result, reflect) method, students are generating meaningful evidence for CVs and future job applications while supporting each other's development.

3.3. Leading Student Experience Forum: The Leading Student Experience session on 21 January guided staff through a typical student's journey, using scenario-based activities to explore how college systems can better support students. Curriculum Leaders (HCQs/CQLs) examined hidden barriers affecting attendance, engagement and attainment, applying a trauma informed lens to understand behaviours that are often misinterpreted as disengagement. Through guided reflection, teams identified where institutional processes may unintentionally exclude learners and discussed practical system level responses that prioritise connection, flexibility and equity.

3.4. Curling Programme: To celebrate the Winter Olympics and inspire a love of curling among young people, the College delivered a series of indoor curling tournaments for primary schools across Dundee and Angus. Delivered in partnership with Scottish Curling, Curl Dundee, Forfar Curling Club, Dundee Active Schools and Angus Active Schools, and with a special visit from the Lord Provost of Dundee, events took place at Eastern Primary School, Ferryden Primary School, Whitehills

Primary School and the Saltire Sports Centre, engaging almost 250 pupils. You can read more here.

3.5. Student Selected for Scottish Student Sport Men's National Football Squad: We're proud to announce an exciting first for D&A. HND Sports Coaching and Development student Darren Watson has been selected to represent Scotland as part of the Scottish Student Sport 2025/2026 Men's National Football Squad. Darren has spent the past two years studying within the College's Sport and Fitness department and plays an active role in the Dundee and Angus College football team, both on and off the pitch. It was through his involvement with the team that he was encouraged to trial for national selection. "My lecturer put my name forward and urged me to go, he thought I'd have a high chance in getting selected. I had played for two years at BUCS league for college and thought that standard was good – so I thought my ability might be good enough for the national team".

4. Our People

4.1. Staff Development Day 2026: The Colleges second full Staff Development Day will take place on Tuesday 17 February 2026. Like previous events, this is a 'no teaching' day across the College and offers over 100 different CPD events for staff attendance across all campuses. In each case, CPD activities are linked into the key priority areas within the Tertiary Quality Enhancement Framework (TQEF) and relevant professional standards for lecturing staff.

4.2. 2026 Staff Survey: The 2026 staff survey will go live at the end of March 2026, whilst the survey will stay consistent to long standing themes, there will be some additional questions based on a review with provider Peachy Mondays. Outputs and actions will be discussed as part of the next committee cycle.

4.3. Coaching for Leadership: The first full day of the Coaching for Leadership programme commenced on the14th January, marking the start of the second cohort and the fourth iteration of this professional learning programme. The cohort is a mix of academic and support staff across promoted and unpromoted roles. For fully GTCS-registered academic staff, the programme offers the opportunity to apply for GTCS Professional Recognition in Coaching at master's level, with D&A as the only college in Scotland holding this accreditation status.

4.4. Staff Lobbying over Sector Funding: As reported at the November meeting, a wide range of staff have been involved in lobbying the Scottish Government over sector funding and the impact that funding cuts are having on D&A and colleges as a whole. This engagement includes further significant input from sector trade unions but has also involved staff and students from all areas of the College. On the back of this work, MSP Maggie Chapman longed the following motion in Parliament.

***S6M-20510 Maggie Chapman: Dundee and Angus College Unions Fighting for the Future**

> That the Parliament recognises and values the importance of those working in the further education (FE) sector, including those at Dundee and Angus College; notes what it sees as the success of the Fighting for the Future of Further Education Campaign; appreciates the organising and effort that the campus trade unions have made in highlighting and seeking to protect the contribution made by FE to its students and the communities and economy of the North East and beyond; commends the ongoing commitment of the campus trade unions in protecting jobs and ensuring fair treatment for staff, and extends its best wishes for their continued efforts in advocating for

workers' rights and ensuring that Dundee and Angus College continues to be integral to the communities that it serves.

5. Our Campuses

5.1. Infrastructure Vision Project Director: Following interviews on the 9th March we have offered the important role of Infrastructure Vision Project Director to Ian Simpson. Ian has extensive experience with major programmes and was instrumental in the Gardyne development. Ian officially starts on 1st April 2026.

5.2. Centre of Excellence for Health & Social Care – Progress Update: Significant progress has been made in developing the Health & Social Care Centre of Excellence. The designated area for the Centre has now been fully cleared, building warrant approved, and contractors appointed with construction work underway, marking a major milestone in delivery. The build will create a clinical ward with four simulation bays and a fully equipped simulated home environment, designed to support inclusive, practical and dementia-informed learning.

5.3. Tool Donation: For the third year in a row, the Dundee District Master Plumbers Association has wowed us with their incredible generosity and continued support for the next generation of the profession, by donating tools to our first-year plumbing apprentices. We were delighted to welcome Local President Steve Craig and Vice President Ross Butter to campus to formally present the tools to students. They were joined by Jim Butter and SNIPEF Regional Training Officer Vanessa Docherty, marking another strong show of partnership between D&A and industry! We're also grateful for Worcester Bosch and Monument Tools for their ongoing support, which continues to make a meaningful difference to our students' learning experience.

6. Our Impact

6.1. E-Tennis and Bitwise: Dundee and Angus College is advancing its industry partnerships through two major initiatives that enhance learning, accessibility, and employability. Working with global technology leaders VTEC, the College has launched Scotland's Centre for Excellence for e-tennis, offering students immersive VR tennis experiences that blend physical training with data-driven STEM learning across 40 lessons and 30 skill levels.

6.2. Marketing Activity: Significant progress is being made following an away day and guidance from a local communications company. This has helped to reframe and refocus the work of D&A Business, streamline our offer, and ensure our messaging is clear and accessible to businesses of all sizes. Work is now underway to update the website in line with this refreshed approach. In addition, a supporting leaflet - covering all short course information - is being developed based on client demand.

6.3. A Decade of IT Apprenticeships: To celebrate Scottish Apprenticeship Week, Dundee & Angus College's Computing department welcomed back a group of former students who began their careers as Information Technology and Telecommunications Modern Apprentices just over a decade ago. You can find out more here.

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

Agenda Item 12

BOARD OF MANAGEMENT

Tuesday 17 March 2026

NATIONAL BARGAINING UPDATE — PAPER I

BOARD OF MANAGEMENT
Tuesday 17 March 2026

National Bargaining Update

Paper for discussion

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. College Employers Scotland (CES) Senior Staff Changes

Following the promotion of the former CES Director (Gavin Donoghue) to the role of Chief Executive of Colleges Scotland and the retiral of the former Head of National Bargaining (John Anderson) two new appointments have been made, with Callum Chomczuk becoming CES Director and Steve Farell being appointed as Head of National Bargaining. An introductory meeting with Mr Chomczuk was held on 26 February 2026.

3. Revised National Recognition and Procedure Agreement

Following a range of discussions, a new National Recognition and Procedure Agreement has been approved by unions and employers. This revised agreement will modernise and streamline elements of the current arrangements, including introducing expected behaviour standards in line with the standards in public life. The revised agreement was implemented from 1 March 2026.

4. Academic Staff Negotiations

Since the previous update there have been ongoing national discussions between the Colleges Employers Association and EIS-FELA. The recent focus has included updating the new national recognition and procedure agreement and related ways of working as detailed below.

A three year pay demand (2026/27, 2027/28 and 2028/29) for academic staff has been lodged with College Employers Scotland. This is seeking an increase of 4.5% for 2026/27 and a 4% increase in future years with a guarantee that the minimum award will be at least 1% above the rate of inflation. The demand also includes a requested commitment to no compulsory redundancies and the introduction of a distant islands allowance.

Discussions and negotiations on this demand will progress in the near future with the aim of achieving a settlement in advance of the September 2026 due date.

5. Support Staff Negotiations

5.1 National Job Evaluation

Arrangements in respect of the national job evaluation project are continuing to progress, although the funding to underpin the project work is still unclear and will be linked to the outcomes of a 'Lessons Learned' exercise to be undertaken by the Scottish Funding Council. A full Treasury 'Green Book' funding bid is also likely to be necessary to access project funds.

Preparatory work in respect of the JE exercise is continuing, including

- 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.

It is proposed that the project will progress in two phases, with the first focusing on current roles, with the second phase then looking at the historic roles back to 2018. Both parts of this project are complex and discussions around the details of this are on-going with many areas of agreement around next steps, but also some areas of significant disagreement.

From a D&A perspective there are 150 job roles to be evaluated within the first phase of the project with up to a further 190+ to be evaluated in the second stage depending upon decisions made around coverage.

A recent update on the national project is available here.

5.2 Organisational Change Guidance

As part of the outcomes of the 2025/26 negotiations with support staff, a draft organisational change guidance document has been developed for the sector. This document (once formally approved) will provide straightforward guidance and commitments (in line with the ACAS guidance) to provide a minimum standard of approach to restructuring and savings plan consultation and approaches across the sector.

6. Fair Work Principles

As also noted under agenda item 7, all institutions in receipt of Scottish Funding Council funding will have adhere to all seven Fair Work criteria rather than the two that are currently specified. This change is welcomed in staffing terms and there are no specific changes anticipated from D&A to meet these requirements. Concern does exist, however, that the requirements are not equal across different parts of the public sector which is likely to make it more difficult and more costly for colleges when tendering for commercial or other business. This concern has been fed back to the government.

7. Public Sector Pay Policy – Chief Executives

The Minister for Further and Higher Education has formally agreed that college Principals pay will now come under the terms of the Public Sector Pay Policy 2025-26 for Chief Executives. Details on these arrangements are not yet clear and any amendment to arrangements arising from this change will be progressed under the terms of the Remuneration Committee.

8. Local 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. Interim arrangements are in place through a regional GMB Officer (Paul Reid) to support D&A staff.

9. 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

Agenda Item 13.0

BOARD OF MANAGEMENT

Tuesday 17 March 2026

GOVERNANCE ITEMS

13.1 – BOARD DEVELOPMENT ARRANGEMENTS

PAPER J

BOARD OF MANAGEMENT

Tuesday 17 March 2026

Board Development

Paper for discussion

Introduction

October's Board Development workshop identified five improvement areas for us to focus on over the next year:

- Making better use of Board skills, experience and networks
- Improving Board profile/visibility
- Improving Board communications
- Improving meetings to better focus on Board level matters
- Making better use of Board development workshops

Members also identified the need to consider a Board response to the Gillies Review of University of Dundee and looked ahead to the next externally facilitated review of our own governance arrangements.

This action plan is largely inward looking, focused on how to improve Board effectiveness. However, recent communication from Ben Macpherson, Minister for Higher and Further Education suggests that we will also be expected to have a greater awareness of our external environment. In particular he challenged, Chairs (and Boards) to consider how colleges might:

- Ensure effective partnership working with other organisations and actively participate in reference groups, discussion forums, and open meetings.
- Foster regional and cross-regional collaboration to ensure colleges meet economic, social, and educational needs.

Over the next period it is likely that our overall effectiveness as a Board will be measured against this expectation as we build on existing strengths in this respect.

Draft Board Development Action Plan

Action	Responsibility	Timescale
Making better use of Board		
1. Share resources for Board members to use with their networks to promote D&A & college sector	Chair/Principal/Sec	Ongoing
2. Build Board skills matrix	Sec	Jun 26
Improve Board profile and visibility		
3. Introduce a Board award for staff	Chair/Principal	Jun 26
4. Board role communicated to staff		
5. Extend Board calendar to include more College & sector events		
Improve Board Communications		
6. Quarterly Board digest to staff		
7. Maximise 1 to 1 feedback from Board members to Chair	All	Ongoing
8. Improve Board members comms with Executive	Chair/Principal/Sec	Ongoing
Improve Board Meetings		
9. Adapt meeting agendas to: - Improve discussions and decision making over information giving. Updates and information items to pick out highlights - Prioritise scrutiny of finances, risk and governance - Introduce covering page for items - Provide indicative timings for items	Chair/Principal/Sec	Jun 26
Board Development Workshops		
10. Board development sessions - More regular (quarterly) - Evenings rather than during the day - Themed sessions - Board members to lead more often, making use of skills matrix - Make better use of CDN and other external sources	Chair/Principal/Sec	Mar 26
Additional Development Areas		
11. Board response to Gillies	Chair	Jun 26
12. Governance review	Chair/Principal/Sec	Jan 27
13. Balance internal focused Board effectiveness with closer consideration of external collaborations and partnership working across college sector.	Chair/Principal/Sec	Ongoing

Author & Board Sponsor: Laurie O'Donnell, Chair

Agenda Item 13.0

BOARD OF MANAGEMENT

Tuesday 17 March 2026

GOVERNANCE ITEMS

13.2 – SFC REPORT ON EXPECTATIONS OF GOOD GOVERNANCE

PAPER K

BOARD OF MANAGEMENT

Tuesday 17 March 2026

D&A College Reflections from the SFC Expectations of Good Governance Report

Paper for information

1. Background

Following on from the well documented issues impacting on the University of Dundee, the Scottish Funding Council published an outline of their expectations from the college and university sectors in respect of good governance practice.

In advance of this publication, the College had already completed its own self-evaluation of practice in respect of the matters arising at the University of Dundee, including an action plan in respect of this evaluation and relative to the lessons learned checklist outlined within the independent investigation report undertaken by Professor Pamela Gillies.

This further reflection and action plan pulls together the work undertaken in advance of the SFC publication with the key elements and recommendations made by SFC into a single update report and action plan.

2. SFC Expectations of Good Governance

The SFC expectations report provides a summary of college and university sector wide analysis of Governance Effectiveness Reviews (GER), previously called Externally Facilitated Effectiveness Reviews alongside the finding from the Professor Gillies report.

These reviews are linked into a number of key points and recommendations to be considered as part of the wider SFC Outcomes Framework and Assurance Model in place for colleges and universities. This includes a number of recommendations in respect of future Governance Effectiveness Reviews.

In addition to a number of recommendations in respect of governance practice and activities the SFC report highlights two specific points for the college and university sectors arising from the Gillies report as follows.

- The report notes that the dual role of the University Secretary as Chief Operating Officer is a potential conflict of interest, requiring careful management to ensure primary responsibility to the Chair of Court. This is not a common arrangement in the Scottish university sector, but instances outside of the University of Dundee do occur. SFC recognises that institutions are autonomous and that staffing matters are not for the SFC. Therefore, we encourage institutions to consider carefully whether this arrangement is appropriate and how best to secure the University Secretary's independence where a dual role is in place.

- Overlapping attendance, whether or not formal memberships, between Finance Committee and Audit Committee, which can undermine the crucial independence of the Audit Committee. Although the sector codes of governance do not explicitly prohibit this, the spirit of the codes and SFC's view is that impact on the independence of the Audit Committee is detrimental to its oversight and assurance function. We therefore encourage the relevant bodies that own the sector codes of governance to consider carefully whether this should continue to be permitted in future iterations of the codes.

Both of these points have already been identified within the D&A self-evaluation considered at the September 2025 meeting.

3. D&A Response

Following receipt of the SFC expectations document the College has undertaken the following steps to ensure that governance arrangements and College practice aligns with current known expectations.

3.1 Externally Facilitated Effectiveness Review

The Externally Facilitated Effectiveness Review approved by the Board at the December 2024 meeting has been assessed relative to the requirements of the College Development Network (CDN) guidance and the additional comment made by SFC as part of the national review undertaken for SFC by independent consultants 'On Board'.

In terms of this assessment it is noted that the 2024 Externally Facilitated Effectiveness Review fully meets all of the requirements outlined within the relevant CDN guidance in place at the time of its completion.

The review is also assessed as meeting the recommendations outlined by SFC within the September 2025 Expectations of Good Governance report. This includes:

- the timing and submission (to SFC) of the report;
- the link and review in relation to the requirements of the CDN guidance and the Code of Good Governance; and
- the focus on evaluation and assurance including comment on both risk management and financial governance.

The SFC expectations document highlights some recommendations to be developed in respect of future GER guidance for the college and university sectors and this will be reviewed when available as part of the next scheduled review. This includes reducing the timeframe between reviews to 3 years. Given this, it is anticipated that the next review will be scheduled for completion August - December 2027.

3.2 Professor Gillies 'Lessons Learned' Report

As part of the arrangements described in section 1 above the College undertook a review of practice against the recommendations detailed within the Gillies report. This review confirmed that governance arrangements at D&A adhered strongly to almost all of the checklist points. The points for development in respect of this report were highlighted to the board in September 2025 and will be progressed as agreed at that time.

4. Action Planning

The actions arising from the review of information relating to the situation at the University of Dundee, alongside the lessons learner report by Professor Gillies and the SFC Good Governance expectations report were shared with the Finance & Infrastructure and Audit & Risk Committees alongside the full Board (September 2025). An update on progress as at March 2026 is enclosed and work against the small number of remaining points will be progressed, with a further update provided to the September 2026 Board meeting.

5. Link to Strategic Risk Register

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of 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 and Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations

Appendix A

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

External Challenges for Dundee University:	D&A Reflection / Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
Cross subsidy with international tuition fees closing their funding gap	D&A Overseas fees are relatively small with minimal annual targets set. Student numbers are identified within activity reporting & assumed fee levels identified clearly within budget and monitored in monthly budget monitoring	Student numbers (credits) clearly planned and regularly monitored and action taken as necessary.
Changes in immigration policy/visa regulations had negative impact on international student recruitment	As above	Arrangements in place
Inflation	We are budgeting more clearly for known significant inflation areas and document our assumptions	Budget assumptions documented and subject to regular review
National Insurance increase	Scenario planning and active monitoring on potential areas of costs increases are included as part of budget development. We are budgeting more clearly for known significant inflation areas and document our assumptions	Budget assumptions documented and subject to regular review
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	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. Continue to engage with Board Members individually and as a group to build understanding of College financial landscape.	Engagement arrangements in place and ‘lines to take’ shared.
Inadequate financial discipline and control	Budget planning and regular monitoring arrangements in place with identification and discussion on reasons for variances and remedial action as required. Improvements in budget setting process and regularity / clarity of monitoring are being progressed.	Documented budget setting and reporting arrangements in place. Management accounts shared with Board.

External Challenges for Dundee University:	D&A Reflection / Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
Poor investment decisions, including digital decisions	Major investment decisions are considered at SLT and approval by Committee or Board above clear minimal thresholds. All infrastructure projects above defined thresholds are subject to post project evaluation. Infrastructure project management arrangements in place with clear escalation of issues / changes to full SLT. Board governance arrangements have been confirmed and enacted to support major infrastructure developments.	Arrangements in place
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. Improvements in financial control and segregation of duties have been made as they were identified.	Documented budget setting and reporting arrangements in place. Finance process and systems enhancement plan being implemented
Lack of accountability	Budget holders and support staff know their responsibilities around budget management. Cultural change to fully own it. Clear rationale for budgets & understanding of budget assumptions and judgements so that variances can be explained and understood. Decision rationale and decision log for key SLT decisions is completed at each fortnightly in person SLT meeting. 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. Improvement in communications of Committee/Board decisions and rationale has been enacted within SLT meetings to ensure full SLT awareness.	Arrangements in place

External Challenges for Dundee University:	D&A Reflection / Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
Inadequate oversight at Executive and Court levels of financial position, not least in ensuring strategic ambitions were underpinned by financial rigour.	Budget planning and monitoring arrangements in place with discussion on variances and remedial action as required. Budget monitoring presented for discussion on monthly basis at SLT and quarterly at each Finance and Infrastructure Committee and Board meeting. Further discussion / updating on the key financial info SLT want and need is in the finance improvement plan & on SLT agenda. 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.	Arrangements in place. Cipfa training undertaken by SLT
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	3-to-5-year budgeting and Financial Strategy are part of our budget setting process. D&A history of longer-term financial planning and sustainability. A further update of the long-term financial strategy will be completed for December 2025.	Arrangements in place. Financial Strategy delayed to March 2026.
Lack of discipline on following through on savings decisions	All savings plans have named SLT lead with feedback on process and outcomes to SLT, Board and wider College. Efficiencies progress and financial implications are clear and included in budget monitoring reporting.	Arrangements in place
Was not appropriate oversight or challenge at Executive and Court level – Executive and Court “can only make decisions on the basis of the information you are given” and “dealt with the info they had”. “We were asking questions and told it was fine, and we had a high degree of confidence we could balance the budget”.	Financial training for (SLT) non-financial managers has been scheduled. Training on other key SLT remits for non-specialists is to be further discussed.	Cipfa training undertaken by SLT

External Challenges for Dundee University:	D&A Reflection / Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
Gaps in competence at leadership level	Financial training for (SLT) non-financial managers has been scheduled. Training on other key SLT remits for non-specialists is to be further discussed.	Cipfa training undertaken by SLT
Top post graduate student numbers dropped by two thirds over 2 years – Had a serious impact on international student numbers	Key student application and recruitment data provided to and discussed at SLT alongside remedial steps being taken to deliver on targets. Information provided and highlighted to LT&Q Committee and Board. Activity issued highlighted as key risk area to A&R where required. All SLT members are aware of the need to be tuned into the wider impacts of changes in student (and other) activity. Links in year between operational and financial monitoring are noted.	Arrangements in place
Planned for 25% reduction in international student income but Dundee Uni actual closer to 50%	As above. We have documented our budget setting assumptions so that SLT understands them and review the reasons for in-year variances in budget monitoring reports	Documented budget setting and reporting arrangements in place.
Budget predicated on a large amount of savings being delivered that were then not delivered. Member – “we were not kept in the loop as to whether they (savings) were going to be delivered”.	Strict monitoring of savings/efficiencies assumptions in budget. All savings plans have named SLT lead with feedback on process and outcomes to SLT, Board and wider College.	Arrangements in place

External Challenges for Dundee University:	D&A Reflection / Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
July 23 cash balance £74m; July 24 cash balance reduced by £30m	Cashflow data and forecasts included in budget monitoring reports with discussion on variances and remedial action as required. Budget monitoring reports shared for discussion on monthly basis at SLT and each Finance and Infrastructure and Board meeting Further discussion / updating on the key financial info SLT want and need is in the finance improvement plan & on SLT agenda.	Documented budget setting and reporting arrangements in place. Management accounts (inc cash flow statement) shared with Board.

Governance/Scrutiny	D&A Reflection / Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
"False assumption we were breaking even when we were well-off break-even position"	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. Committee and Board metrics show key areas of operational and financial activity in single report. Further discussion / updating on the key financial info SLT want and need is in finance improvement plan & on SLT agenda. Financial training for (SLT) non-financial managers has been scheduled. Training on other key SLT remits for non-specialists is to be further discussed.	Documented budget setting and reporting arrangements in place. Cipfa training undertaken by SLT
"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"	As above	Arrangements in place

Governance/Scrutiny	D&A Reflection / Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
"We were shown numbers where savings *were going to come in* across the organisation"	Strict monitoring of savings / efficiencies assumptions in budget. Details as above.	Arrangements in place
It was public information in 2023 that Nigerian currency dropped by 70% - why were these questions not asked? "You are not employed just to listen to the Finance Director, you have wider experience" "We were always assured there were compensatory savings which were going to finance this."	Horizon scanning – built into & inform operational, financial and risk monitoring. Data and assumptions underpinning key operational and financial plans is clearly documented and regularly reviewed	Budget assumptions documented and subject to regular review
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.	Board Committee structure includes key SLT members in all Committees. Attendance of other key staff at Board where there are reports to be considered. Board are aware of, and practice constructive challenge, with this reviewed externally every 3 – 5 years and subject to Board evaluation.	Arrangements in place

Risk Management	D&A Reflection / Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
Dundee Uni Key Risks 1. Cyber 2. Student experience 3. Staff experience 4. Research excellence 5. Financial sustainability Committee commented surprise Student recruitment was not a top risk and challenged SFC review of this. 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	Strategic Risk Register is considered at each Committee meeting and in detail at each A&R Committee and 2 x annually by Board. Strategic Risk Register is built from College strategy and key operational requirements, with this informing regular audit plan scoping. Management accounts presented to Finance and Infrastructure Committee and Board include specific financial risk register to highlight key risks. Strategic Risks are reviewed by internal and external audit annually. Consider if we link risk management with operational and financial info well enough and regularly enough	Arrangements in place
The risk on international student numbers was “green until it went red”.	Student recruitment and activity data is shared with LT&Q and Board for transparency. Risk register update reports are shared biannually with the Board for transparency. Student numbers are identified within activity reporting & assumed fee levels identified clearly within budget setting and monitoring	Budget assumptions documented and subject to regular review. Student activity levels shared with Board.

Communication and Engagement	D&A Reflection / Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
Recovery plan written with financial lens only – need to look more holistically & involve stakeholders	D&A Approach utilises key guiding principles to avoid 'finance lens only' approach. Guiding principles shared as part of savings exercises & discussed with unions.	Arrangements in place
Staff and union engagement – no co-design / co-production of recovery plan	As above. Savings planning incorporates open consultation arrangements for all staff including anonymous options where preferred. Clear arrangements in place for union consultation and engagement. Staff and union membership of Committees and Board. Previous examples elicited significant engagement and ideas to enhance options/approaches.	Arrangements in place
Senior staff in institution feel that decisions are locked down and feel it is still that way.	As above	Arrangements in place
Staff concerned there is a culture that they cannot raise issues	As above	Arrangements in place
Senior Accountants knew there were issues – how were issues raised?	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.	Arrangements in place
Committee asked, 'how many people' (headcount) affected by 632 FTE at risk number.	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.	Arrangements in place

Appendix B

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

Gillies Report Lesson:	D&A Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
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: a. An integrated income & expenditure, cashflow and balance sheet. b. Transparent cash reporting and cash management i.e. budgeted and allocated cash, unallocated operational cash. c. Control and reporting of capital projects in a way that is not separate to or segregated from the whole university financial reporting; and d. Transparent treasury management (especially if RCFs or loan finance is being used or is available);	SLT development scheduled to improve financial awareness for non-financial members.	Cipfa training undertaken by SLT
2. Active and critical appraisal and challenge of the Risk Register;	Continue current practice / approaches	Arrangements in place
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;	Continue current practice / approaches	Arrangements in place

Gillies Report Lesson:	D&A Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
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);	NA	NA
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;	Continue current practice / approaches	Arrangements in place
6. The Chair of UEG (ordinarily the Principal) should be receptive to challenge;	Continue current practice / approaches	Arrangements in place
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;	Continue current practice / approaches	Arrangements in place
8. There should be clear and unambiguous early communication to Court and its committees regarding matters of importance to the whole university;	Continue current practice / approaches	Arrangements in place
9. Minutes should reflect challenges and not bias. They should also make clear how decisions were arrived at;	Continue current practice / approaches	Arrangements in place
10. Both the UEG and all members of Court should live the nine principles of public life;	Continue current practice / approaches	Arrangements in place

Gillies Report Lesson:	D&A Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
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.	Continue current practice / approaches	Arrangements in place
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;	Continue current practice / approaches	Arrangements in place
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;	Chair of Audit & Risk Committee will not be involved in any future Board group established to respond to 'emergency' or 'in extremis' issues.	Arrangements in place
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;	Continue current practice / approaches	Arrangements in place

Gillies Report Lesson:	D&A Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
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	Continue current practice / approaches	Arrangements in place
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;	Complete current review and enact Board decision.	Arrangements agreed and awaiting implementation
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;	Enact change as necessary once known.	Requirements not yet known.
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.	Continue current practice / approaches	Arrangements in place

Scottish Funding Council Expectations of Good Governance – Learning & Considerations for D&A

Scottish Funding Council Expectations of Good Governance	D&A Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
1. There is a need for greater clarity around what assurances are needed or desired and this would provide benefit to SFC and to Governing Bodies – our guidance will support the sectors in understanding our expectations in this space. SFC expects that GER reports provide assurance over compliance with the relevant sector governance code in practice and that the governance arrangements in place at institutions are both adequate (i.e., designed appropriately) and effective (i.e., operating as intended). This includes effective scrutiny stemming from the culture of the governing body and committees being one that is curious, challenging and holds the executive to account. It also includes appropriate governance oversight of the institution's strategy, internal control and risk management framework and financial viability and sustainability. GER reports should be clear about the evidence on which assurances are based.	Timing and arrangements for Governance Effectiveness Reviews to confirm to revised future CDN/ Colleges Scotland / SFC guidance	Requirements not yet known
2. SFC recognises that institutions are autonomous and that staffing matters are not for the SFC. Therefore, we encourage institutions to consider carefully whether this arrangement is appropriate and how best to secure the University Secretary's independence where a dual role is in place.	Complete current review and enact Board decision.	Arrangements agreed and awaiting implementation

Scottish Funding Council Expectations of Good Governance	D&A Action	Progress as at March 2026 Green = completed Amber = In progress Red = Limited / No progress
3. Overlapping attendance, whether or not formal memberships, between Finance Committee and Audit Committee, which can undermine the crucial independence of the Audit Committee.		Arrangements in place

Agenda Item 13.0

BOARD OF MANAGEMENT

Tuesday 17 March 2026

GOVERNANCE ITEMS

13.3 - STRATEGIC RISK REGISTER PAPER L

BOARD OF MANAGEMENT
Audit and Risk Committee
Tuesday 3 March 2026

Strategic Risk Register Update

Paper for approval

1. Strategic Risk Register

A copy of the March 2026 draft Strategic Risk Register is enclosed. This is noted for approval.

2. 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 20% cuts in sector funding over the past 5 years, 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.

Details of the savings plan enacted to support future financial sustainability (including the impact of this on operations) have been discussed in detail at each Board Committee and the Board meetings in September and December 2025, with all targeted savings achieved and impacts carried forward to the forecasts for the 2026/27 annual budget and subsequent years. This input will continue for the foreseeable future.

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.

3. Reinforced Autoclaved Aerated Concrete (RAAC) Risk

An update on the most up to date picture regarding the RAAC present within the Kingsway Campus was provided for the Board in December 2025, with the RAAC present within the Kingsway tower and Construction/Engineering facilities continuing to represent a concern. All required mitigations remain in place relative to the specialist structural engineering advice received and a structural survey completed in October 2025 has not highlighted any significant change in the condition of the RAAC present within campus accommodation.

Given the passage of time since the initial three to five year timeframe was given around the need to remove the risks associated with RAAC (with these now on a one to three year timeframe) further work has been progressed to develop an alternative plan should exit be required from one or more campus facilities.

This work would require decant into commercial facilities within the city and would require additional set up costs of c£2 million and recurrent funding of c£1.3 million to support the commissioning and operation of these alternative facilities.

The pressing timeline and indicative costs have been shared with SFC, who are aware that – should this risk crystalise- additional emergency funding support would be necessary to mitigate the impact. Details of these risks and costs have been shared with the Scottish Funding Council and Scottish Government.

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 further detailed updates will be provided via the Finance and Infrastructure Committee and full Board.

The next specialist survey is due to be completed in October 2026.

4. 2025/26 Credit Activity

Close management of 2025/26 credit activity levels is being undertaken given the reductions in activity to support financial sustainability. The reductions being progressed in-year in 2025/26 (predominantly reductions in the normal January start programme) are expected to fall within the 2% lower activity threshold available to the College (96,341 credits) and discussions are on-going with the Scottish Funding Council over sector activity levels and thresholds for 2026/2027.

Arrangements for future years are also under discussion nationally, including a more significant review of the funding methodology and approach.

5. HR/People Risks

As with any savings plan, restructure or other significant period of change, the risk associated with the engagement, motivation and goodwill of staff can be adversely impacted. Consideration and mitigation of this risk has been at the forefront of the recent savings plan and has been an important feature of the approach adopted to consult and involve staff in the savings exercise.

Whilst these steps are always extremely challenging, staff engagement through the various steps has been encouraging and feedback around the arrangements has been positive and solution focused in most instances.

As staff have left the College through Voluntary Severance or non-replacement of vacancies, teams have taken steps to review and amend priorities and ways of working to accommodate the reduced staffing.

The People element of the savings plan arrangements and the approaches adopted have been subject to significant discussion within the People, Culture and Wellbeing Committee.

Arrangements to progress the biennial staff survey will continue, with this scheduled for March / April 2026. The results of the survey will be used to inform future organisation development and communication arrangements as well as focusing on specific issued or feedback at team level.

Outcomes from the staff survey will be shared with the People, Culture and Wellbeing Committee in May and September 2026.

6. Governance Expectations & Risks

A further detailed review has been undertaken in respect of the heightened focus on governance (especially financial governance) arising from the issues at the University of Dundee and subsequent SFC governance asks. This review is included as item 8 on the meeting agenda.

7. Strategic Risk Register

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

8. 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

DUNDEE AND ANGUS COLLEGE



STRATEGIC RISK REGISTER

2025 - 2026

As at March 2026

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

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1 Strategic and Structural										
1.1 LT&Q	Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)	4	4	16	• Robust strategic planning • Effective environmental scanning • Strong partnerships • Clear links between strategy and practice • Concerted demands for increased activity levels	4	1	4 ↔	• Robust monitoring via OF&AM Framework • Clear performance metrics • Amendment of strategic direction/ plans • Rolling curriculum review	Principal & Chair
1.2 Board	College may be disadvantaged by changes to either UK or Scottish Government policies	4	3	12	• Effective environmental scanning • Negotiation/influence at national level	4	2	8 ↔	• Review of changes and amendment of strategic direction/plans • Financial strategy sensitivities	Principal & Chair
1.3 Board	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: • Ability of the College to meet key regional strategies/objectives • Financial loss or unmanageable financial risk • Reputational loss	4	3	12	• Effective project/activity management in place • Clear governance structures • Project/initiative finances clearly incorporated within College financial strategy and plans • End of project and exit/contingency planning	3	2	6 ↔	• Regular project updates at Executive/Board level • Monitoring of project activities, plans and outcomes • Clear project Management arrangements in place • Budget reporting and management	Principal, VPCP

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: **Blue** (1-3) = Minor Risk; Green (4 – 8) = Moderate 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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1 Strategic and Structural (cont)										
1.4 Board	College disadvantaged as a result of changes arising from major national educational body reviews: SFC, SQA, EdS	3	3	9	• Negotiation/influence at national level • Review of activities/ projects and response to new opportunities	3	1	3 ↔	• Robust monitoring via OA • Amendment of strategic direction/ plans • Rolling curriculum review	Principal
1.5 Board	Failure of D&A plans and activities to deliver on required carbon reductions and sustainability actions necessary to meet national targets and achieve College climate emergency ambitions.	4	3	12	• Robust CEAP in place • Multiple strands of activity/action • Embedding sustainable practices in normal activity and ways of working • Clear links between strategy and practice • Planned investment in carbon reduction • Sustainable procurement	3	2	6 ↔	• Robust monitoring and reporting of CEAP at SLT and Board level • Clear performance metrics • Amendment of strategic direction/ plans • Monitoring of scope 3 emissions	VPSO, DirInf, HoE

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Risk Number & Committee	**Risks**	**Impact**	**Likelihood**	**Score**	**Mitigation Actions**	**Impact**	**Likelihood**	**Score**	**Monitoring**	**Responsibility**
2 Financial										
2.1 **F&I**	Change in Funding Body and/or Funding Methodology and Allocation – Reduction or restriction in Funding	3	4	12	• Negotiation/influence at national level • Contingency plans for amended funding levels or requirements	3	2	8 ↔	• Advance modelling of new funding requirements, methodologies, and allocations • Monitoring impact of changes • Amendment of strategic or operational direction / plans • Financial strategy sensitivities	VPSO
2.2 **F&I**	Failure to achieve institutional sustainability	5	4	20	• Protection of funding through dialogue with SFC and SG • Input to create sector 'flexibilities' • Robust annual budget-setting and multi-year financial strategic planning • Effective budgetary control • Where required, swift action to implement savings	4	4	16 ↔	• Monthly monitoring of budgets • Regular review of financial strategy and non-core income sensitivity • Effective use of sector 'flexibilities' to support sustainability • Amendment of strategic priorities and timing to align with funding levels • Review and amendment of activity and budget planning to address over/under performance against activity (credit) target • Detailed monitoring of savings programmes • Detailed monitoring & management of CDEL/RDEL risks	VPSO

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2 Financial (cont)										
2.3 **F&I**	National outcomes on salaries and conditions of service outstrip ability to pay	4	4	16	• Influence within Employers Association • Management of staffing expenditures	4	3	12 ↔	• Expenditure modelling • On-going discussions with staff • Financial strategy sensitivities • Workforce planning	VPSO
2.4 **A&R**	Financial Fraud	3	3	9	• Strong financial controls: segregation of duties and review of transactions. • Review of impact of any changes in structure or duties • Whistleblowing arrangements	2	2	4 ↔	• Continuous review of financial controls • Internal Audit programme	VPSO
2.5 **F&I**	D&A Foundation refuses/withholds funding for key College priorities	5	3	15	• On-going dialogue with Foundation Trustees • Appropriate bid arrangements in place	3	2	6 ↔	• Monitor and advise Board of Management	Prin & VPSO
2.6 **F&I**	Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services	4	4	16	• Multi-year estates strategy and capital planning • Lobbying of SFC on capital and backlog maintenance funding • Planning for D&A Foundation bids	4	3	12 ↔	• Monitoring of capital plans and expenditures • Regular review of capital plans/timescales relative to funds	VPSO

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2 Financial (cont)										
2.7 **F&I**	Failure to reach aspirational standards in financial strategy, budgeting, planning or audit	4	3	12	• Clear financial strategy aligning to College priorities and FFR • Appropriate zero based budgeting in place • Regular, timeous and accurate budget monitoring • Effective audit planning and completion	3	2	6 ↔	• Regular review of financial priorities to align / realign with available funds • Comprehensive monitoring and reporting of all finances • 'Real time' budget and data analysis underpins decision making • Effective audit planning and completion	VPSO DirFin

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Risk Number & Committee	**Risks**	**Impact**	**Likelihood**	**Score**	**Mitigation Actions**	**Impact**	**Likelihood**	**Score**	**Monitoring**	**Lead Responsibility**
3 People and Performance										
3.1 **LT&Q**	Failure to reach aspirational standards in learning, teaching, and service delivery	4	3	12	• Clear quality arrangements and priority actions • Continuous self-evaluation and action planning • Rigorous CPD arrangements in place • Regular classroom observation and learner feedback arrangements	2	2	4 ↔	• Comprehensive monitoring of key PIs and student/staff feedback • Regular Stop and Review events • External review and validation findings	VPCP, VPSO DirC&A
3.2 **LT&Q**	Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.	4	3	12	• Robust strategic planning and monitoring • Effective environmental scanning • Strong partnerships • Clear links between strategy and practice • Concerted demands for increased activity levels	2	2	4 ↔	• Effective internal monitoring/review/verification arrangements • External review findings	VPCP, VPSO
3.3 **A&R**	Legal actions; serious accident; incident or civil/criminal breach	4	4	16	• Adherence to legislative and good practice requirements • Positive Union relations and staff communication • Effective management development programmes	3	2	6 ↔	• Monitoring and reporting in key areas – eg H&S, equalities, employee engagement • Continuous professional development • Internal audit programme • Staff surveys	Prin, VPSO, HoE

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3 People and Performance (cont.)										
3.4 P,C&W	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	4	4	16 12	• Clear and proactive approaches to managing and promoting health, safety, and wellbeing • Continuous self-evaluation and action planning • Rigorous CPD arrangements in place • Regular staff and learner feedback arrangements	3	2	6 ↔	• Regular employee engagement monitoring • Open communication with staff • Comprehensive monitoring of key PIs and student/staff feedback • Regular union/management dialogue	VPSO
3.5 Board	Reputational Risk – Loss of reputation with key stakeholders	4	2	8	• Marketing strategy • Reputation plan • Positive marketing approaches	3	2	6 ↔	• Stakeholder engagement • Social media monitoring arrangements	VPCP, DirC&A
3.6 P,C&W	National bargaining outcomes impact adversely on College operations, activity, and flexibility	4	4	16	• Influence within Employers Association • Management of bargaining outcomes and implementation	4	3	12 ↔	• Positive union relations and staff communication • On-going discussions with staff • Innovation in approaches	VPSO, VPC&A

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3 People and Performance (cont.)										
3.7 **P,C&W**	Industrial Relations Problems (including industrial action)	4	5	20	• Adherence to legislative and good practice requirements • Positive Union relations and staff communication • Effective management development programmes • Industrial action continuity planning	4	2	8 ↔	• Regular union/management dialogue • Regular employee engagement monitoring • Open communication with staff • Industrial action continuity planning	VPSO
3.8 **A&R**	Significant Breach of data security / data protection	5	4	20	• Effective management of GDPR compliance • Mandatory staff CPD and awareness raising on data protection (relative to role)	4	2	8 ↔	• Active data protection monitoring and auditing • Effective information and data security policies in operation • Regular data security monitoring/testing • GDPR Action Plan • Staff CPD	VPCP, DirInf
3.9 **P,C&W**	Failure to meet Prevent and related obligations	5	3	15	• Prevent training • Staff awareness and contingency planning • Engagement/practice sharing with local agencies	5	1	5 ↔	• Business Continuity Plan including scenario testing • Information sharing with local agencies	VPCP, VPSO

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3 People and Performance (cont.)										
3.10 **P,C&W**	College arrangements do not minimise risk associated with Modern Slavery	4	2	8	• Clear and compliant procurement arrangements and procedures • Staff identity checking arrangements and use of PVG.	3	1	3 ↔	• Annual procurement monitoring/reporting • Regular employee engagement monitoring • Open communication with staff	VPCP, VPSO
3.11 **Board**	Failure to plan or respond adequately to future pandemic illness.	5	3	15	• Monitoring and rapid response to WHO and UK/Scottish Government information and alerts • Maintenance of COVID-19 good practice approaches to inform future use • Effective business continuity planning in place	4	2	8 ↔	• Pandemic readiness / response included in business continuity plan reviews and testing • COVID/Pandemic Response Group in place • Active monitoring and rapid adoption of pandemic guidance / control measures	Principal

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3 People and Performance (cont.)										
3.12 P,C&W	Failure to attract, engage, retain or develop appropriately qualified staff.	4	3	12	• Clear People Strategy and Workforce Planning in place • Positive Union relations and staff communication • Effective management development & CPD programmes • Positive recruitment approaches and monitoring	4	1	4 ↔	• Absence & turnover monitoring • Exit interviews • Regular staff surveys 7 survey responding • Monitoring and responding to staff concerns, union issues and employee relations concerns	VPSO

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4 Infrastructure										
4.1 **A&R**	Major Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures, RAAC or similar infrastructure failure	5	3	15	• Sound systems of administration • Clear fire and disaster recovery arrangements • Staff CPD	5	1	5 ↔	• Business Continuity Plan including scenario testing	Principal, VPSO, DirInf
4.2 **F&I**	Failure to achieve ambitions of Digital strategy; strategy and development is ineffective	4	3	12	• Planning, careful phasing of changes to processes and systems • Effective management of ICT arrangements • Clear investment plan	3	2	6 ↔	• Regular review/reporting on milestones, systems effectiveness etc • Regular CPD	VPSO, DirInf
4.3 **A&R**	Significant breach of ICT/Cyber security resulting in loss of service sufficient to impact College student / staff outcomes	4	3	12	• Effective management of ICT arrangements • Active ICT/data security monitoring and cyber security policy	4	2	8 ↔	• Staff CPD on cyber security issues • Regular security monitoring/testing • Cyber resilience plan	VPSO, DirInf
4.4 **A&R**	ICT infrastructure fails to support effective data security / data protection	5	3	15	• Effective infrastructure and systems design and implementation • Effective management of ICT arrangements and GDPR compliance	4	2	8 ↔	• Active data protection monitoring and auditing • Effective information and data security policies in operation • Regular data security monitoring/testing	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 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					Score	Impact	Likelihood
	ELT	Executive Leadership Team	Prin	Principal			
	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: Risks	Impact	Likelihood	Score	TREATMENT: Mitigation Actions	POST MITIGATION EVALUATION: Impact	Likelihood	Score	Monitoring	Responsibility
4 Infrastructure (cont)										
4.5 **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	• Creation of long-term infrastructure principles and vision • Multi-year estates strategy and capital planning • Lobbying of SG and SFC on capital and backlog maintenance funding • Identification of alternative funding routes • Planning for D&A Foundation bids	4	4	16 ↔	• Lobbying of SG, SFC and UK Gov on campus vision and needs • Prioritisation of capital plans and expenditures • Regular review of capital plans/timescales relative to funds	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 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.

Agenda Item 13.0

BOARD OF MANAGEMENT

Tuesday 17 March 2026

GOVERNANCE ITEMS

13.4 – MEMBERSHIP UPDATE PAPER M

BOARD OF MANAGEMENT

Tuesday 17 March 2026

Membership Update

Paper for approval

1. Introduction

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

2 Board of Management Membership

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

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

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

3 Board Member Reappointment

A reappointment request for Brian Lawrie was submitted to the Scottish Government following the approval at the December 2025 meeting. An approval outcome from this request was received on 21 January 2026 and as a result the appointment has been extended for a further 4 year period.

4 Board Recruitment

As detailed at the previous meeting, Board recruitment has progressed with five applications received. Interview and selection arrangements were undertaken on 8 January 2026 and formal endorsement is sought for the following appointment that has been progressed under the arrangements delegated to the nominations Committee.

Name	Experience / Specialism
Veronica Donegan	Head of Human Resources, Ritchie UK.

5 Link to Strategic Risk Register

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

Board of Management Membership and Skills Mix as at March 2026 **Appendix A**

Name	Appointment	Member Until	Profession/Specialism
1. Laurie O'Donnell	Regional Chair July 2022	Scottish Government Appointment until 10/07/2026	Learning & Teaching, Digital, Management
2. Helen Honeyman	January 2019	31/12/2026	Risk, Governance, HR Management
3. Donald Mackenzie#	April 2019	31/03/2027	HR & OD, Corporate Communications, Management
4. Neil Lowden	January 2019	31/12/2026	Educational Management, Learning & Teaching, Educational Policy
5. Brian Lawrie	May 2022	31/04/2030	Finance, Public Service Management
6. Carri Cusick*	April 2023	30/04/2027	Economic Development/ Enterprise, Digital, Management
7. Ged Bell*	September 2024	31/08/2028	ICT/Digital, Public Sector Management
8. Kelly McIntosh*	February 2025	31/01/2029	Public Service Management, Education, Learning & Teaching
9. Robert Young*	February 2025	31/01/2029	Private Sector Management, Infrastructure/Engineering
10. Kirsten Marsh*	June 2025	31/05/2029	Government Strategy, Funding, Infrastructure & Economic Development
11. Brian Mooney*	June 2025	31/05/2029	Business Consultancy & Turnarounds, National Project Leadership
12. Colin Smith*	June 2025	31/05/2029	Infrastructure & Estates Leadership, Senior HE Management
13. Ronnie Donegan*	Feb 2026	28/02/2030	HR & OD, Corporate Communications, Management
14. Simon Hewitt	August 2020	--	Principal
15. Jenna Lawrence	October 2025	30/09/2029	Non-Teaching Staff Member
16. Derek Smith	April 2023	31/03/2027	Teaching Staff Member
17. Stephen Oakley	March 2024	31/03/2028	Teaching staff union nominated member
18. Richard Gordon	February 2025	31/01/2029	Non-teaching staff union nominated member
19. 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

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

Agenda Item 13.0

BOARD OF MANAGEMENT

Tuesday 17 March 2026

GOVERNANCE ITEMS

13.5 – BOARD, COMMITTEE AND DEVELOPMENT MEETING CALENDAR 2026/27

PAPER N

BOARD OF MANAGEMENT

2026/2027 Board and Committee Dates

BOARD/COMMITTEE	MEETING DATES
It is proposed that all meetings will be onsite and in-person attendance wherever possible (with a Teams option).	
Board of Management - 5.00pm	**Arbroath Campus, Room A-IS-103:** Tuesday 29 September 2026 Tuesday 16 March 2027 **Kingsway Campus, Room K-TO-226:** Tuesday 15 December 2026 – 10:00am start & lunch Tuesday 22 June 2027
Learning, Teaching and Quality Committee – 5.00pm	**Kingsway Campus, Room K-TO-624:** Wednesday 26 August 2026 Wednesday 11 November 2026 Wednesday 10 February 2027 Wednesday 19 May 2027
People, Culture and Wellbeing Committee – 5.00pm	**Kingsway Campus, Room K-TO-624:** Thursday 3 September 2026 Thursday 19 November 2026 Thursday 18 February 2027 Thursday 27 May 2027
Finance and Infrastructure Committee – 5.00pm	**Kingsway Campus, Room K-TO-624:** Tuesday 8 September 2026 Tuesday 23 February 2027 Tuesday 1 June 2027
Audit and Risk Committee – 5.00pm	**Kingsway Campus, Room K-TO-624:** Tuesday 15 September 2026 Tuesday 2 March 2027 Tuesday 8 June 2027
Joint Audit and Risk Committee/ Finance and Infrastructure Committee 4.00pm	**Kingsway Campus, Room K-TO-226:** Tuesday 1 December 2026
Board Strategy/Development Sessions (5pm-7pm)	**Kingsway Campus, Room K-TO-226:** Tuesday 22 September 2026 Tuesday 8th December 2026 Tuesday 9th March 2027 Tuesday 15th June 2027
Chairs Committee	Minimum 2 times a year
Graduation	Friday 30 October 2026

Agenda Item 13.0

BOARD OF MANAGEMENT

Tuesday 17 March 2026

GOVERNANCE ITEMS

13.6 – BOARD METRICS PAPER O

BOARD OF MANAGEMENT

Tuesday 17 March 2026

Board Metrics

Paper for information

1 Introduction

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

2 Board Metrics Report

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

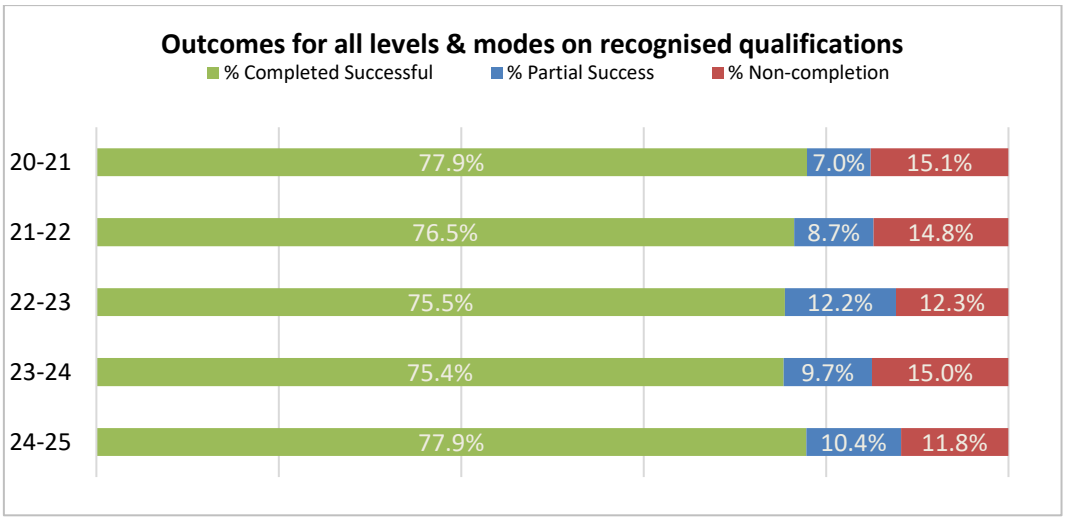
3 Link to Strategic Risk Register

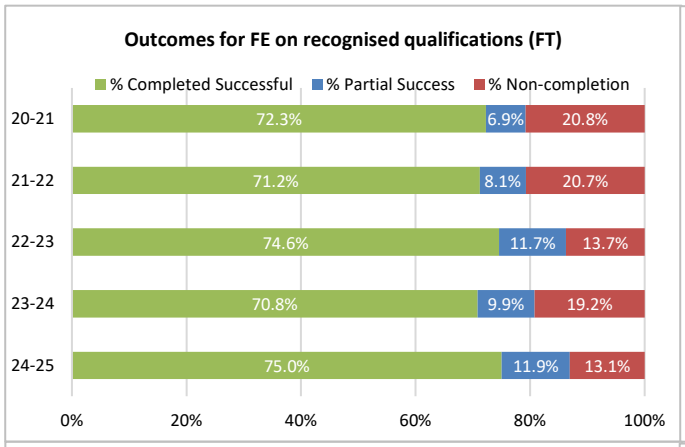
Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely;

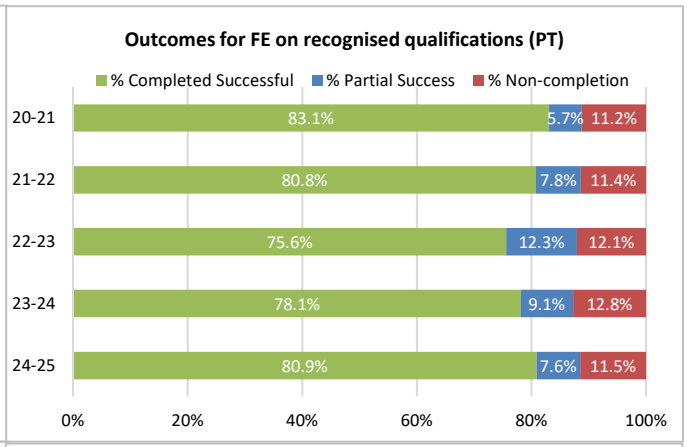
1.1 – Failure of College strategy to meet the needs of the D&A Region and/or national priorities (e.g. Employability, DYW, attainment, articulation)
2.2 – Failure to achieve institutional sustainability
3.1 – Failure to reach aspirational standards in learning, teaching and service delivery
3.3 – Legal 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

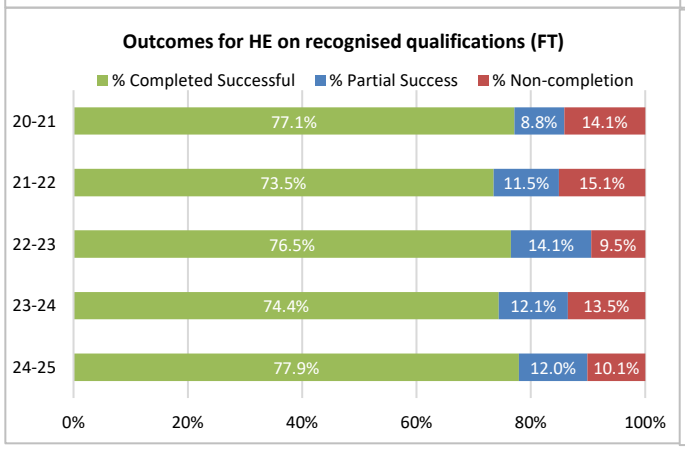
Author Kenny Stewart, Data Analyst
Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations

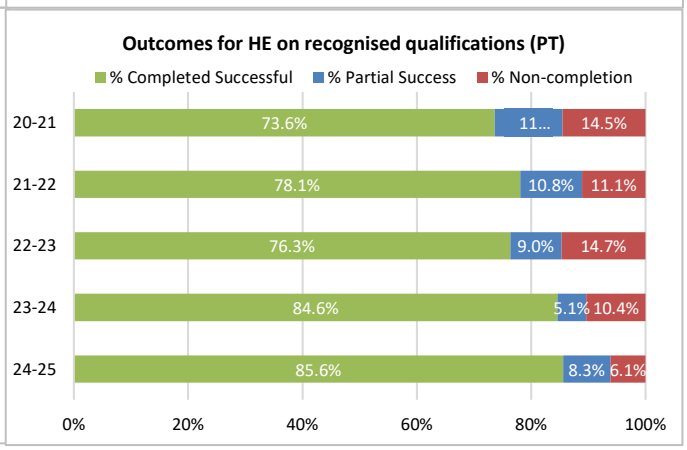
Performance Indicators



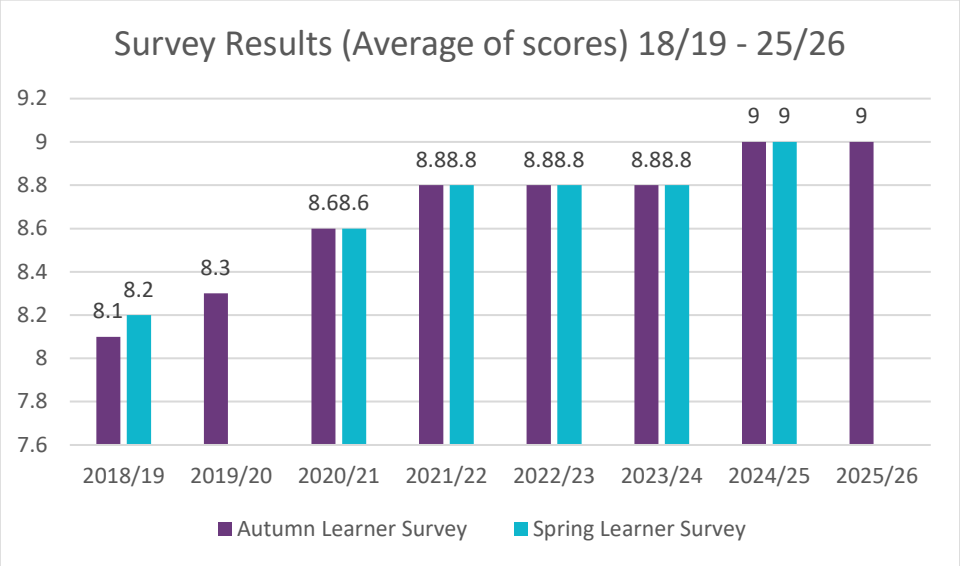








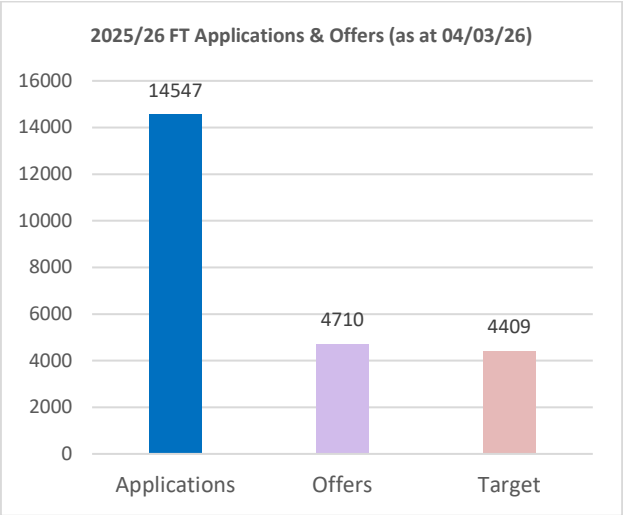
Student Survey Results

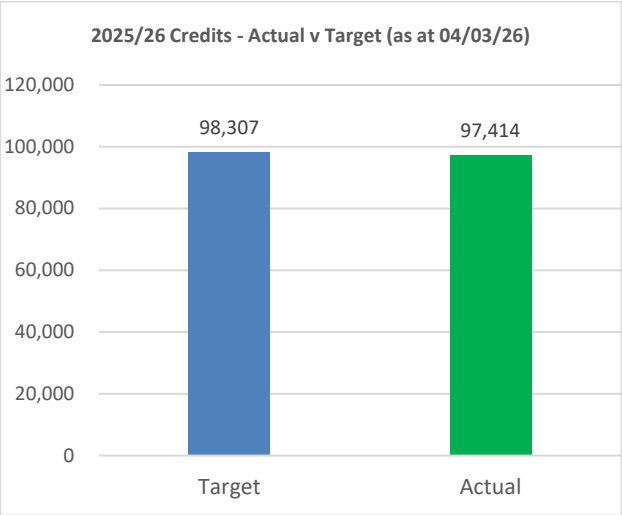


Note: The 2019/20 L&T Survey was not completed. The Learner Survey is now scored out of 5 but the results are scaled up to be consistent with prior years. The overall 2025/26 Autumn survey score was both 9 (4.5 out of 5).

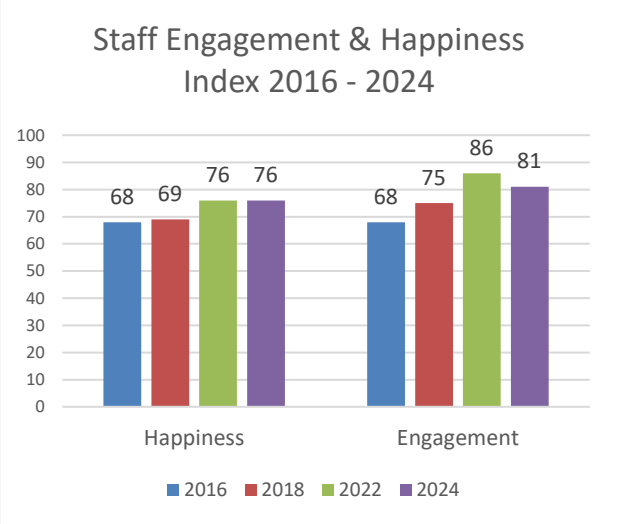
SFC Student Satisfaction & Engagement Survey – Positive response rate

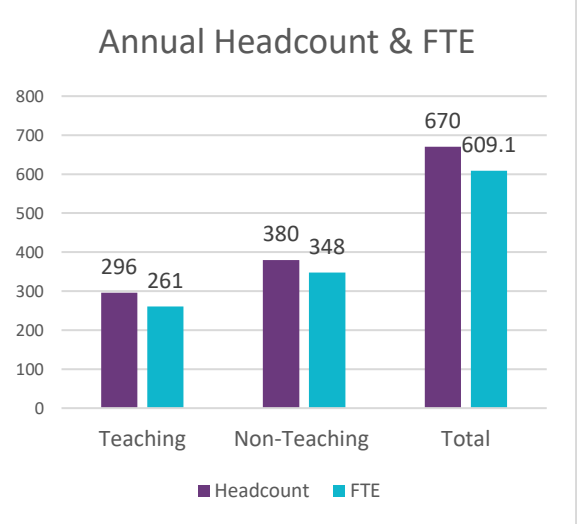
	D&A	National
Overall Satisfaction 2020/21	92.4%	85.9%
Overall Satisfaction 2021/22	96.3%	90.2%
Overall Satisfaction 2022/23	96.7%	93.4%
Overall Satisfaction 2023/24	97.2%	92.1%
Overall Satisfaction 2024/25	97.9%	94.8%





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

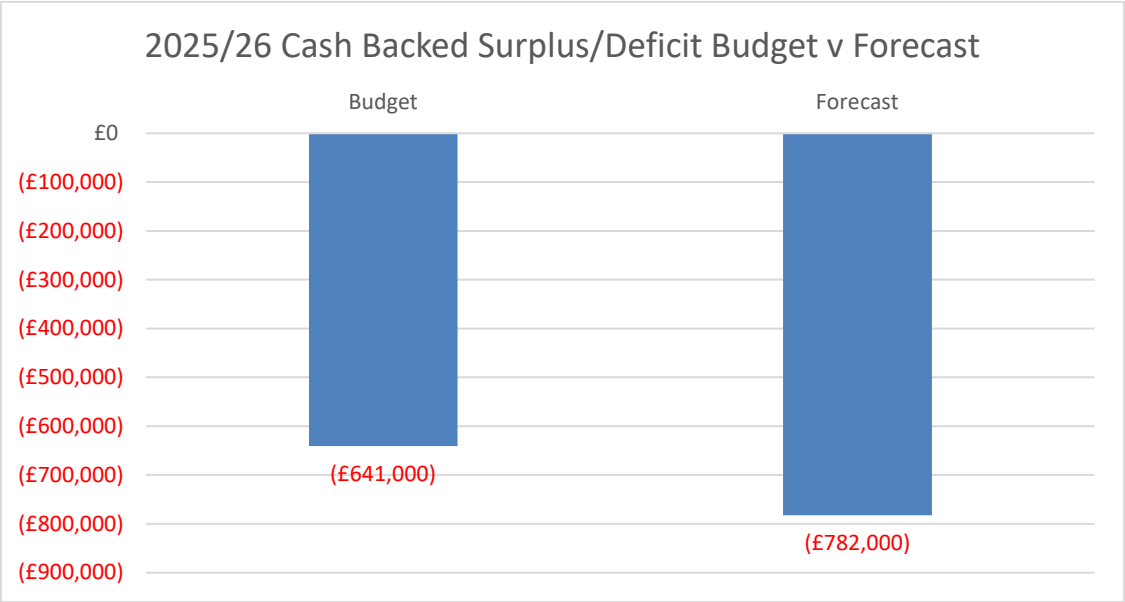




	Staff Absence Rolling Year to 31/01/26	Staff Absence Rolling Year to End of Previous Quarter
Average working days lost per sick headcount	**7.97 days**	**8.81 days**
Working time lost	**3.67%**	**4.17%**
Comparison with sector/national rates UK All Sector rate (CIPD 2016) UK Public Sector rate (Unison 2016)	3.3% (3.4% CIPD 2023) 3.4%	

Finance – Surplus/Deficit v Planned Budget out-turn

NB: 2025/6 budget was revised following the savings exercise with the £2.34 million initial deficit reduced as detailed below.



Finance – Surplus/Deficit v Planned Budget out-turn

	2025/26	2024/25	2023/24
RIDDOR – Reportable Accidents	0	0	2

2025/26	Completed	Planned
Audits Completed v Planned	1	1

Agenda Item 14.0

BOARD OF MANAGEMENT

Tuesday 17 March 2026

MINUTES OF COMMITTEE MEETINGS PAPER P

14.1- LEARNING, TEACHING AND QUALITY – 11 Feb 2026

14.2- PEOPLE, CULTURE AND WELLBEING – 19 Feb 2026

14.3- FINANCE & INFRASTRUTURE – 24 Feb 2026

14.4- AUDIT & RISK (VERBAL UPDATE) 3 March 2026

BOARD OF MANAGEMENT

Learning, Teaching and Quality Committee

Wednesday 11th February 2026 at 5.00pm **Room K-TO-624, Kingsway Campus** (MS Teams option available)

Minute of the Learning, Teaching and Quality Committee meeting held on Wednesday 11th February 2026 at 5.00pm in Room K-TO-624 Kingsway Campus and via Microsoft Teams.

PRESENT:
Neil Lowden
Adele Lawrence
Stephen Oakley
Ged Bell
Kirstin Marsh
Sally Middleton
Connor Pithie
Laurie O'Donnell
Colin Smith

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)
Sarah Rennie (Student Retention and Success Officer)
Megan MacQueen (Executive Coordinator)

1. WELCOME

Neil Lowden opened the meeting by welcoming members to the LTQ Committee.

2. APOLOGIES

Apologies received from S Hewitt and D Smith.

3. DECLARATIONS OF INTEREST & CONNECTION

There are no declarations of interest or connection.

4. MINUTE OF THE PREVIOUS MEETING

The minutes of the previous meeting held on 12th November 2025 were approved.

5. MATTERS ARISING

Matters arising were covered in Paper B. An update on the progress of the CSDN Elevate CPD project will be provided by L Lappin in May 2026.

6. CURRICULUM REPORT – DEVELOPING LEARNER SURVEYS AND ACTIONS

S Rennie attended the Committee. The presentation focussed on the recent learner survey from autumn, and the survey results were shared.

S Rennie noted there was strong competition from departments with who could get the best completion result. This was positive as it meant the survey was being completed within departments. S Rennie collated feedback for Support Teams, as in previous years staff have had to scroll through around 20,000 comments to find feedback relevant to their area. Support teams were given spreadsheet with comments that were relevant to their department.

S Rennie outlined changes made to help to engage students in the survey process in areas including Supported Education and ESOL. This work had significantly improved survey response numbers in both of these areas.

The visibility of the survey outcomes reinforces to the learners that their feedback is valued and listened too and acted on. For example, some students noted that they were struggling with digital aspects such as MS Teams so LDR put on extra sessions to help students. S Rennie monitored comments every day whilst the survey was open, redacted any confidential information and pulled through any concerns.

S Oakley noted the positive results of the survey and anything that keeps students on a course is a positive outcome.

K Marsh noted the effort in engaging with groups who are difficult to reach out to and welcomed the effort the team have gone too.

K McIntosh noted word cloud on page 18 and felt that that there are too many words pulled through and that without context this was difficult to assess. K Marsh highlighted to the team to take themes drawn from the analysis as that might be more helpful than a word cloud. This would be considered although S Rennie noted that the SFC are changing the wording of their survey and College will need to update their questions at that point so it may make sense to wait and do this at one time.

S Oakley asked if any of the data used in spring survey can also be used in the autumn survey, in terms of following the student's journey. S Taylor noted that these results go to individual teams and that they are encouraged to identify actions and share these with their students.

Committee thanked Sarah and her team for the presentation.

7. STUDENTS' ASSOCIATION REPORT

C Pithie and A Lawrence presented a comprehensive update on Student Association activities. Student congress and department rep training was merged this year, and a day was spent training the students, in a service design style workshop. Student Association then asked for feedback at the end of the session.

The Open Day took place at Gardyne Campus in January. Around 20 student reps were volunteering at the event and gave potential future students an insight to life of a student at the College.

Student feedback responses highlighted a want for increased social and out of hours opportunities to enhance the student experience. The Student Association had sent out information how Students can set up their own clubs out with College hours. There is also a collaboration with Abertay University so College students can attend their clubs and societies outside of College hours.

Student engagement continues to grow across campuses, with increased interest in clubs and social activities. The Kingsway Office if always busy and they are looking to expand the space for Student Association activity.

The Thrive Project continues to provide essential wellbeing and cost-of-living support to students. The Thrive shops are popular and were showcased at the open day. Looking at partnerships with supermarkets and hoping to stock up the larders at all campuses.
The DISHED project tad also been progressed. This was a community project to look at partnerships with restaurants in Dundee.

N Lowden thanked C Pithie and A Lawrence for their presentation. S Oakley praised the collaboration with Abertay regarding social clubs and societies. Abertay have over 30 clubs and societies and membership prices will be at a low cost for our students.

S Toms noted the impact of the student helpers at the open day was huge. Feedback from potential students was positive.

N Lowden asked the question of how to triage the students starting up their own clubs and is there governance behind it. C Pithie noted it is open and Student Association team monitor the admin for these clubs through MS group chats etc. A member of the Student Association team is always available at the time the clubs are running. 12-4pm clubs is a small group and aimed at students who are not timetabled at this time. The sessions are also drop in for students who are in class over lunch time.

The presentation was welcomed by the Committee.

8. SECTOR QUALITY ARRANGEMENTS – SELF EVALUATION AND ACTION PLAN (SEAP)

S Taylor highlighted the SEAP Document is part of the new quality arrangements. The documents are distillation of evaluation activity across the whole College and written in a specified approach, that is limited with the word count. The D&A College SEAP document has been recognised as good practice across the sector.

S Taylor noted that the Student Association were given the student partnership section to gather feedback from students and draft the section. This meant students had the opportunity to lead on this section of the evaluation. The action plan at the end of the document has actions from this current year and last academic year, this will then go to the Quality Strategy Group to review and close out.

G Bell asked if this has been handed over to SFC for feedback and if they will report back.
S Taylor confirmed they would, although feedback was very high level and not detailed.

N Lowden asked how observations get recorded through the SEAP. S Taylor noted there is work to be done in tightening up the observation recording but information around key themes or needs was shared rather than specific individual outcomes.

S Taylor noted the observation cycle has changed, due to covid and the savings plans in the last six years, noting it has been a challenge to get fully operating again.

S Taylor noted an example of shared practice is the ESOL team, they share practice continuously. N Lowden noted that J Roscoe's work with Positive Behaviour project didn't come through as prominently as thought. This was noted.

9. CURRICULUM AND PARTNERSHIPS REPORT

J Grace summarised the report and highlighted that several January programmes were removed due to the savings plans. Some courses have been removed, and this could impact on elements of August recruitment. Around 200 fewer students could be accommodated on a course in January due to the cuts. Those who didn't get a place in January are encouraged to apply in August and work was ongoing with Skills Development Scotland to support those young people without a positive destination.

J Grace noted that a quiet hour was introduced at the open day for applicants who are Neurodiverse and needing support with their application to College.

G Bell noted the impact of the savings that were made, with only half the students who applied in January receiving a place. G Bell asked if the College could track their journey since being rejected. L Crichton noted that data is shared with SDS to track them and follow their journey but that the cuts required by the College would only result in these young people needing to be supported elsewhere in the system.

The update was welcomed and concern at the loss of places noted.

10. STRATEGIC RISK REGISTER

The Strategic Risk Register was noted and no changes to the risks delegated to the Committee were proposed.

K Marsh asked is there a risk connection with those students who didn't get a place in January due to financial savings, this is flagged number 1.1 on register. S Taylor noted this remains under review.

11. LTQ METRICS

Metrics were presented for noting. S Taylor noted that the cuts in courses would impact on the overall credit target but that this was forecast to be within the 2% tolerance level set by SFC. L Crichton stated she was positive that the college will hit the required target.

12. DATE OF NEXT MEETING

Wednesday 13 May 2026, Room K-TO-624, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
No actions noted		

BOARD OF MANAGEMENT

People, Culture and Wellbeing Committee

Thursday 19th February 2026 at 5.00pm **Room K-TO-624, Kingsway Campus** (MS Teams option available)

Minute of the People, Culture and Wellbeing Committee meeting held on Thursday 19th February 2026 at 5.00pm, in Room K-TO-624, Kingsway Campus.

PRESENT:	Donald Mackenzie	Brian Mooney
	Brian Lawrie	Simon Hewitt
	Robert Young	Richard Gordon
	Carri Cussick	Ronnie Donegan
	Simon Hewitt	
IN ATTENDANCE:	Steven Taylor (Vice Principal Support Services and Operations)	
	Megan MacQueen (Executive Coordinator)	

1. WELCOME

D MacKenzie welcomed everyone to the People, Culture and Wellbeing Committee meeting and welcomed R Donegan to her first meeting as board member.

2. APOLOGIES

Apologies received from Neil Lowden, Jenna Lawrence, Julie Grace and Billy Grace.

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 11th November 2025 were approved as an accurate record.

5. MATTERS ARISING

Items scheduled for the May meeting remain in progress and will be carried forward.

6. FINANCIAL SECURITY & SAVINGS UPDATE

S Hewitt provided an update confirming that the projected deficit had reduced to £800k, with £1.7m of savings identified, largely due to VS departures at Christmas. He noted that staff had performed admirably during a challenging period and that the All-Staff Development Day was well received. The 2026/27 forecast shows a £0.5m deficit, pending budget adjustments.

S Taylor confirmed a total reduction of 35 staff had left due to the savings plan, 31 through VS, and summarised the consultation approaches adopted and ongoing union engagement.

D Mackenzie asked how staff morale and engagement was fairing and R Gordon noted that there was some continuing anxiety among staff, though morale has improved following the All-Staff Day.

Questions regarding the timing of savings were addressed by S Hewitt, who confirmed earlier action prevented further budget deterioration. Reviews and changes to service delivery and priorities have been undertaken in areas where staff have left, with some of these ongoing. S Taylor confirmed that a 'close out' paper would be provided for staff following the final savings changes still to be implemented and that this would also be shared with the Board.

S Hewitt advised that the staff headcount has been reduced by 17.5% over five years.

B Mooney asked if £1.2m in savings relates to staffing and how this impacted on the level of service provided. S Hewitt confirmed it was and that ongoing tracking of unmet student demand.

R Young asked what impacts had been seen on overall services and outcomes for students and S Hewitt stated that early retention had remained strong. S Taylor confirmed that overall student satisfaction, retention and recruitment had all remained similar or improved from the previous year. This was welcomed.

It was noted that more financial details would be shared with the Finance and Infrastructure Committee and that an update would also be provided to the March Board. Meeting.

7. PEOPLE, CULTURE & WELLBEING REPORT

S Taylor summarised the report, confirming that the All-Staff Development Day involved 115 activities and was attended by 460 staff. A formal evaluation will be shared in May.

S Taylor noted positive lobbying efforts regarding sector funding and confirmed that the College will be the first employer case study for Fair Work with SFC. He also confirmed ongoing HR legislative updates in respect of the Employment Rights Act were being provided through Thorntons.

8. NATIONAL BARGAINING UPDATE

S Taylor reported that the new CES Director will visit next week. A national pay claim has been submitted by EIS/FELA, with this above inflation, although negotiations have not yet begun. No significant progress had been made on the national Job Evaluation project.

9. STRATEGIC RISK REGISTER

No changes were proposed.

10. HR METRICS

S Taylor highlighted the report. Three grievances in the previous quarter were not linked to savings. Some resignations came from unsuccessful VS applicants.

Completion levels for mandatory training were discussed, and it was confirmed that these would increase over the year, with the final completion date in July 2026. An update will be available at the next meeting.

The increase in stress-related absence was noted and S Taylor advised that some of these were linked to the savings process.

The Committee noted the report

11. MEETING MINUTES/UPDATES

The Committee noted the papers provided for information.

12. AOCB

D Mackenzie highlighted the recent press coverage in respect of health and safety concerns within welding facilities at another college and asked if arrangements were in place to avoid any similar issues at D&A. S Hewitt and S Taylor both advised that clear risk assessment, H&S auditing and follow-up arrangements were in place, with no concerns raised.

Following the meeting the H&S team confirmed that, within welding and other areas, we have appropriate Local Exhaust Ventilation systems in place which require statutory maintenance inspections carried out by external specialist contractors annually. These arrangements were monitored.

R Young noted that he had recently supported the College at a STEP-Up event and commended Steph Tom for her input and engagement in organizing and supporting this.
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13. DATE OF NEXT MEETING

Thursday 21 May at 5.00pm in K-TO-624, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
Evaluation Report on Staff Development Day to be presented.	S Taylor	21 May 2026

BOARD OF MANAGEMENT

Finance & Infrastructure Committee

Tuesday 24 February 2026 at 5.00pm **Room K-TO-624, Kingsway Campus** (MS Teams option available)

Minute of the Finance & Infrastructure Committee meeting held on Tuesday 24 February 2026 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 Stewart	Laurie O'Donnell
	Colin Smith	Simon Hewitt
	Jenna Lawrence	Donna Fordyce

IN ATTENDANCE:	Steve Taylor (Vice Principal Support Services and Operations)	
	Andy Ross (Director of Infrastructure)	Nicky Anderson (Director of Finance)
	Billy Grace (Head of Estates and Sustainability)	Megan MacQueen (Executive Coordinator)

1. WELCOME

B Lawrie welcomed everyone to the Finance and Infrastructure Committee and highlighted that he was keen to change the way papers were presented to remove the need for these to be summarised by College staff. This change was welcomed.

2. APOLOGIES

Apologies were noted from Derek Smith, Kirstin Marsh and Julie Grace.

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 2 December 2025 was approved as an accurate record.

5. MATTERS ARISING

There were no matters arising.

6. FINANCE

i) Financial Sustainability

S. Hewitt provided a verbal update highlighting that good progress had been made on the savings with substantial in-year savings achieved . B. Lawrie thanked S. Hewitt for the ongoing updates on financial sustainability and on the recent Scottish Government budget. S. Hewitt confirmed that savings achieved through voluntary severance and other measures have reduced the projected deficit from £2.34m to £0.8m.

Staff briefings have been held in recent weeks to update colleagues on the position. Despite the challenging context, student retention and satisfaction have improved compared with previous years. The current savings plan is complete; residual risks (including those relating to unions) are being closed out.

An update will be issued to the Board and to staff in the coming weeks.

Recent momentum and sector campaigning have had a national impact. Funding allocations remain fixed, and the College is engaging with the SFC regarding flexibility in allocation.

ii) Budget Monitoring Report

The report was noted. Savings are primarily attributable to staffing reductions. The section on ongoing projections highlights the need for continued caution. B. Lawrie noted that the report evidences the substantial work underway across the College.

iii) Draft Financial Strategy

Presented for noting. B. Lawrie opened discussion.

L. O'Donnell asked whether the recent ministerial letter should be incorporated and it was confirmed that this would be reviewed for alignment. B. Lawrie emphasised linkage to relevant external documents as well as internal strategies.

D. Mackenzie asked about the risk of losing students to local universities; S. Hewitt confirmed this remains a risk. S. Hewitt advised that SFC guidance on additional funded places has changed, but the overall risk remains.

D. Fordyce commended the document's layout and clarity / accessibility. G. Bell asked whether the document had been shared with staff; N. Anderson confirmed it has not yet been circulated in full, though key elements have been communicated through staff briefings and financial updates.

S. Hewitt noted unmet demand for January starts with approximately 200 students unable to secure a place; SLT has discussed tracking and following these journeys where possible. In response to R. Young's question on organisational agility, S. Hewitt noted fixed staff costs have increased from c.80% to over 90%, which inevitably impacts on flexibility and agility.

B. Lawrie queried whether references to the "cost of living crisis" should be reframed, this will be reviewed and updated for the final version. The link to whole College risks was also noted and S. Taylor advised that the overall risk register can be hyperlinked within the final strategy.

In response to S. Oakley, N. Anderson advised the strategy cannot guarantee reduced future savings requirements but would help with the earlier identification and as such would guide planning.

In response to a query from D. Fordyce, S. Hewitt confirmed that “management agents” fees relate to industry bodies such as CITB providing apprentices. Subject to the noted amendments, the paper was approved for submission to the Board. **N Anderson to progress.**

B. Lawrie thanked the SLT and N. Anderson for the quality of the paper.

7. GARDYNE THEATRE UPDATE

N. Anderson provided an update. Gardyne Theatre Limited ceased trading on 31 December 2025. Work is ongoing to implement a new operating model for the theatre, with a number of local groups already booked.

Student productions will now be delivered from the Gardyne Theatre rather than The Space, with the first show scheduled for the end of May.

B. Lawrie welcomed progress and emphasised the importance of community involvement. A. Ross added that the offer would be finalised before wider promotion, though groups who have historically used the theatre have already been contacted.

S Taylor reminded the Committee that the legal dissolution of GTL would take a number of months to be progressed.

8. INFRASTRUCTURE

i) Infrastructure Vision Update

Paper for noting. B. Lawrie highlighted risks arising from the Scottish Government elections and key sector figures stepping down. Additional sector funding may become available and is expected to be prioritised towards colleges with ongoing infrastructure challenges.

S. Hewitt noted that the proposed Green Skills Hub would host Energy Skills Partnership, linking to every college in Scotland. RAAC remains a significant concern and campus development priorities must reflect this.

R. Young queried timelines for the OBC and S Hewitt summarised the current re-work being undertaken as part of the feasibility stage prior to progression of the OBC stage, hopefully for summer 2026. The need to ‘land’ the OBC in line with funding availability was highlighted.

ii) Estates Update

Paper for noting. B. Lawrie welcomed the positive updates. B. Grace confirmed the list provided is a definitive summary of all projects and associated costs.

9. PROCUREMENT

A short report was presented for approval. The Committee approved the UNIDESK system.

10. STRATEGIC RISK REGISTER

Approved with no changes.

11. SUPPORT SERVICES REPORT

Report for noting. J. Lawrence reported that the friendly environment created within the quiet session on the open day was well received.

12. DATE OF NEXT MEETING

Tuesday 26 May 2026 at 5pm, room K-TO-624, Level 6, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
Updated Financial Strategy to go to BOM for Approval	Nicky Anderson	17 March 2026

BOARD OF MANAGEMENT

Audit and Risk Committee

Tuesday 3 March 2026 at 5pm in room K-TO-624 and via MS Teams

Minute of the Audit & Risk Committee meeting held on Tuesday 3 March 2026 at 5pm in Room K-TO-624 Kingsway Campus and via Microsoft Teams.

PRESENT: Helen Honeyman (Chair Audit), Ronnie Donegan, Brian Mooney, Kelly McIntosh, Richard Gordon, Carri Cussick, Jenna Lawrence

IN ATTENDANCE: S McNaught (Henderson Loggie), Michael Speight (Forvis Mazars), David Robertson (HEFESTIS), Steve Taylor (Vice Principal Support and Organisation), Andy Ross (Director of Infrastructure), Nicky Anderson (Director of Finance), Megan MacQueen (Executive Coordinator), Holly Farningham (Finance Manager)

1. WELCOME

H Honeyman welcomed members of the Audit & Risk Committee and R Donegan to her first Audit and Risk committee.

2. APOLOGIES

Apologies were noted from D Smith and D Archibald

3. DECLARATIONS OF INTEREST OR CONNECTION

No declarations of interest or connection were noted.

4. MINUTE OF THE PREVIOUS MEETING

The minutes of the Audit & Risk Committee and Joint Audit & Risk and Finance & Infrastructure meetings held on 2 December 2025 were approved as an accurate record.

5. MATTERS ARISING

One matter arising was still to be progressed as part of a future Chairs Committee meeting with the date to be confirmed.

6. HEFESTIS CYBER SECURITY & MATURITY REPORT

D Robertson joined the audit and risk committee from HEFESTIS and delivered an overview of the College's cyber security maturity review. The College achieved an overall rating of 95.5%, reflecting strong cyber resilience. AI-related risks are not yet covered in the formal report due to the evolving nature of the technology, but the recommendation is to treat AI systems with the same governance and security controls applied to any other software.

Several attempted attacks during the previous year were successfully blocked through staff vigilance and system safeguards. The College's risk posture is considered stable and well within acceptable tolerance.

Committee members discussed AI governance, software visibility across the organisation, and web application vulnerabilities. R. Gordon also reported the recent phishing exercise conducted across staff and students, with positive engagement noted.

The Committee agreed that AI presents opportunities for efficiency savings, and C. Cussick offered support drawing on experience with Scottish Enterprise. Training on responsible AI use was noted as a priority.

H. Honeyman thanked D. Robertson for the detailed and informative report.

7. INTERNAL AUDIT

7.1 DIGITAL STRATEGY AUDIT REPORT

S McNaught summarised his report, highlighting the scope and areas of strength and weaknesses. delivered the report. C Cussick praised the report and noted the recommendations seem sensible. H Honeyman asked if the implementation roadmap would be extended longer than a year. A Ross confirmed that the recommendations had been accepted and work was progressing on a 3-year roadmap and investment plan that would align with the Finance Strategy.

The report was approved.

7.2 2025/26 PROGRESS REPORT

S. McNaught confirmed that audit work is progressing as scheduled.

7.3 FOLLOW UP SUMMARY

S. Taylor reported that all follow-up actions were up to date. Henderson Loggie will undertake their annual summer review. The Committee noted the positive position.

H Honeyman thanked S McNaught for the updated reports, presented to the Committee.

8. D&A RESPONSE TO SFC GOOD GOVERNANCE REPORT

S Taylor summarised the College's response to the SFC Good Governance Review, undertaken following issues raised in Parliament, regarding Dundee University.

S Taylor noted that following on from the College's own evaluation based on the available information in respect of the university it had then looked at the Gillies Report checklist and the SFC governance expectations document. All of these had now been pulled together into a single document and the various action points RAG rated in respect of progress. This provided a single document for all of these points and steps.

S Taylor noted that the Financial Strategy, originally planned for December, has moved to March and would come to the Board meeting for final approval.

R Donegan looked at issues with international students and asked, with conflict happening in the middle east, if this was a growing risk. S Taylor noted that the number of international students was very low (c.15 students) and very few of these actually travelled specifically to study at the College. Given this, the financial risk was minimal.
There were, however, needs that were being supported for students with families in the areas

impacted by the war.

B Mooney asked how much longer it will take for the Board Secretary role to be appointed. S Taylor advised that he was not directly involved as this was sitting with the Board Chair , but that he knew that arrangements were being discussed.

S Taylor advised that the report would go to the Board meeting for discussion, with any update to be noted from a meeting with SFC on 12 March 2026.

The Committee welcomed the report and clear progress against the action points.

9. STRATEGIC RISK REGISTER

S. Taylor presented the Strategic Risk Register, confirming no changes to risk scoring were proposed. Financial sustainability remains a key risk, with the 2025/26 forecast out-turn improving from -£2.5m to -£800k, largely due to staff reductions and course changes.

The RAAC risk remains unchanged and is reviewed quarterly, with the issues and impacts of this shared regularly with SFC.

The credit risk remain low, with overall student activity levels expected to remain within the 2% tolerance threshold.

Committee members discussed whether an AI related risk should be adopted at a strategic level and noted the pros and cons of this. This would be reviewed by the Senior Leadership Team and reported back at the next meeting. **S Taylor to progress.**

H Honeyman thanked S Taylor for the update and confirmed approval of the Strategic Risk Register.

10. DATA REPORTING

S Taylor noted there had been no reportable data breaches.

11. EXTERNAL AUDIT

M. Speight (Mazars) delivered a verbal update recognising the progress made on audit arrangements between 2024 and 2025. Mazars will host a Public Sector Forum on 26 March in Glasgow, and Audit & Risk Committee members are invited to attend.

H. Honeyman thanked M Speight for his update and commended N. Anderson for achieving a 40% reduction in audit completion time.

12. DATE OF NEXT MEETING

Tuesday 2 June 2026 at 5.00pm in room K-TO-624, Kingsway Campus.

Action Point Summary

Action	Responsibility	Date
Potential Strategic AI Risk to be considered by SLT and reported back .	S Taylor	2 June 2026

Agenda Item 15

BOARD OF MANAGEMENT

Tuesday 17 March 2026

CORRESPONDENCE

PAPER Q

BOARD OF MANAGEMENT
Tuesday 17 March 2026

Correspondence – SFC Communications

Paper for information

Reports and Publications Listing	
In-Year Redistribution of Student Support Funds 2025–26 SFC/AN/05/2026 5 March 2026	Announcement of the in-year redistribution of student support funds to colleges for Academic Year (AY) 2025–26, detailing the recovery of unspent funds from AY 2024–25 and the reallocation of funds for AY 2025–26.
College Student Outcomes Guidance 2025–26 SFC/GD/03/2026 4 March 2026	Guidance notes on college student outcomes derived from student FES data: Academic Year 2025–26 student cohort.
College Mid-Year Financial Forecast Return 2025–26 SFC/CI/02/2026 19 February 2026	This Call for Information requests colleges / Regional Strategic Bodies to provide an updated financial forecast return for Academic Year 2025–26.
College Leaver Destinations Guidance 2024-25 SFC/GD/02/2026 16 February 2026	Guidance notes and code lists for completion of First Destination of College Leavers data: Academic year 2024-25 student cohort.
College Student Satisfaction and Engagement Survey Guidance 2025-26 SFC/GD/01/2026 12 February 2026	Guidance notes for the completion of the College Student Satisfaction and Engagement Survey: Academic Year 2025-26.
College Statistics 2024-25 SFC/ST/01/2026 4 February 2026	Context and methodological information pertaining to the College Statistics 2024-25 publication and background tables.

Further details on the above Communications can be accessed via:

Publications - Scottish Funding Council (sfc.ac.uk)

Author: Megan MacQueen (Executive Coordinator)
Executive Sponsor: Steve Taylor, Vice Principal