BOARD OF MANAGEMENT

Tuesday 16 June 2026 at 5.00pm in Room K-TO-226, Kingsway Campus

AGENDA

1.	**WELCOME**		
2.	**APOLOGIES**		
3.	**DECLARATIONS OF INTEREST OR CONNECTION**		
4.	**APPOINTMENT OF GOVERNANCE PROFESSIONAL**	Paper A for approval	LO
5.	**MINUTE OF LAST MEETING – 17 March 2025**	Paper B for approval	LO
6.	**MATTERS ARISING**	Paper C for approval	LO
7.	**NATIONAL ACTIVITY UPDATE**	Verbal update	LO
8.	**INFRASTRUCTURE VISION UPDATE**	Paper D for information	IS/SH
	8.1 Infrastructure Programme Governance	Paper E for approval	ST
9.	**FINANCE ITEMS**		
	9.1 Financial Sustainability	Verbal update	SH
	9.2 2026/27 Budget and Indicative budgets 2027/28 & 2028/29	Paper F for approval	NA
	9.3 Financial Forecast Return Arrangements	Verbal Update	NA
	9.4 Finance & Infrastructure Committee Budget Monitoring Report (for information only)	Paper G for noting only	
10.	**STRATEGIC ITEMS**		
	10.1 Strategic Projects Update	Paper H for information	JG
11.	**STUDENTS' ASSOCIATION REPORT**	Paper I for information	CP/AL
12.	**PRINCIPAL'S REPORT**	Paper J for information	SH
13.	**NATIONAL BARGAINING UPDATE**	Paper K for information	ST
14.	**GOVERNANCE ITEMS**		
	14.1 Board Development Arrangements	Verbal Update	LO
	14.2 Board Self-Evaluation & Development Plan	Paper L for approval	ST
	14.3 Membership Update	Paper M for approval	ST
	14.4 Board Metrics	Paper N for noting	ST
15.	**MINUTES OF COMMITTEE MEETINGS**	Paper O for information	LO
	15.1 Learning, Teaching & Quality – 13 May 2026		
	15.2 People, Culture & Wellbeing 21 May 2026		
	15.3 Finance & Infrastructure – 26 May 2026		
	15.4 Audit & Risk – 2 June 2026		
16.	**CORRESPONDENCE**	Paper P for information	

17. **DATE OF NEXT MEETING** Tuesday 29 September 2026 at 5.00pm Arbroath Campus

Staff Awards Thursday 25 June 2026 1.00pm – 4.00pm

Board Development Session 22nd September 2026 5.00pm – 7.00pm

Agenda Item 4.0

BOARD OF MANAGEMENT

Tuesday 16 June 2026

APPOINTMENT OF GOVERNANCE PROFESSIONAL

PAPER A

BOARD OF MANAGEMENT
Tuesday 16 June 2026
Appointment of Governance Professional

Paper for approval

1. Executive Summary

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

> D.14
>
> The board must appoint a governance professional who is responsible to it and reports directly to the chair in their governance professional capacity. The governance professional may be a member of the senior management team in their governance professional capacity, but they cannot hold any other senior management team position at the same time.
>
> The appointment and removal of the governance professional is a decision of the board.

Following a review undertaken in early AY 2025/2026 the decision was taken to progress arrangements for the appointment of a separate Governance Professional on a managed transition basis and mindful of the financial sustainability issues present at that time.

2. Endorsement of Approval

Following completion of recruitment arrangements and appointment has been made of a suitably qualified and experienced candidate with this appointment being ratified via e-mail by Board members.

This appointment is now being requested to be formally endorsed for Board records as follows.

> The confirmation of Ms Rachel Wall as Governance Professional (Secretary to the Board) as a Board approved appointment responsible to the Board Chair.

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:

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

Authors & Executive/Board Sponsors: Steven Taylor, Vice Principal Support Services & Operations, Laurie O'Donnell, Chair of the Board of Management

Agenda Item 5.0

BOARD OF MANAGEMENT

Tuesday 16 June 2026

MINUTE OF LAST MEETING – 17 March 2025 PAPER B

BOARD OF MANAGEMENT

Tuesday 17th March at 5pm
Room A-IS-103, Arbroath Campus and Hybrid on Teams

Draft confirmed by Chair.

PRESENT:	Laurie O'Donnell (Chair)	Robert Young
	Jenna Lawrence	Simon Hewitt
	Adele Lawrence	Carri Cussick
	Brian Lawrie	Neil Lowden
	Ged Bell	Connor Pithie
	Colin Smith	Richard Gordon
	Steve Oakley	Kirstin Marsh
	Brian Mooney	Kelly McIntosh
	Ronnie Donegan	Donald MacKenzie

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 Board members to the meeting and extended a warm welcome to R Donegan for her first full Board meeting.

2. APOLOGIES

Apologies were received from Helen Honeyman and Derek Smith

3. DECLARATIONS OF INTEREST OR CONNECTION

There were no declarations of interest or connection.

4. MINUTE OF LAST MEETING – 9th December 2025

The minute of the Board of Management meeting held on 9 December 2025 was approved as an accurate record.

5. MATTERS ARISING

The Board noted challenges with the including the page numbers within the PDF papers pack. This would continue to be reviewed.

The Governance Professional recruitment was progressing, with the external advert scheduled to go live in next week.

6. NATIONAL ACTIVITY UPDATE

L O'Donnell provided a verbal update and noted there was limited information given the ongoing election period. S Hewitt advised that Colleges Scotland has published its manifesto and confirmed that this has been shared with the Board.

7. INFRASTRUCTURE VISION UPDATE

S Hewitt introduced the paper for noting and provided a detailed update, building on the recent workshop session. He confirmed that governance and related risks are a continuing focus and that data gathered at the workshop was being collated to inform future steps.

He reported that Ian Simpson has been appointed as Programme Director, funded through SFC monies, bringing previous experience of managing the Gardyne project (amongst many) and that he will commence on 1 April. He further reported that a Tay Cities Deal bid has been submitted for £20 million and highlighted a current £27 million underspend in capital.

A ministerial meeting took place on 16 March, following which it was confirmed that the project can get underway with funds in place for the phase one OBC; delivery will proceed through the Scape framework. The target operating model has been completed.

The Minister for FE and HE visited the College, accompanied by Shona Robison, Graeme Dey and Joe Fitzpatrick. It was noted that the confirmation of £700k in funding will unlock access to the £4.5 million UK funding for the phase one Green Skills Innovation Hub. The Board welcomed this positive progress and agreed on the importance of maintaining momentum.

The further detail in respect of governance of a major programme of infrastructure works was discussed and it was agreed that this would be finalised for Board approval and implementation. **L O'Donnell, S Hewitt and S Taylor to progress.**

8. FINANCE & INFRASTRUCTURE ITEMS

8.1 Financial Sustainability

S Hewitt provided a verbal update summarising the c£2.5m savings achieved and the impact on an improved outturn forecast for 2025/26. Budget planning for the forthcoming year is underway. N Anderson summarised the feedback from the recent meeting with SFC to discuss the budget planning assumptions being used and next steps. Whilst limited in what they could confirm, discussions with SFC had been useful in helping to establish initial baselines and ongoing assumptions to support the budget process.

8.2 Financial Strategy

The Board considered the Financial Strategy as presented to the Finance and Infrastructure Committee. In response to a question from C Smith regarding whether gas and electricity costs should be remodelled due to developments in the Middle East, it was confirmed that APUC is providing guidance and monitoring the situation; while minimal impact is expected in the current year, pressures in 2027/28 are anticipated.

Responding to a question from B Mooney on infrastructure development over the next five years, N Anderson confirmed that any such spend would be from capital and was anticipated to be reported on separately.

Following minor change the Financial Strategy was approved.

8.3 Finance and Infrastructure Committee Management Accounts

The Financial Accounts were for information only and were noted by the Board.

9. STRATEGIC PROJECTS UPDATE

J Grace presented the Strategic Projects Update for noting and highlighted positive progress across SME Skills and significant advancement on the new Tay Cities project. She advised that the UKSPF will cease on 31 March. . She confirmed that the Offshore Wind project is underway and that Steve Swinley has been appointed as Project Manager. R Young praised Steve Swinley's work and his success in connecting with partners across the region.

B Lawrie queried options for replacing UKSPF and J Grace confirmed that the Child Poverty Fund ANNOUNCED IN THE Scottish budget will be used to support relevant activity where appropriate.

10. STUDENTS' ASSOCIATION REPORT

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

C Pithie highlighted the Green Pots project, where ESOL students are transforming a neglected area in Stobswell into a community garden and growing produce, supported by £2,500 raised to date from the College Creative Fund.

He noted that Student-Led Staff Awards opened on 2 March and had received 492 nominations to date, with the closing date set for 27 March. He advised that Student Elections are being progressed candidates currently gathering nominations and voting due to open next week for a month. A Lawrence will be present at polling stations, and C Pithie noted that he is standing for re-election.

C Pithie confirmed that the Spring Learning Survey has gone live, and he described collaboration with Abertay University on the accessibility of student clubs with a proposed £1 annual membership to help familiarise students with university campuses.

In discussion, G Bell highlighted the potential for the Dundee Community Planning Partnership to provide funding for the Green Pots project and agreed to send information to C Pithie. R Young suggested there may be opportunities for staff from his workplace to volunteer to support the project. Both opportunities were welcomed by the Board.

The Board also noted ongoing work led by L Lappin on positive masculinity and male mental health and agreed that a Board presentation on this work would be welcomed.

11. PRINCIPAL'S REPORT

S Hewitt presented the report for noting and highlighted the successful Dungeons & Dragons event at Gardyne and the February Staff Development Day, with feedback now closed and to be reported to the People, Culture and Wellbeing Committee.

He confirmed that the Health and Social Care facility will open soon and noted positive employer feedback on the IT apprenticeship. The Board recorded its thanks to staff for their continued work and achievements.

12. NATIONAL BARGAINING UPDATE

S Taylor summarised the paper noting that a new national procedure agreement is now in place. He advised that discussions on academic staff salary arrangements had commenced and that a settlement is hoped for in time for the September implementation date.

The update was welcomed.

13. GOVERNANCE ITEMS

13.1 Board Development Arrangements

L O'Donnell confirmed that the proposed Board development actions outlined within the paper would be progressed over time. This included a Board Award from the 2027 Staff Awards, L O'Donnell will work with the Marketing and People Teams to develop the approach. **L O'Donnell to progress.**

A 'Board Digest' was suggested to be sent out to staff, after board meetings. The Board agreed that papers submitted for information should not normally be discussed in depth.

13.2 SFC Report on Expectations of Good Governance

The paper, produced in response to the Dundee University situation and the Prof Gillies report, was approved. The Board noted that the majority of areas were already in place and rated green. Members praised the College's assumption tracking approach within financial planning and emphasised the importance of regularly reviewing assumptions.

B Mooney noted that having sight of the key assumptions was important and B Lawrie highlighted these as appendix b of the Financial Strategy. In response to a question from D MacKenzie on keeping assumptions dynamic in a fluid environment, S Taylor advised that assumptions and related actions are broadcast across the Board, Committees, papers and minutes, with the range of Board Metrics provided and Finance Strategy being a strong examples.

K Marsh noted that in her role the key assumptions are recorded alongside the risk register. This approach was noted and K Marsh agreed to share an example of this. **K Marsh to progress.**

L O'Donnell noted that incorporating assumption review into annual arrangements in respect of the budget and other key developments was a useful process that a summary would be useful for the Board.

13.3 Strategic Risk Register

S Taylor presented the Strategic Risk Register for review and approval. He confirmed that an AI-related risk will be considered and an update brought back to the Audit and Risk Committee. The paper was approved.

13.4 Membership Update

The Board noted the extension of appointment for B Lawrie and the appointment of R Donegan as a new Board member. It was noted that the Board is operating at maximum membership.

13.5 Board, Committee & Development Meeting Calendar 2026/2027

Meeting dates for the next academic year were approved, with the main change being the incorporation of Board workshop sessions into the cycle.

13.6 Board Metrics

S Taylor noted the usual range of Board metrics, which set out figures aligned to strategic measures and assumptions.

The report was noted.

14. MINUTES OF COMMITTEE MEETINGS

The minutes presented were approved. D MacKenzie commended the senior team for the last round of savings, noting the regular updates via Committees.

B Lawrie noted his approach at the Finance & Infrastructure Committee of taking papers as read and only asking SLT members to update on any developments or changes since the paper was issued. This approach was noted with interest.

The Audit and Risk update included a report from HEFSTIS on cyber resilience across the College.

15. CORRESPONDENCE

The list of recent correspondence was noted.

16. AOCB

B Mooney asked if confirmation of the £700k allocation from the Scottish Funding Council could be shared. S Hewitt agreed to update the Board and to forward the Grant Offer Letters. **S Hewitt to progress.**

17. DATE OF NEXT MEETING

Tuesday 16th June at 5pm, room K-TO-226, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
Infrastructure Programme Governance arrangements to be finalised.	L O'Donnell, S Hewitt, S Taylor	16 June 2026
Board Development Actions to be further reviewed and progressed	L O'Donnell	16 June 2026
Example of strategic assumptions linked to Risk Register to be shared	K Marsh / S Taylor	16 June 2026
Circulate Grant Offer Letter for Phase One OBC developments	S Hewitt	31 March 2026

Agenda Item 6.0

BOARD OF MANAGEMENT

Tuesday 16 June 2026

MATTERS ARISING

PAPER C

BOARD OF MANAGEMENT

Tuesday 17 March 2026

Matters Arising

Paper B for information

The following actions were noted from Tuesday 17 March 2026 Board of Management Meeting:

Agenda Item No	Action	Current Status	Open/Closed
	Infrastructure Programme Governance arrangements to be finalised L O'Donnell/S Hewitt	On agenda	Open
	Board Development Actions to be reviewed & progressed L O'Donnell	On agenda	Open
	Example of strategic assumptions – risk register link to be shared K Marsh/S Taylor	Information on approaches shared and alignment with current D&A arrangements and documented assumptions / link to financial strategy noted	Closed
	SFC funding letter to support OBC to be shared S Hewitt	Shared March 2026	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 completed	Closed

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

Agenda Item 8.0

BOARD OF MANAGEMENT

Tuesday 16 June 2026

INFRASTRUCTURE VISION UPDATE — PAPER D

Board of Management

Tuesday 16th June 2026

New Campus Developments Project Update

Paper for information

1. Items/Actions from February Project Update

1.1 Funding Application for Outline Business Case (OBC)

The award of funding for the Outline Business Case (OBC) for the Green Skills Innovation Hub was confirmed by the Scottish Funding Council (SFC) in March. The SFC grant of £700,000 is aligned to the full project budget for

The programme for completion of the OBC has been prepared to align with the SFC Committee cycle with the OBC being submitted in late August for the scheduled SFC Capital Investment Committee meeting on 30th September.

Regular discussions with SFC will take place during the OBC development to share progress and ensure alignment with SFC project guidance and funding requirements.

1.2 Project Funding

As previously reported, SFC have indicated that the first phase of the programme, the Green Skills Innovation Hub, which will see the relocation of engineering and construction subject areas relocated from Kingsway to Gardyne, is likely to be funded through a conventional capital route.

The College continues to pursue funding opportunities in addition to SFC capital grants to contribute to the project and implementation of the Infrastructure Vision. As previously noted an award of £4.5M has been received towards the cost of the Green Skills Innovation Hub from the UK Government Community Regeneration Partnership. An application for funding has also been submitted to the Tay Cities Deal and is currently being considered.

1.3 Project Director

Following a recruitment process, Ian Simpson has been appointed as Infrastructure Vision Project Director and has been in post since the beginning of April.

1.4 Kingsway Contingency Planning

As noted in the February update the contingency/risk response plan for the Kingsway Campus has been developed and the risks are monitored on an ongoing basis. There is no change to the risk status since the previous report. SFC are aware of the issues with the Kingsway buildings, which forms a core element of the justification/business need within the OBC and wider strategic case for investment.

1.5 Project Vision and Communication

Positive endorsement of the College's vision for a new estate was received when the SNP made a specific commitment to supporting the College's proposals in their manifesto for the Scottish Parliamentary Elections. Funding for colleges in general also featured in the Labour manifesto and it is hoped that these election commitments signal a broad consensus for investment in the College's estate.

2. OBC Development and Progress

Following the confirmation of funding, Board approval for the OBC development and the appointment of the Project Director, work has commenced on the preparation of the OBC.

There is detailed guidance from SFC and the Scottish Futures Trust on the content of an OBC. The approach is consistent with the Strategic Case and will continue to follow the Treasury Green Book "Five Case" model.

As noted above the OBC will need to be submitted to SFC for their committee meeting at the end of September. To meet that date, our working assumption is that the OBC will need to be completed with all relevant internal approvals by late August. It should be noted that all dates are subject to final confirmation with SFC.

The main actions to date:

- Confirmation of McLaughlin and Harvey (MCLH), including their sub-contracted architecture and other design consultants, as design and construction partner for the development of the OBC stage design. Design will be developed to RIBA Stage 2 levels which provides a conceptual design that fixes the site location, massing and layout of the building reflecting the College's requirements as set out in the brief but does not include the detailed design proposals and specification. These will be developed as part of the Full Business Case in due course. The MCLH appointment utilises the SCAPE procurement framework.
- Appointment of Currie & Brown as Project Management and QS consultants following a competitive tender process under the Government Commercial Agency Construction Services Framework. This is an important direct to client appointment. Currie and Brown will develop and manage the project programme including the development and co-ordination of the OBC submission. As cost consultants the QS has a key role in assessing and validating that cost information provided via MCLH represents good value and reflects competitive market pricing.
- Appointment of Biggar Economics to support the economic justification project
- Review and validation of key information from the Strategic Case to confirm overall scope and client requirements
- Confirm project scope and budget for Green Skills Innovation Hub
- Staff Engagement and consultation. A half day event was held at Gardyne Campus with all staff from the curriculum areas that will occupy the new facilities. Staff were provided with an overview of the project, the SFC approvals process and the target timeline for the project. A series of meetings have also been held with department Heads and their curriculum specialists to develop more detail on the requirements for each area.
- Development of key project documentation such as the Project Brief, Schedule of Accommodation, Room Data Sheets and controls process and documents such as the risk register, project issues log and change control process.
- Initial consultation/discussion with SFC officers on the OBC contents and process.
- SLT Economic Impact Workshop
- Timetable and space utilisation modelling

Following confirmation of the brief/project requirements the design team focus will be on developing the design and preparing the costs etc as inputs to the OBC. Internally, our focus will be on compiling the supporting information to fully evidence the business need such as confirming earlier modelling of student numbers, curriculum plan and space utilisation.

Other priority actions will include finalising the OBC phase project plan, which will include the internal approvals process through both Project and College governance. Recognising that the OBC preparation and submission will take place over the summer period when there are no scheduled Board or sub-committee meetings, alternative arrangements will be progressed, taking account of availability issues, whilst maintaining the essential governance oversight. This will include updates and any necessary financial authorisations approved by delegation to the Chair of the Finance & Infrastructure and Chair of the Board.

For reassurance, the OBC will ultimately require review and approval by the College Board ahead of submission to SFC.

Author: Ian Simpson, Project Director
Executive Sponsor: Simon Hewitt, Principal

Agenda Item 8.1

BOARD OF MANAGEMENT

Tuesday 16 June 2026

INFRASTRUCTURE PROGRAMME GOVERNANCE

PAPER E

BOARD OF MANAGEMENT
Tuesday 16 June 2026

Campus Executive Board Terms of Reference and Scheme of Delegation

Paper for approval

1. Introduction

As Board members will be aware, significant discussions have been progressed through Board meetings and Board Development sessions in respect of the governance structures and arrangements necessary to support the D&A Infrastructure Vision.

Following approval of outline arrangements at the Board meeting in June 2025 (included as Appendix A) further work has been progressed to create the terms of reference and scheme of delegation necessary to enact these arrangements.

With the provision of funds to support progression of an Outline Business Case for Phase One (Gardyne) of the infrastructure vision, the enclosed arrangements have been developed for Board approval. These arrangements will support arrangements as the OBC is completed and the important gateway point leading to detailed consideration of the Full Business Case (FBC) and the commencement of construction is achieved.

It should be noted that these arrangements will be subject to regular review and confirmation as each gateway stage is reached to ensure that they match with the appropriate infrastructure strategy and funding vehicles/requirements in place at that point in time.

The arrangements detailed below have been discussed with the Scottish Funding Council and reflect those adopted in other similar large-scale infrastructure development within the college sector in recent years.

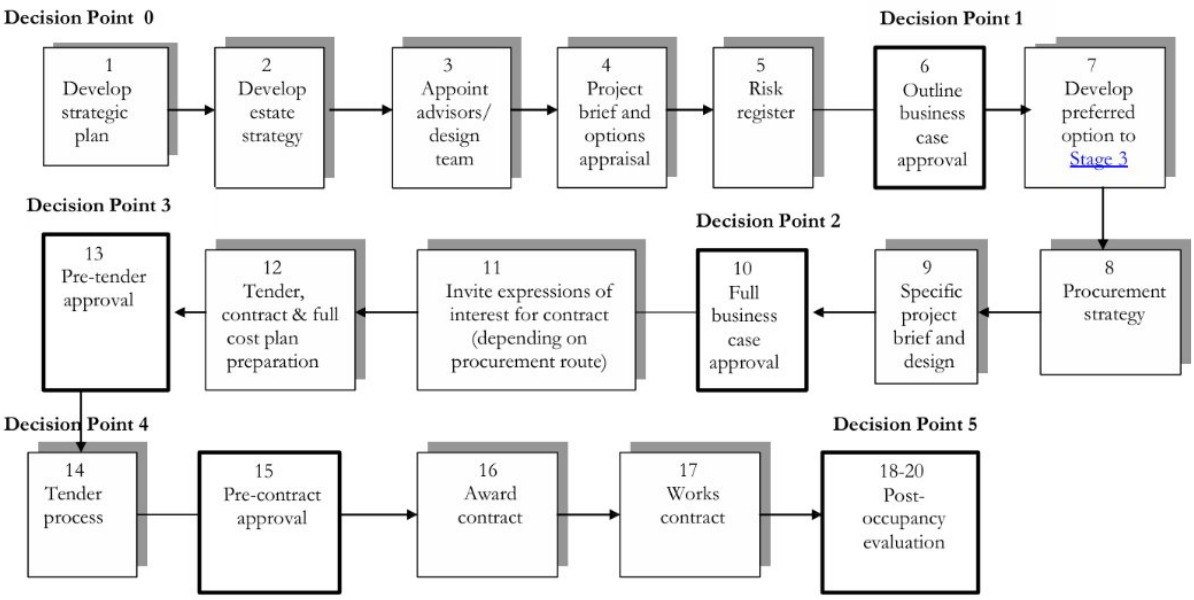
2. Timeline and Appointment Arrangements

As discussed in June 2025, the NCEB will be formed and commence its activities at the point that the programme moves from Outline Business Case stage (OBC) to the Final Business Case (FBC) stage. This is highlighted on the enclosed SFC flowchart which outlines the range of steps that need to be taken from initial vision through to the completion of construction and handover.

Decision point 1 is selected as passage through the gateway at this stage indicates commitment to fund the significant costs associated with a full business case (FBC) and therefore signals the likely commitment of resources for the build.

This is anticipated to be around the end of the current calendar year but may be subject to variation depending upon timelines established by the Scottish Funding Council and Scottish Government.

Figure 2: Scottish Funding Council decision point approval process flowchart



To support practical arrangements it is proposed that to appoint and co-opt members to the NCEB in accordance with the appropriate timeline be delegated to the Chairs Committee of the Board (acting as Nominations Committee). Final membership of appointed / co-opted roles will be subject to the usual Board approvals.

3. Remit and Terms of Reference

As agreed in June 2025, a New Campus Executive Board, reporting to the Board of Management, will be formed. The Remit and Terms of Reference for this new board will be as follows.

2.1 Overall Remit

To ensure good governance by providing oversight, assistance and assurance to the Board of Management on the procurement, final business case design/specification, construction and oversight of the Gardyne Campus development through a Capital Funding model.

2.2 Key Remits and Purposes

- To oversee the effective development and delivery of a the Gardyne Campus development, including financial control, project management and risk management.
- To ensure that the College is able to procure its new building and associated services in an efficient, effective, and compliant manner, whilst also providing adequate scrutiny at key decision points
- To ensure that the Gardyne Campus development is delivered to timescale and within budget.
- To take key decisions on all aspects of the project in accordance with delegated powers and from inception through to delivery and occupancy.
- To operate in an advisory capacity to the Project Owner and Board of Management, with the Project Owner and Board retaining responsibility for the successful delivery of the project.

- To oversee the work of the Project Director and ensure that they have the appropriate support, guidance, resources and authority to run the project on a day to day basis.

2.3 Terms of Reference

The Terms of Reference of the New Campus Executive Board are as follows.

- To agree the project programme and to oversee implementation within budget, timescales and to the expected level of quality.
- To consider and make recommendations to the Board of Management on the overall project funding and budget arrangements, subsequent to financial matters being considered by the Finance and Infrastructure Committee, and to ensure that appropriate monitoring and management arrangements are in place.
- To receive and consider regular progress reports from the appointed Project Director. These reports will cover progress against programme timetable, cost comparison against budget, the “design build fund and maintain “issues, risk issues and health and safety.
- To provide regular progress reports and escalation information to the Board of Management.
- To review the project specific risk registers maintained by the Project Director in conjunction with the Senior Management Team, ensuring that appropriate mitigating actions are taken.
- To oversee a consultation and communication strategy involving internal and external stakeholders.
- To promote the accountability and transparency of the project by ensuring that appropriate records are maintained to support the decision making process.
- To ensure that appropriate contingency and business continuity plans relating to the estates development project are created and maintained and are reflected in the College wide Business Continuity plan.
- To oversee the selection and appointment of professional advisers and contractors/consortia and make recommendations to the Board of Management as required in line with agreed delegated authority levels.
- To secure such additional specialist advice as deemed necessary within the agreed delegated authority levels.
- To ensure that value for money is achieved by using appropriate procurement processes in line with the College’s Procurement Policy.
- To act within delegated powers of authority and to refer to the Board of Management on any matters out with this delegated authority.

4. Standing Orders and Delegated Authority

The Standing Orders and Delegated Authority limits for the New Campus Executive Board will be as follows.

3.1 Membership

As agreed in June 2025, a New Campus Executive Board will be formed with the undernoted composition.

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

The Chair of the NCEB shall be appointed by the Board of Management and should not be the Principal. In the event that the Chair is unavailable to attend a meeting of the Project Board, a substitute will be nominated by the Project Board members in attendance.

Other members of the Board of Management may be invited to attend meetings of the Project Board e.g. for consideration of significant aspects of projects.

The NCEB may also invite external advisors on a co-opted basis as appropriate.

3.2 Standing Orders

Meetings of the New Campus Executive Board will undertaken in accordance with the following arrangements.

- Meetings will be held at least monthly, with more frequent meetings if necessary at crucial points.

- The meeting shall be quorate if 5 or more members are in attendance, at least one of which must be a Board of Management member.

- Agendas and papers will be issued at least two clear business days in advance of the meeting.

- Meetings will be held in accordance with the College Board of Management Standing Orders and Operating Guidelines.
- Minutes will be issued no more than five working days after meetings and after initial approval by the Chair. A clear action log will be maintained alongside a log of major decisions.

- The minutes will be presented as a standing item at the following meeting of the Board of Management meeting. Meeting minutes will be published in accordance with normal Board of Management arrangements.

- Updates or information relating to key decisions may be shared between scheduled Board of Management meetings as required.

- Other members of College staff may be invited to attend meetings of the Committee.

3.3 Delegated Authority Levels

The New Campus Executive Board (NCEB) will have delegated authority to oversee the Gardyne campus development on a day to day basis as appropriate and in accordance with the following delegated authority limits.

- The following items are reserved to the full Board of Management for approval and are not delegable to the NCEB.
    - Approval of the Outline Business Case
    - Approval of the Final Full Business Case
    - Purchase/Disposal of heritable land and property
    - Final approval of award to consortia for the Gardyne Campus Development
- The NCEB has authority on behalf of the Board of Management to commit and incur individual items of expenditure of up to £4.0m in line with the Campus development project plan.
- The NCEB has authority on behalf of the Board of Management to select and appoint consultants and contractors in line with the Campus development project plan up to an individual value of £4.0m.
- The NCEB has authority on behalf of the Board of Management to approve individual project variations up to a cumulative total value not exceeding £4.0m within the overall Campus development project plan. Variations in excess of this amount must be approved by the Board of Management. Variations subsequently notified to and approved by the Board of Management will be removed from the cumulative value available to the NCEB.
- The NCEB may give delegated authority to sub-groups or functional teams set up to advise the Project Board to commit and incur expenditure of up to £50,000 in carrying out their duties.
- The above levels of delegated authority may be varied from time to time by the Board of Management in accordance with the College's Scheme of Delegation.
- All monetary values include irrecoverable Value Added Tax where appropriate.

5. Consideration and Approvals

Board members are invited to consider and approve the:

- planned governance arrangements and approach;
- delegated authority and spending limits
- delegation of arrangements to the Nominations Committee.

6. Link to Strategic Risk Register

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

1.3 Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on:

- Ability of the College to meet key regional strategies/objectives

- Financial loss or unmanageable financial risk
- Reputational loss

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

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

3.5 Reputational Risk – Loss of reputation with key stakeholders

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

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

Appendix A

Board of Management
Tuesday 17 June 2025

Campus Development Project Governance

Paper for approval

1. Introduction

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

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

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

2. Project Stages and Governance Approaches

The following project stages and governance approaches are recommended.

2.1. Strategic Visioning

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

2.2. Outline Business Case (OBC) Development

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

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

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

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

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

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

2.3. Full Business Case (FBC) Development

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

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

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

Indicative membership of the New Campus Executive Board will be:

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

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

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

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

3. Consideration and Approvals

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

4. Link to Strategic Risk Register

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

1.3 Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on:

- Ability of the College to meet key regional strategies/objectives
- Financial loss or unmanageable financial risk
- Reputational loss

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

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

3.5 Reputational Risk – Loss of reputation with key stakeholders

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

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

Agenda Item 9.2

BOARD OF MANAGEMENT

Tuesday 16 June 2026

2026/27 BUDGET AND INDICATIVE BUDGETS 2027/28 & 2028/29

PAPER F

BOARD OF MANAGEMENT

Tuesday 16 June 2026

2026/27 Draft Budget and Indicative Budgets for 2027/28 and 2028/29

Paper F for approval

1. Executive Summary

The College's new financial year starts on 1 August 2026. Our Articles of Governance set out the responsibilities of the Finance and Infrastructure Committee and the Board in relation to approval of the annual budget. The Finance and Infrastructure Committee is required to consider the draft budget and make recommendations to the Board for final approval.

The Finance and Infrastructure Committee considered the 2026/27 draft budget and noted the indicative budgets for 2027/28 and 2028/29 at it's meeting on Tuesday 26th May 2026. The Committee agreed to recommend approval of the 2026/27 draft budget to the Board for final approval and also noting that that we are awaiting the announcement of additional potential budgets for transformation, capital funding, child poverty and in-work training in 2026/27. Once these awards are announced the SLT will be better placed to consider options to balance the 2026/27 budget and develop plans to balance the 2027/28 and 2028/29 budgets.

2. Recommendation

a) Dundee and Angus College Board is asked to approve the 2026/27 draft budget attached at Appendix 1.

Appendix 1

Finance & Infrastructure Committee

Tuesday 26 May 2026

2026/27 Draft budget and Indicative budgets for 2027/28 and 2028/29

Paper D for approval

3. Introduction

The College's new financial year starts on 1 August 2026. Our Articles of Governance set out the responsibilities of this Committee and the Board in relation to approval of the annual budget. The Finance and Infrastructure Committee is required to consider the draft budget and make recommendations to the Board for final approval.

4. Executive Summary

The Board approved our 2025/26 budget (deficit £2.348m, including loan) in September 2025. At that point we projected a £6.9m deficit budget for 2026/27 and a £6.6m deficit budget for 2027/28.

The Board agreed the 2025/26 deficit budget 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 2025/26, but with the requirement that we would deliver financial sustainability within the three-year budget period to 2027/28.

The savings exercise carried out between September and December 2025 reduced our 2025/26 budget deficit by £1.707m (from £2.348m to £641k). The impact of these savings is included in the 2026/27 draft budget and indicative budgets for the two following years.

We created separate operating, projects and capital budgets when collating the 2026/27 draft budget to provide Members with more transparency. The draft budget for 2026/27 is summarised below and more detail is provided at Appendix A.

	Revised Budget 2025/26 £000	Operating Budget 2026/27 £000	Projects Budget 2026/27 £000	Capital Budget 2026/27 £000	Total Budget 2026/27 £000
Income	(44,932)	(42,489)	(1,407)	(3,579)	(47,475)
Expenditure	45,116	42,789	1,252	2,387	46,428
Loan	457	0	0	914	914
Defict/(surplus)	**641**	**300**	**(155)**	**(279)**	**(133)**

Indicative budgets for 2027/28 and 2028/29 are detailed at Appendix B for information.

The draft 2026/27 budget is based on 2025/26 course provision and student numbers as the most accurate currently available data. By the end of September 2026, we will know the number of student applications received for 2026/27. This will allow us to review our course provision, variable staffing hours and related fee income to further refine the 2026/27 budget. We will present this revised budget to Finance and Infrastructure Committee in early December 2026.

The Financial Strategy sets out budget assumptions agreed by SLT, Finance and Infrastructure Committee and the Board. These assumptions set out the key estimates, data and activity types and levels we use when building the budgets. These assumptions then drive the numbers in the budget. A summary of our agreed Budget Assumptions is included at Appendix C.

5. Recommendation

a.) Finance and Infrastructure Committee is asked to recommend approval of the 2026/27 draft budget to the Board of Management.

b.) Finance and Infrastructure Committee is asked to note the indicative 2027/28 and 2028/29 budgets.

c.) The Committee is asked to note that we are awaiting the announcement of additional potential budgets for transformation, capital funding, child poverty and in-work training in 2026/27. Once these awards are announced the SLT will be better placed to consider options to balance the 2026/27 budget and develop plans to balance the 2027/28 and 2028/29 budgets.

6. Context

The Scottish Funding Council (SFC) published College Indicative Funding Allocations and Credit Thresholds on 25 March 2026. Our 2026/27 indicative credit threshold remains unchanged at 98,307.

Our 2026/27 indicative teaching grant is £35.637m. This is £3.043m (9.3%) more than our 2025/26 base teaching grant of £32.594m. Final SFC allocations are expected at the end of May 2026. No change is anticipated to our final teaching grant award.

Our indicative 2026/27 capital grant is £2.654m (2025/26 £2.654m).

The SFC has indicated that £18.9m in teaching grant is still to be allocated to colleges for transformational support along with a further £10.7m of capital funding for high priority and health and safety needs. We are also aware that there are further funding allocations to be announced for Child Poverty (c£8m) and in-work training. We have not included provision for these potential funding awards in this draft budget.

The pay award for Support staff was agreed in December 2025 at 3.4% for 2026/27 and 3.0% for 2027/28. The pay award for academic staff from 2026/27 onwards is still being negotiated. Provision for these pay awards is included within the draft and indicative budgets.

Our agreed Financial Strategy sets out a requirement for a target year end surplus of £450k. This has not yet been achieved for the draft 2026/27 budget or indicative budgets for 2027/28 and 2028/29. The SLT is keen to understand the impact of the additional funding yet to be allocated by SFC for 2026/27 before taking any immediate action to make savings. We will continue to work to identify savings and efficiencies across the College during the coming months to bring balanced budgets in July 2027 and beyond.

7. Overview of 2026/27 Draft Budget

The 2026/27 overall total draft budget is a surplus of £133k. This is our total operating, projects and capital budgets. This also includes loan repayments totalling £914k, due during 2026/27.

Our 2026/27 operating budget deficit of £300k includes all income and expenditure related to running the College and providing student education. We currently expect projects to provide a contribution of £155k in 2026/27. This contribution will partially offset our operating budget deficit (£300k), providing a combined operating and projects (revenue) budget deficit of £145k.

The capital expenditure budget is currently a high-level estimate of potential capital works. Further refinement will be made as capital project plans are developed over the coming months. Current estimates suggest a capital budget surplus of £279k, however, we expect this surplus funding to be fully utilised in-year towards our Infrastructure Project development. If it is not fully utilised in-year we will need to repay any unspent balances to the SFC.

Appendix A shows the 2026/27 draft budget compared to our 2025/26 revised budget (after including the impact of the autumn 2025 savings exercise). The following sections explain the main assumptions in our draft operating budget as agreed in our Financial Strategy Budget Assumptions, replicated in Appendix C.

8. Operating Income

Overall income in 2026/27 is £2.543m more than 2025/26 due to increased tuition funding. Income budgets have been set in line with the budget assumptions set out in our Financial Strategy. These budgets are further described below.

SFC Grant Income

Our 2026/27 indicative Teaching Funding Grant is £35.637m. This is £3.043m (9.3%) more than our 2025/26 baseline teaching grant of £32.594m. SFC has confirmed that funding is embedded in our baseline grant allocation for increases in National Insurance costs, the SPPA academic pension increase and staff pay awards.

We have assumed flat cash funding for the 2027/28 and 2028/29 indicative budgets in line with our agreed Financial Strategy.

Tuition Fee Income

The budget is based on current (2025/26) HE student numbers adjusted for known changes in each year. This budget will be revised in Autumn 2026 in the light of actual 2026/27 AY student applications.

Non-core Income

Non-core income includes managing agents, modern apprenticeships, other commercial

income and projects. Overall, 2026/27 non-core income has reduced by £820k compared to the 2025/26 revised budget. This is due to some projects ceasing after 2025/26 as well as reprofiling of some on-going project income. We have included profiled project income for 2027/28 and 2028/29, where already agreed.

A £200k project contribution target is included in the 2026/27 draft budget in response to the Financial Strategy action to 'continue to identify and secure opportunities for additional and alternative funding that provides either income or opportunity contribution to the College.'

Catering and Other Income
There is a reduction in catering and other income of £23k compared to our 2025/26 revised budget. Key movements include reduction to:

- Catering income £160k
- Arms-Length Foundation funding £124k, and
- Secondment income £95k.

These reductions are partially offset by additional digital support bursary income (£200k), an increase in nursery income (£69k) and increased lettings (£40k).

9. Staff Pay

The 2026/27 pay budget includes provision for the nationally agreed pay award for support staff of 3.4% (£514k), 2026/27, 3% (£463k) in 2027/28 and 3% (£476k) 2028/29.

The 2026/27 pay budget includes provision for all permanent and contracted staff, calculated individually. Once the 2026/27 draft budget is agreed, this budget will form our approved establishment – the formally authorised list of posts that the College holds. This will provide an additional core control mechanism for managing staffing, monitoring budgets and ensuring transparency and accountability.

The draft staffing budget includes provision for variable pay based on 2025/26 variable teaching and support staff hours. This will be revised in autumn, once course provision is finalised for the 2026/27 academic year, in line with our agreed Financial Strategy assumptions.

Academic pay negotiations for 2026/27 to 2028/29 are not yet agreed. Budgets include provision of £627k (2026/27), £563k (2027/28) and £538k (2028/29). This is between the current union request and expected pay offer but remains sensitive due to on-going negotiations.

Budgets also include incremental progression costs (£80k 2026/27, £94k 2027/28, £102k 2028/29). We have included employer pension costs at 26% for all academic staff (Scottish Public Pensions Scheme) and 15.6% for all support staff (Tayside Pension Fund – Local Government Pension Scheme). We have included National Insurance costs at current HMRC rates.

We considered a vacancy management percentage reduction for support services as part of the budget development process, however, College turnover is low, our current year is 7.41%, after the September 2025 savings exercise and this percentage also includes academic staff.

We have also budgeted for staff costs individually, so SLT were content with no vacancy management reduction for support staff to be included in the draft budget.

The triennial valuation for Tayside Pension Fund will be carried out by the fund actuary as at 31 March 2026. This determines the level of employer pension contributions for support staff over the next three years (2027/28, 2028/29 and 2029/30). No increase has been built into the 2027/28 or 2028/29 indicative budgets at this stage.

Provision for our Voluntary Severance Scheme has been removed from 2026/27 (£300k). The Financial Strategy assumptions agreed that we will continue to offer voluntary severance. This budget assumes that severance costs will be offset by in-year salary or other savings. In practice this will mean voluntary severance will require to be agreed early in the 2026/27 year, unless alternative funding can be identified.

10. Non-staff expenditure

Non-Staff expenditure has increased by £579k compared to the 2025/26 revised budget. We have factored inflationary increases for utilities and digital where high inflation is expected due to rising costs attributed to the Iran war. We made one-off savings of in 2025/26 within Digital (£265k) Estates (£100k). These budgets are required in 2026/37 and beyond.

11. Capital Expenditure

Our indicative capital budget for 2026/27 is £2.654m. There is no change from our 2025/26 allocation. We are expecting SFC to make further capital funding available for 2026/27 and we expect an announcement towards the end of May 2026.

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

In 2024/25 we reviewed our capitalisation policy to help mitigate this risk and although our capital expenditure increased (as revenue reduced), we still required an in-year swich from capital to revenue.

The SFC indicative funding announcement 2026/27 indicated that given the increase in resource budget, colleges should no longer seek to switch funds from capital to revenue. This solidifies the potential risk of a revenue overspend and capital underspend resulting from maintenance or improvement expenditure that cannot be capitalised. The following actions will help mitigate this risk further:

- We have split revenue and capital in the 2026/27 draft and indicative budgets. This will provide increased transparency and clarity for SLT and Members and allow closer monitoring of the potential impact of development expenditure.
- We will assess whether expenditure is likely to be capital or revenue in nature as part of the business case approval process, thus avoiding unintentional pressure on revenue funding and ensuring we maximise capital allocations.
- We are developing three-year estates, equipment and digital replacement and investment plans as part of the 2026/27 budget process. This will strengthen our ability

to deliver proactive, well-planned investment, enhancing flexibility and maximising opportunity across revenue and capital budgets, improve prioritisation and enable a clear and co-ordinated approach to lifecycle planning and future development.

- We will capitalise expenditure on a quarterly basis and this will be reported to SLT and Members as part of our established budget monitoring reporting cycle. This will also assist members to understand if capital projects are delivered on budget and on time.

12. Loan repayment

The 2026/27 draft budget includes provision for loan repayments totalling £914k, due during 2026/27. This comprises our annual repayment £457k (August 2026) and the final loan payment of £457k (June 2027). These repayments will be funded from capital and do not attract loan repayment charges. 2027/28 and 2028/29 budget have been adjusted to remove loan repayment and interest charges. We are closely monitoring cashflow to ascertain whether we could pay the final instalment early which would save interest of c£25k.

13. Cash Flow Forecast

Current predictions are for an opening cash position of almost £3.3m in the 2026/27 year. We have two loan payments due in 2026/27 comprising the annual repayment and final instalment. The year-end cash position will continue to fall without action to bring 2027/28 and 2028/29 budgets into a balanced position. We could run out of cash towards the end of 2028 without mitigations being actioned.

Cashflow projection	2024/25 Actual £000	2025/26 Forecast £000	2026/27 Draft £000	2027/28 Indicative £000	2028/29 Indicative £000
(Surplus)/deficit before loan	3,895	492	(1,047)	1,008	2,264
Loan repayment	457	457	914	0	0
(Surplus)/deficit after loan	**4,352**	**949**	**(133)**	**1,008**	**2,264**
Capital expenditure	1,636	700	2,387	1,415	1,365
Capital funding	(1,179)	(1,157)	(3,579)	(2,654)	(2,654)
Asset disposal	(588)	0	(125)	0	0
Working capital movements	(1,520)	308	1,318	1067	(2,120)
Net movements in cash balances	**2,701**	**800**	**(133)**	**836**	**(1,146)**
Opening cash balance	(6,777)	(4,076)	(3,276)	(3,130)	(883)
Closing cash balance	**(4,076)**	**(3,276)**	**(3,130)**	**(883)**	**2,669**
Net movement in cash balances	2,701	800	146	2,247	3,553

14. Risks

Failure to achieve financial sustainability remains a significant risk for the College over the next three years. As set out in our Financial Strategy we will continue to plan and monitor our financial position on a multi-year basis. This work includes scenario planning and continued engagement with the SFC and Scottish Government.

Members will note from this report that we have made significant improvements to the 2026/27 financial position, but without further additional income, savings and efficiencies we will not be able to balance our budgets for 2027/28 and 2028/29 and this will result in cash balances expiring by late 2028.

Without increases to year-on-year funding from the SFC to match pay and inflationary increases the College will find in increasingly difficult to continue to provide our current excellent student experience as well as meet our credit targets. We will continue to work with SFC to build understanding and explore options for use of transitional funding to support long-term financial sustainability.

The draft budget 2026/27 and indicative budgets for 2027/28 and 2028/29 contain several additional key risks. A summary of them is included at Appendix D.

15. Financial Strategy Action Plan Progress

We continue to follow the agreed budget assumptions in our Financial Strategy and revisited the assumptions with the SLT as part of the budget setting process, as set out in the report. The Financial Strategy (page 15) contains key actions for the SLT. An update on progress is included in this report at Appendix E.

16. Conclusion

The College continues to operate in a challenging financial position, with a projected £949k overspend in 2025/26, followed by a £145k revenue budget deficit in 2026/27. Looking ahead, we face a requirement to deliver c£2m savings in advance of 2027/28 and a further £1.5m to in advance of 2028/29 to achieve a balanced financial position. Although the SLT will continue to work to identify efficiencies and savings, realistically we will not achieve financial sustainability without a change to our credit targets and/or increased tuition fee funding in line with inflation and pay increases.

17. Link to Strategic Risk Register

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

2.2 – failure to achieve institutional sustainability

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

Appendix A

2026/27 Draft Budget for approval

	Revised Budget 2025/26 £000	Operating Budget 2026/27 £000	Projects Budget 2026/27 £000	Capital Budget 2026/27 £000	Total Budget 2026/27 £000
Teaching grant	(32,788)	(35,637)	0	0	(35,637)
Capital grant	(2,654)	0	0	(2,654)	(2,654)
Additional capital - all weather pitch	0	0	0	(800)	(800)
ESP funding & EMA grant	(356)	(356)	0	0	(356)
SFC Total	**(35,798)**	**(35,993)**	**0**	**(3,454)**	**(39,447)**
Tuition Fees	(2,571)	(2,432)	0	0	(2,432)
Non core income	(3,928)	(1,701)	(1,407)	0	(3,108)
Catering & other income	(2,490)	(2,342)	0	(125)	(2,467)
Donation from ALF	(145)	(21)	0	0	(21)
Total income	**(44,932)**	**(42,489)**	**(1,407)**	**(3,579)**	**(47,475)**
Staff costs					
Staff pay	34,960	34,795	695	0	35,490
VS, unfunded pensions & app levy	855	555	0	0	555
Invoiced staff costs	535	99	203	0	302
Total staff costs	**36,349**	**35,449**	**898**	**0**	**36,347**
Non-staff costs					
Staff related costs	293	281	0	0	281
Consumables and equipment	1,818	1,271	274	139	1,683
Exam fees	780	772	0	0	772
Student related costs	177	169	0	0	169
Property cost	2,962	2,267	0	723	2,990
All weather pitch	0	0	0	800	800
ICT and telephony	957	969	0	432	1,401
Insurance	212	234	0	0	234
Marketing	132	66	3	0	69
Professional fees	161	159	0	0	159
General overheads	278	350	12	0	362
Interest and charges	110	54	0	0	54
VAT	822	748	65	293	1,107
Total non-staff costs	**8,702**	**7,340**	**354**	**2,387**	**10,081**
Total Income	(44,932)	(42,489)	(1,407)	(3,579)	(47,475)
Total Expenditure	45,051	42,789	1,252	2,387	46,428
Non-consolidated (surplus)/deficit	**119**	**300**	**(155)**	**(1,193)**	**(1,047)**
Gardyne Theatre Limited deficit	65	0	0	0	0
Loan repayment (Aug 2026, June 2027)	457	0	0	914	914
Overall (surplus)/deficit	**641**	**300**	**(155)**	**(279)**	**(133)**

Appendix B

2027/28 and 2028/29 Indicative Budgets for noting

	Operating Budget 2027/28 £000	Projects Budget 2027/28 £000	Capital Budget 2027/28 £000	Total Budget 2027/28 £000	Operating Budget 2028/29 £000	Projects Budget 2028/29 £000	Capital Budget 2028/29 £000	Total Budget 2028/29 £000
Teaching grant	(35,637)	0	0	(35,637)	(35,637)	0	0	(35,637)
Capital grant	0	0	(2,654)	(2,654)	0	0	(2,654)	(2,654)
Additional capital - all weather pitch	0	0	0	0	0	0	0	0
ESP funding & EMA grant	(356)	0	0	(356)	(356)	0	0	(356)
SFC Total	**(35,993)**	**0**	**(2,654)**	**(38,647)**	**(35,993)**	**0**	**(2,654)**	**(38,647)**
Tuition Fees	(2,414)	0	0	(2,414)	(2,407)	0	0	(2,407)
Non core income	(1,707)	(865)	0	(2,572)	(1,723)	(773)	0	(2,496)
Catering & other income	(2,257)	0	0	(2,257)	(2,258)	0	0	(2,258)
Donation from ALF	0	0	0	0	0	0	0	0
Total income	**(42,370)**	**(865)**	**(2,654)**	**(45,890)**	**(42,380)**	**(773)**	**(2,654)**	**(45,807)**
Staff costs								
Staff pay	35,732	716	0	36,448	36,831	690	0	37,521
VS, unfunded pensions & app levy	555	0	0	555	555	0	0	555
Invoiced staff costs	101	62	0	163	104	60	0	163
Total staff costs	**36,389**	**778**	**0**	**37,166**	**37,489**	**750**	**0**	**38,239**
Non-staff costs								
Staff related costs	282	0	0	282	282	0	0	282
Consumables and equipment	1,322	345	38	1,705	1,294	323	38	1,655
Exam fees	776	0	0	776	776	0	0	776
Student related costs	170	0	0	170	147	0	0	147
Property cost	2,450	0	1,027	3,477	2,496	0	1,027	3,523
All weather pitch	0	0	0	0	0	0	0	0
ICT and telephony	1,226	0	150	1,376	1,319	0	100	1,419
Insurance	258	0	0	258	284	0	0	284
Marketing	66	5	0	71	66	5	0	71
Professional fees	155	0	0	155	146	0	0	146
General overheads	340	0	0	340	339	0	0	339
Interest and charges	25	0	0	25	25	0	0	25
VAT	816	80	200	1,096	895	70	200	1,165
Total non-staff costs	**7,886**	**430**	**1,415**	**9,731**	**8,069**	**398**	**1,365**	**9,832**
Total Income	(42,370)	(865)	(2,654)	(45,890)	(42,380)	(773)	(2,654)	(45,807)
Total Expenditure	44,275	1,208	1,415	46,898	45,558	1,148	1,365	48,071
Non-consolidated (surplus)/deficit	**1,905**	**342**	**(1,239)**	**1,008**	**3,178**	**375**	**(1,289)**	**2,264**
Gardyne Theatre Limited deficit	0	0	0	0	0	0	0	0
Loan repayment (Aug 2026, June 2027)	0	0	0	0	0	0	0	0
Overall (surplus)/deficit	**1,905**	**342**	**(1,239)**	**1,008**	**3,178**	**375**	**(1,289)**	**2,264**

SUMMARY Budget Setting Assumptions – extract from Financial Strategy 2026-30

Appendix C

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.

Appendix D

Budget Risk	Risk Description	Risk Likelihood	Risk Impact	Overall risk	Mitigating actions
Capital	There is a potential risk of a revenue overspend and capital underspend resulting from maintenance or improvement expenditure that cannot be capitalised.	Medium	Medium	Medium	Mitigating actions are in place, as set out in section 9 of this report.
Projects contribution target	We have included a £200k project contribution target within projects non-core income to identify and generate additional and alternative funding that provides additional income or opportunity contribution to the College. (See non-core income, section 6). There is a risk that the full amount may not be realised.	Low	Medium	Low	Quarterly Project Programme Board and monthly budget monitoring reports to SLT will ensure we remain abreast of development activity.
Digital support	We have included additional digital support bursary income of £200k.	Low	Medium	Low	Monthly budget monitoring reports to SLT will ensure we control this budget.
Voluntary Severance	Removal of Voluntary Severance budget. This budget assumes that severance costs will be offset by in-year salary or other savings. In practice this will mean voluntary severance will require to be agreed early in the 2026/27 year, unless alternative funding can be identified.	Low	Low	Low	Monthly budget monitoring reports to SLT will ensure we control this budget.
Job evaluation	In our 2023/24 annual accounts we required to create a provision of £4.0m for the middle management/support staff job evaluation exercise. We also included a corresponding contingent asset. The provision and contingent asset increased by £600k in 2025/26 and is expected to increase by a similar level annually. This was a technical accounting change as these funds were previously held by the SFC but were required to be returned to Scottish Government. Repayment of the funds by SFC to Scottish Government left the College without associated funding but, should the project reach an agreed conclusion, the College will require this funding from Scottish Government to fulfil its obligation.	Low	High	Medium	The Scottish Government remains clear that the responsibility for funding these job evaluation costs rests with it. This is included in our financial risk register and Financial Strategy assumptions.
Inflation & increased cost of living	There is a risk that we have not included enough budget to cover further significant inflationary increases.	Low	Medium	Low	Monthly budget monitoring reports to SLT will ensure we control this budget and enable swift action if required.
Tayside Pension Fund Triennial Valuation	The triennial valuation for Tayside Pension Fund will be carried out as at 31 March 2026. This determines the level of employer pension contributions for support staff over the next three years (2027/28, 2028/29 and 2029/30). No increase has been built into the 2027/28 or 2028/29 indicative budgets at this stage.	Medium	Medium	Medium	We will continue to engage with Dundee City Council who manage the fund to try to ascertain the likely outcome of the valuation. This could increase or reduce costs in future years.

Appendix E

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 *COMPLETE***
2. Continue to monitor and lobby SFC and Scottish Government on budget clarity **DoF & Principal *COMPLETE***
3. Develop alternative infrastructure 'Plan B' **SLT *COMPLETE***
4. Model credit target and SFC funding increase/reduction scenarios **DoF *COMPLETE***
5. Model CDEL/RDEL switch and no switch impact **DoF *COMPLETE***
6. Review scenario modelling, identify risks, mitigating actions & agree final draft budget submission to Finance & Infrastructure Committee/Board **SLT *COMPLETE***
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 *IN PROGRESS***
8. Continue to identify and secure opportunities for additional and alternative funding that provides either an income or opportunity contribution to the College. **SLT *ON-GOING***
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 *NOT STARTED***
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 *IN PROGRESS (WITH no 7)***
11. Identify acceptable subsidy for catering outlets and review charges/costs for efficiencies and increased income **DoF & DoI *NOT STARTED***
12. Identify all income sources and review contribution e.g. ESP **DoF *IN PROGRESS (WITH NO 7 & 10)***

EXPENDITURE specific actions

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

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 *COMPLETE & ON-GOING***
2. Where necessary we will consider and implement future savings plans. **SLT *ON-GOING***
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 *ON-GOING***
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 *ON-GOING***
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 *ON-GOING***

Agenda Item 9.4

BOARD OF MANAGEMENT

Tuesday 16 June 2026

FINANCE & INFRASTRUCTURE COMMITTEE BUDGET MONITORING REPORT

PAPER G

For noting only

Finance and Infrastructure Committee

Tuesday 26 May 2026

Budget Monitoring Report at 31 March 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 at 31 March 2026. This report also sets out the cashflow forecast for the same period.

2. Recommendation

Finance and Infrastructure Committee is asked to note the projected 2025/26 outturn figures at 31 March 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 is £949k deficit at 31 March 2026. This is shown in the table below.

	2025/26 £000 Budget	2025/26 £000 Forecast
Operating deficit	1,826	1,821
Gardyle Theatre Ltd 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)	(160)
Deficit at 31st March 2026	**641**	**949**
Total savings & movement to date:	1,707	1,394

4. Projected Outturn at 31 March 2026

Appendix A details the revised operating budget (including projects, capital and loan) and the projected outturn at 31 March 2026.

Our operating position is a projected deficit of £949k. This is £308k more than our revised deficit budget of £641k.

When we began the savings exercise, we expected Voluntary Severance costs to almost completely offset the in-year pay savings, so we reported that the deficit was unlikely to reduce significantly by 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 non-pay expenditure by £400k and achieved additional income of £100k.

Summary of Movements to the Projection

At 30 January 2026 we projected a deficit of £782k, this has adversely moved by £167k during the period to a projected deficit of £949k. Income and expenditure have been included for both the infrastructure project (£700k) and Health and Social Care Facility (£500k) within the March projection. These movements are detailed in the table below.

Movements since 31 January 2026	Reason for movement	Income £000	Expenditure £000	Total £000
Other Grants - ESP	Income for various wind projects from ESP	(220)		(220)
Catering & other income	Reduction in catering sales	105		105
Catering & other income	Sale of Montrose was included in the budget and sale was not finalised and continues to be on the market	130		130
Catering & other income	Additonal income linked to new contracts for use of Gardyne and Space Lets	(50)		(50)
Catering & other income	Various minor movements across income headings	(20)		(20)
Other SFC Grants	Infrastructure project - first wave	(700)		(700)
Non-core income	DCC Health and Social Care Facility	(500)		(500)
Various	Other minor movements <£50k	(2)		(2)
Total income movement		**(1,257)**	**0**	**(1,257)**
Staffing & staff related costs	Support pay		104	104
Non-pay	Reduction of sales		(21)	(21)
Non-pay	Savings target removal - offset within other headings		200	200
Consumables & equipment	DCC Health and Social Care Facility		208	208
Property costs	DCC Health and Social Care Facility		208	208
Professional fees	Infrastructure project - first wave		385	385
General overheads	Infrastructure project - first wave		238	238
VAT	Infrastructure project and Health & Social Care Facility		195	195
Various	Other minor movements <£50k		(93)	(93)
Total expenditure movement		**0**	**1,424**	**1,424**
Net Movement during the period		**(1,257)**	**1,424**	**167**

5. Cashflow projection

Cash held at March was £4.978m. This represents 36 days cash relative to forecast expenditure. We have drawdown funds in advance comprising £950k in February and a further £2.0m in March which will be offset in June and July respectively. SFC re-phased teaching grant for all colleges in March 2026 to pay 11% (£426k) of April teaching grant in March.

Cashflow projection	2024/25 Actual £000	2025/26 Forecast £000
(Surplus)/deficit before loan	3,895	492
Loan repayment	457	457
(Surplus)/deficit after loan	**4,352**	**949**
Capital expenditure	1,636	700
Capital funding	(1,179)	(1,157)
Asset disposal	(588)	0
Working capital movements	(1,520)	308
Net movements in cash balances	**2,701**	**800**
Opening cash balance	(6,777)	(4,076)
Closing cash balance	**(4,076)**	**(3,276)**
Net movement in cash balances	2,701	800

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 March	(Underspend)/ Overspend
	£000	£000	£000	£000
Teaching Grant	(31,460)	(24,217)	(31,460)	0
Other SFC Grants	(4,338)	(3,076)	(5,228)	(890)
SFC Total	**(35,798)**	**(27,293)**	**(36,688)**	**(890)**
Tuition Fees	(2,571)	(2,263)	(2,562)	9
Non core income	(3,928)	(2,373)	(4,942)	(1,014)
Catering & other income	(2,490)	(1,795)	(2,255)	235
Donation from ALF	(145)	0	(145)	0
Total income	**(44,932)**	**(33,724)**	**(46,592)**	**(1,660)**
Staff pay				
Teaching pay - established	17,965	11,805	17,765	(200)
Teaching pay - variable	1,723	1,067	1,872	149
Invoiced staff costs	535	288	645	110
Teaching support pay	2,767	1,886	2,794	27
Support pay	12,505	8,343	12,402	(103)
Apprenticeship levy	125	77	115	(10)
Voluntary Severance Scheme	300	380	825	525
Unfunded pension payments	430	241	407	(23)
Total pay	**36,350**	**24,086**	**36,825**	**475**
Non-staff costs				
Staff related costs	293	200	288	(5)
Consumables and equipment	1,817	1,142	1,969	152
Exam fees	780	383	729	(51)
Student related costs	177	133	162	(15)
Property cost	2,962	1,585	3,307	345
ICT and telephony	957	844	984	27
Insurance	212	212	212	0
Marketing	132	64	118	(14)
Professional fees	161	1	608	447
General overheads	278	292	706	428
Interest and charges	110	36	75	(35)
VAT	822	501	1,036	214
Total non-staff costs	**8,701**	**5,393**	**10,194**	**1,493**
Total Income	(44,932)	(33,724)	(46,592)	(1,660)
Total Expenditure	45,051	29,479	47,019	1,968
Non-consolidated (surplus)/deficit	**119**	**(4,245)**	**427**	**308**
Gardyne Theatre Limited deficit	65		**65**	0
Consolidated (surplus)/deficit	**184**	**(4,245)**	**492**	**308**
Loan repayment	457	0	457	0
Overall (surplus)/deficit	**641**	**(4,245)**	**949**	**308**

Appendix B

Risk	Forecast Outturn £000	Risk assessment Likelihood	Impact	Overall	Mitigating actions
Other SFC grants	(5,228)	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 SFC funding for the support staff pay increase above 3% (1.14%). We received £222k in March 2026.
SFC credit income	(31,460)	Low	Low	Low	Our credit target is currently expected to be achieved. However, the impact of HE students being recruited by local universtities is a risk. We have limited influence over demand, however, we are working to influence recruitment, delivery and retention.
Tuition fee income	(2,562)	Medium	High	Medium	Student and company debt outstanding at 31 March 2026 is £337k. This is a decrease of £821k compared to 28 February 2026 (£1,158k).
Non-core income	(4,942)	Medium	Medium	Medium	This category contains a disparate range of activities and includes £500k stretch income target included at budget setting. At this moment in time there is no definitive plans as to how this target will be met, however, after a review of income in March income forecasts were increased by £159k and the stretch target was reduced accordingly. Work continues on the income analysis. There is potential for movement on project income as well as expenditure.
Catering and other income	(2,255)	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 which has already impacted sales this year.
Staff pay	36,825	Medium	Medium	Medium	We continue to refine staff cost projections on an individual employee basis as the year progresses. Projections for variable academic hours are based on actual hours worked to March 2026 and estimated hours for the remainder of the year.
Property costs	3,307	Low	Low	Low	Property costs are being carefully managed in year in order to mitigate any risks.
Non-pay expenditure, excluding property	6,887	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 10.1

BOARD OF MANAGEMENT

Tuesday 16 June 2026

STRATEGIC PROJECTS UPDATE — PAPER H

BOARD OF MANAGEMENT

16 June 2026

STRATEGIC PROJECTS UPDATE

Paper H 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 delivery, engagement and strategic collaboration with particular emphasis on partnership working, STEM outreach activity, curriculum enhancement, and mobilisation of the Mobile Unit. Active delivery strands continue and support delivery against agreed objectives, maintaining strong links with regional industry.

Partnership working has been strengthened, with ongoing engagement with organisations including STAR-Dundee, Scottish Manufacturing Advisory Service (SMAS), JTC, and ATL to align activity and reduce duplication across the engineering and manufacturing skills landscape. Engagement with Abbott Laboratories has supported development of LEAN Six Sigma and Human Factors provision, alongside exploration of a commercial upskilling offer for production operatives.

Short training courses are progressing well, including preparation for external delivery of collaborative robot (cobot) welding training and a developing partnership with Ramsay's Ladders. STEM outreach remains a key focus, with planned primary school engagements and visits to EPIC to support early interest in engineering pathways.

The TCEP Mobile unit is on track for delivery in August 2026, with planning underway to maximise impact, particularly with priority communities. This will represent a significant regional asset for widening participation.

Governance and internal co-ordination continue to be effectively managed with the TCEP Manager role concluding in September 2026.

1.2 Science Futures

Science Futures continues to deliver strong engagement across schools, partners, and industry.

Outreach activity included delivery of hands-on workshops for 15 schools at Young Carers Action Day, and delivery of the FIRST Lego League at Dundee and Angus and Fife Colleges, engaging 20 schools in total.



A pilot Science Experience Day for S4–S6 pupils will run in June, providing laboratory experience, engagement with lecturers, and clear progression pathways into further and higher education, with four schools already confirmed.

Industry engagement remains positive, with 14 students completing placements across universities, industry, and science communication settings. Feedback from both students and hosts has been very strong, with all employers indicating willingness to participate again.

Promotion of regional strengths continues through filmed content and sector engagement, including participation in National Productivity Week. Science Futures also supported partner colleges through prize sponsorship.

In skills development, a new PDA in Ecological Surveying has been developed at UHI Perth, with delivery planned for May 2027 to align with seasonal requirements.

1.3 Supporting SME Skills

The project has entered Year 7 of the 10-year fund and has had a very positive start to the year. To date, almost £50,000 of funding for training has been approved with 272 delegates supported.

Angus	1 business	£4,995	4 delegates
Dundee	6 businesses	£29,801	171 delegates
Perth	3 businesses	£14,075	97 delegates
Fife	0 businesses	£0	0 delegates

The Business Partnerships team is actively engaged in regional networks across each of the Tay Cities areas, and throughout June will be focusing our efforts on strengthening the Fife pipeline of activity, aiming to approve all applications by November 2026 to support delivery within annual timelines.

The team has continued to attend a wide range of events to promote both the Supporting SME Skills programme and the wider upskilling portfolio. These have included co-hosting a Dundee & Angus Chamber of Commerce 123 event as well as hosting a showcase stand at the Dundee & Angus Chamber of Commerce Annual General Meeting.

Upcoming engagements include hosting the Angus Tourism Co-operative Group for a skills-focused session and presentation on the D&A College offer, and exhibiting at the Dundee & Angus Summer Expo.
Branding, merchandise and promotional materials, including the short course offer has been refreshed and has been well received.

Digital content development is underway, including video case studies to enhance visibility of the College's bespoke and short training course offer and expand reach to new audiences.

1.4 Sustainable Construction Skills

The project remains on schedule and within budget, with strong partnership governance in place through steering groups and employer advisory boards, including representation from all regional local authorities.

Delivery of the Introduction to Building Physics and Low Carbon Passport (with BE-ST) has been successful, supporting net zero skills development through combined theoretical and practical training. Project data collection is now in place to support monitoring against agreed outcomes.

Curriculum review has identified key skills gaps in low carbon technologies, retrofit, and progression pathways. Development of a PDA aligned to industry roles (including Domestic Energy Assessor and Retrofit Coordinator) is planned to address these needs and support PAS 2035 compliance.

Progress towards NOCN centre approval is underway. Staff training in Solar PV and Energy Efficiency Systems has been completed, with delivery expected from October. Additional training is planned to support compliance with upcoming regulatory requirements, including Awaab's Law.

Infrastructure development is progressing, with new training rigs designed and currently at quotation stage.

1.4 HospitaliTAY

Fife College is leading on the HospitaliTAY, a Tay Cities Skills Project with Dundee and Angus College one of the partners on the project. The project will tackle long standing and emerging skills shortages across the hospitality sector in the Tay Cities Region. The Business Partnerships Manager and Head of Curriculum and Quality for Hospitality and Professional Cookery have been engaging with Fife College on the delivery model and are looking forward to commencing delivery of training to businesses in the coming months.

2. Scottish Government Offshore Wind Skills

The Scottish Government Offshore Wind project remains on track and on budget to achieve all targets by 30 June 2026. Deliverables included Wind Industry training enhancements for apprentices, paid internships, staff upskilling in welding and Offshore Wind training and the introduction of a new entry level full-time course to support careers as Wind Technicians – Futures in Offshore Wind.

In addition to endorsing the Futures in Offshore Wind course, Vestas have committed to using D&A College as the training provider for 10 new apprenticeships beginning August 2026. Additional funding has been secured via the Skills Development Scotland Modern Apprenticeship contract to support the intake.

Industry partnerships have been further strengthened since the previous update with attendance at national networking events including Scottish Offshore Wind Networking Event, and Global Offshore Wind conference being used to build further relationships

On 7 May, the College signed a Memorandum of Understanding to establish a strategic partnership with Inchcape Off Shore Wind Farm setting out how both parties will work together at Montrose Port to develop skills for the industry. As part of the partnership Inch Cape will provide equipment including a wind turbine nacelle training system, hydraulic workstation and hands-on STEM super grid renewable energy kit.



3. Approvals

The Board is asked to:

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

4. Link to Strategic Risk Register

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

1.1 Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)

1.4 Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on:

- Ability of the College to meet key regional strategies/ objectives
- Financial loss or unmanageable financial risk
- Reputational loss

3.5 Reputational Risk – Loss of reputation with key stakeholders

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

Agenda Item 11.0

BOARD OF MANAGEMENT

Tuesday 16 June 2026

STUDENTS' ASSOCIATION REPORT PAPER I

DASA UPDATE

June 2026

Students' Association
Dundee and Angus College

Pizza with the Principals

Pizza with the Principals brought students, senior leadership, and the College Exec together in an informal co-design environment to ensure the student voice shapes the future of our new campuses.

Key Activity

- Delivered interactive engagement sessions using Service Design methods.
- Hosted creative drop-in stations, including LEGO design, concept voting, two stars and a wish, and student messages.
- Gathered large-scale engagement with more than 1,550 written responses, and more than 600 design votes.

Pizza with the Principals

Impact

- Strong enthusiasm and positive tone across all sessions, highlighting pride, optimism and partnership.
- Clear message that students want welcoming, social, supportive and inspiring campuses where they feel they belong.
- Rich evidence base gathered to inform campus design and future planning.
- Reinforces the importance of designing campuses with students for students.

Full report can be found here:

Pizza Report March 2026.docx

Student Elections 2026

The annual Student Elections ensure the selection of new student leaders to represent the student voice across the College.

Key Activity

- 14 students registered their interest in running for election.
- 5 students successfully completed nominations and stood in the elections.
- More than 280 votes were cast by students.

Impact

- New student leadership team confirmed and ready to take up roles from June 2026.
- Demonstrates continued student interest in representation and leadership opportunities.
- Supports ongoing student partnership and engagement in College decision making.

Meet the New Team!



Student Led Staff Awards 2026

Students were invited to recognise staff who make a meaningful difference to their student experience through the annual Student Led Staff Awards.

Key Activity

- Received more than 650 student nominations from across the College.
- All departments from across the College had a nomination for the first time.
- Shortlisted to 25 nominees, with Student Congress voting on the final winners.
- All nominees will receive a certificate and student quote following the awards.

Impact

- Powerful and heartfelt student feedback highlighting staff impact and dedication.
- Celebration of positive staff-student relationships and partnership culture.
- Winners to be announced at the Staff Awards on 25th June.

Tea, Toast, Tell Us!

Informal drop-in engagement sessions were delivered across all campuses to gather student feedback in a relaxed and welcoming environment.

Key Activity

- Well-attended sessions held across campuses. 23 sessions were held across all three campuses.
- Students could complete the Learner Survey, vote in elections, submit Staff Award nominations, or chat about their experiences.
- Created a relaxed space with tea, toast, and conversation to encourage participation.

Impact

- Highly effective and positive approach to gathering student voice.
- Increased engagement compared with traditional surveys and feedback forms.
- Strengthened relationships and opened informal conversations about the student experience.

Student Partnership Agreement



The Student Partnership Agreement sets out how students and staff at Dundee & Angus College will work together as equal partners to shape, learning, services, and the overall student experience in line with the 2030 College Strategy and TQEF.

Key Activity

- Co-designed agreement between students, DASA, and College leadership.
- Defines shared commitment to partnership, co-creation, and student voice in decision making.
- Outlines how student contribute across learning, governance and quality enhancement.

Impact

- Embeds student partnership as a core principle of College culture and strategy.
- Strengthens the student voice in governance, curriculum, and support services.
- Ensures students are active partners in shaping the College now and into 2030.

Full SPA can be found here:

student partnership agreement 2026.pdf

Student Mental Health Agreement

The Student Mental Health Agreement has been co-designed with students and staff and is now in final approval stages and will be ready to launch in the new 2026/2027 academic year.

Key Activity

- Co-created long-term framework for partnership working to support student mental health and wellbeing.
- Sets shared commitments, annual action planning, and ongoing monitoring through Think Positive self evaluation.
- Algins with Student Partnership Agreement and College 2030 Strategy.

Impact

Demonstrates strong institutional commitment to student wellbeing and tackling stigma.

Establishes clear partnership roles for students, staff, and the Students' Association.

Provides a structured approach to promoting support, training, activities, and early intervention.

Link: Student Mental Health Agreement 2026

Thank You!

Any Questions?

Agenda Item 12.0

BOARD OF MANAGEMENT

Tuesday 16 June 2026

PRINCIPAL'S REPORT

PAPER J

BOARD OF MANAGEMENT

Tuesday 16th June 2026
Principal's Report

Paper J 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. Recruitment 2026/27: Full-time recruitment is progressing positively with over 6,000 applications received against a target of 4,500 places. Demand remains particularly high for lower-level FE courses in Hair and Beauty, Health and Social Care, and Supported Education.

3.2. Green Roots Project: A D&A student is transforming a neglected Dundee community garden into a thriving green space with incredible social impact. Maria Gonzalez, a second-year ESOL (English for Speakers of Other Languages) student at Dundee and Angus College, has breathed new life into the previously abandoned Lyon Street Gardens through her inspiring "Green Roots Project".

3.3. Internal Student Funding System: Following nine months of in-house development, a new streamlined student funding system is launching to support applications for bursaries, childcare, and housing assistance. The system is fully integrated with the college application process to improve efficiency and assessment speed.

3.4. Annual Prizegiving Ceremony: On 19 May, the College celebrated the outstanding achievements of 118 learners at its annual Prizegiving ceremony, attended by families, staff, and local business representatives.

3.5. Student Success in Sport and Community: The ESOL football team secured a win at the second annual ESOL Football College Cup in Edinburgh. Additionally, a D&A student is leading the "Green Roots Project," transforming a neglected community garden in Dundee into a thriving green space.

3.6. Patisserie Competition: Patisserie and Confectionery students recently completed a five-week competition, culminating in a themed afternoon tea experience at the Kingsway Campus Taste Bar.

3.7. Wraparound Support Review: Student Services is currently reviewing the college's support provision to strengthen external partnerships and ensure resources are

targeted effectively toward students with complex needs.

4. Our People

4.1. Staff Development Day Evaluation: Reflection on the February 2026 Staff Development Day is complete, showing 82% overall satisfaction across all activities and campuses. Popular themes included Digital Productivity and Wellbeing.

4.2. Teacher Training and Leadership: Thirty-four staff members have completed their teaching qualification journey (TiCT, Teach@D&A, and TQFE), with the TQFE cohort notably learning in partnership with colleagues from NESCol. Additionally, June 2026 marks the culmination of the Coaching for Leadership Award for twenty participants, including Curriculum Managers from Forth Valley College.

4.3. Green Car Salary Sacrifice Scheme: Since its launch in late March 2026, seven staff members have taken up the new electric car salary sacrifice scheme, which offers savings on lease and running costs while reducing the College's pension and NI costs.

4.4. Staff Awards 2026: The annual Staff Awards are scheduled for 25 June 2026 at the Gardyne Campus. Over 650 nominations were received from students, alongside 56 nominations from staff.

4.5. Long Service Recognition: In April, eleven staff members were celebrated at a lunch for reaching 10 and 25-year service milestones.

5. Our Campuses

5.1. Infrastructure Vision – Gardyne Green Skills Innovation Hub: Work has commenced on the Outline Business Case for phase one of the infrastructure vision, supported by funding from the Scottish Funding Council. The first formal staff engagement sessions with impacted curriculum areas, such as Engineering and Construction, were held on 8 May 2026.

5.2. Scottish Government Support: The College has welcomed initial investment and support from the Scottish Government for the first phase of this ambitious campus vision.

5.3. 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.

6. Our Impact

6.1. Offshore Wind Partnerships: The College signed a Memorandum of Understanding (MOU) with Inch Cape Offshore Wind Farm to develop skills at the new Montrose Port Skills Academy. Furthermore, Liam from Katoni Engineering, a D&A apprentice, was named Apprentice of the Year at the Offshore Energies UK Awards.

6.2. SFC Funding Allocations: The SFC has announced final funding allocations for 2026-27, including a teaching grant of £35,636,756 and a capital grant of

£2,654,077. Additional in-year funding was also secured for professional services staff and National Insurance costs.

6.3. SME and Community Skills Funding: The Tay Cities SME Skills project supported 56 SMEs and 1,253 delegates in Year 6. Delivery of the UKSPF Green Skills and SME Skills funds for Dundee and Angus is also now complete, investing over £280,000 into local business development.

6.4. Abertay University Partnership: The newly established Partnership Board recently noted that students progressing from D&A HN courses to Abertay University are more likely to succeed than those entering directly from school.

6.5. Adult Learning Exchange: On 29 May, the College hosted the Dundee Adult Learning Partnership Learning Exchange to explore the future of adult learning and community-based education pathways.

6.6. CITB SkillBuild: The College hosted the Regional Scottish Qualifier for CITB SkillBuild, with five D&A students placing in the top three across various construction disciplines.

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 13.0

BOARD OF MANAGEMENT

Tuesday 16 June 2026

NATIONAL BARGAINING UPDATE — PAPER K

BOARD OF MANAGEMENT
Tuesday 16 June 2026

National Bargaining Update

Paper for information

1. Introduction & Context

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

Following settlement of the 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. New National Negotiating Committees Website

Following the signing of the new National Recognition and Procedure Agreements, the website for national bargaining has been updated and refreshed. This website includes updates on key national bargaining discussions and agreements including copies of all national circulars.

The website is available at: www.nncscotlandscolleges.ac.uk.

As part of this update and refresh the terminology used for support staff has also been amended, with the term Professional Services Staff now being used to cover support roles.

3. Academic Staff Negotiations

Since the previous update there have been national discussions between the Colleges Employers Association and EIS-FELA in respect of the three year pay demand lodged for 2026/27, 2027/28 and 2028/29. Discussions and negotiations on this pay award continue to progress with the aim of achieving a settlement in advance of the September 2026 due date.

Other National Discussions

Other discussions are progressing nationally in respect of a national statement around the application of the Fair Work principles and additional guidance/requirements in respect of the arrangements around Transfer to Permanency conditions, Promoted Posts and the use of Associate Trainers. These discussions are at an early stage and further updates will be shared as arrangements progress and any outcomes are confirmed.

4. Professional Services Staff Negotiations

National Job Evaluation

Arrangements in respect of the national job evaluation project are continuing to progress slowly with a further update provided on the NNC website in April and May 2026 and available here.

The Scottish Funding Council has identified their desire to undertake a Lessons Learned review of the original national project and arrangements for this are being taken forward. It is likely that the outcomes of this review will inform the next stages of the national project, with timelines for this still unclear.

5. 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.

6. College Sector of the future - Workforce

Although led by Colleges Scotland rather than the College Employers', The College Sector of the Future work includes discussion around future workforce roles and requirements. This work will include research into approaches adopted within vocational education and training internationally alongside work with colleges to review and assess future need.

Outcomes from this work will inform the wider review of future sector needs and approaches.

7. Link to Strategic Risk Register

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

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

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

Agenda Item 14.2

BOARD OF MANAGEMENT

Tuesday 16 June 2026

BOARD SELF-EVALUATION & DEVELOPMENT PLAN

PAPER L

BOARD OF MANAGEMENT
Tuesday 16 June 2026

Board Evaluation and Development Plan Update

Paper for approval

1. Introduction

This paper outlines planned arrangements in respect of the self-evaluation of the Board and the development of related development actions.

2. Board of Management Evaluation

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

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

The externally facilitated review was completed in December 2024, resulting in the development plan that was approved at the June 2025 meeting. These arrangements and the approach adopted in respect of the evaluation of the effectiveness of the operation of the Board align with the above requirements.

3. Self-Evaluation Approach

The evaluation approach undertaken previously is comprehensive and has encompassed three specific streams of work as outlined below. This work has been undertaken relative to the key components of the Code of Good Governance and the self-evaluation framework adopted by the Board.

- A periodic survey of Board members to provide baseline information and feedback on Board effectiveness and the effectiveness of Board Chair Arrangements (undertaken Dec 2025).
- The externally facilitated review of Board effectiveness (undertaken Dec 2024)
- A periodic detailed self-evaluation report completed through the Chairs Committee, facilitated by the Governance Professional (undertaken May 2023).

To support Board effectiveness and compliance with governance requirements it is proposed that the Chairs self-evaluation be undertaken over the start of AY 2026/27 with the evaluative report and updated board development plan arising from this work being presented to the September 2026 Board meeting.

4. Development Plan Update

The evaluation undertaken in December 2024 was comprehensive and encompassed detailed evaluation undertaken by an independent reviewer and was used to inform the Board Development Plan. This Development Plan has been further updated to incorporate points arising from the SFC Action Plan on Good Governance and is summarised in appendix 1 below.

5. Approval

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

- The proposal to complete self-evaluation of the Board and Committees on a comparable basis to previous years.

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

6. Link to Strategic Risk Register

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

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

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

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Appendix 1

BOARD DEVELOPMENT PLAN UPDATE AS AT 16 JUNE 2026

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

2025 Actions Completed and Closed out	Responsibility	Timescale
Staff Board members will be encouraged to provide wider reflections of staff experience at Board level. **Completed: Discussion progressed with staff Board members, will continue to inform appraisal discussions/inputs.**	Chair	As required.
Information on the role of the Senior Independent Member to be shared with all Board members **Completed: Update information provided and role highlighted on Board membership list.**	Secretary/Board Administrator	Feb 2025
Board Chair Evaluation to be requested from Scottish Government **Completed: This requirement was raised with the Scottish Government and arrangements completed.**	Chair	Feb 2025

Internal Audit Actions	Responsibility	Timescale
The Board should consider and establish what the College's high-level risk appetite is for each defined risk category, and residual risks on the SRR should be formally considered for compatibility with this stated risk appetite. The UK Government Orange Book guidance note on risk appetite can be used for reference, particularly in relation to documenting the risk appetite. **Completed: as part of October 2024 Strategic Development session, with updates noted within the revised Strategic Risk Register**	Chair/Secretary	Sept 2024

Internal Audit Actions	Responsibility	Timescale
A plan should be implemented to ensure that periodic risk management training is provided for Board members	Chair/Secretary	Dec 2027
Completed: as part of October 2024 Strategic Development session, with refresh to be scheduled on a 3 year rolling basis thereafter.		

BOARD DEVELOPMENT PLAN JUNE 2026

Action	Responsibility	Timescale
1. Promoting diversity of Board membership should remain as a key feature in all future recruitment arrangements. Where this diversity cannot be achieved through membership appropriate steps will be enacted to ensure that the Board has access to input and awareness across as diverse a range of experience as possible.	Chair/Secretary	Next and future recruitment
2026 Update: Incorporated into arrangements. The Nominations Committee will continue to take due cognisance of the requirement to achieve a 50:50 M/F split in future Board recruitment. Recruitment to continually seek to address other diversity indicators where possible.		
2. Monitoring and tracking of Board member training (including CDN managed training) to be enhanced	Secretary/Board Administrator	Dec 2025
2026 Update: Details of engagement with CDN training has been sought and will inform future appraisal sessions/inputs undertaken by the Chair. Board members are reminded to advise the Board Administrator of board related training undertaken and periodic update requests on this will be issued to Board members.		
3. Revised arrangements in respect of governance oversight and the format/content of the Governance effectiveness Review (GER) to be enacted as soon as practicable after these become available	Chair/Secretary	June 2027

REMAINING ACTIONS ARISING FROM THE SFC EXPECTATIONS OF GOOD GOVERNANCE

Scottish Funding Council Expectations of Good Governance	D&A Action	Progress as at June 2026
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.
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

Agenda Item 14.3

BOARD OF MANAGEMENT

Tuesday 16 June 2026

MEMBERSHIP UPDATE

PAPER M

BOARD OF MANAGEMENT

Tuesday 16 June 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 Chair Reappointment

The current term of office for the Board Chair expires on 10 July 2026 and a request has been made to the Scottish Government to extend this appointment for a further term. Whilst it is anticipated that this request will be progressed. Should this request not be approved the Board will have to consider interim arrangements and approval is sought to progress these via e-mail over the summer period as necessary.

4 Board Student Membership

Following the expiry of their tenure as Students' Association Board nominee, the Board membership of Adele Lawrence will expire over the summer. Thanks are offered to Adele for her input to the Board and College over the past two years.

As re-elected Students' Association President, Connor Pithie, will continue in his role as Student Board member and new Vice President Chaesel Malia will join the Board in August 2026.Approval for this appointment is requested.

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 June 2026 **Appendix**

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

A

* 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 14.4

BOARD OF MANAGEMENT

Tuesday 16 June 2026

BOARD METRICS

PAPER N

BOARD OF MANAGEMENT

Tuesday 16 June 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.

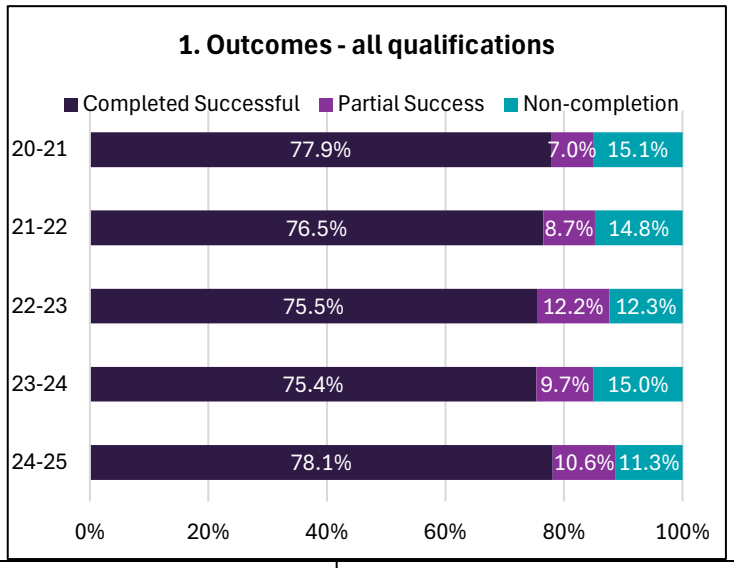
3 Link to Strategic Risk Register

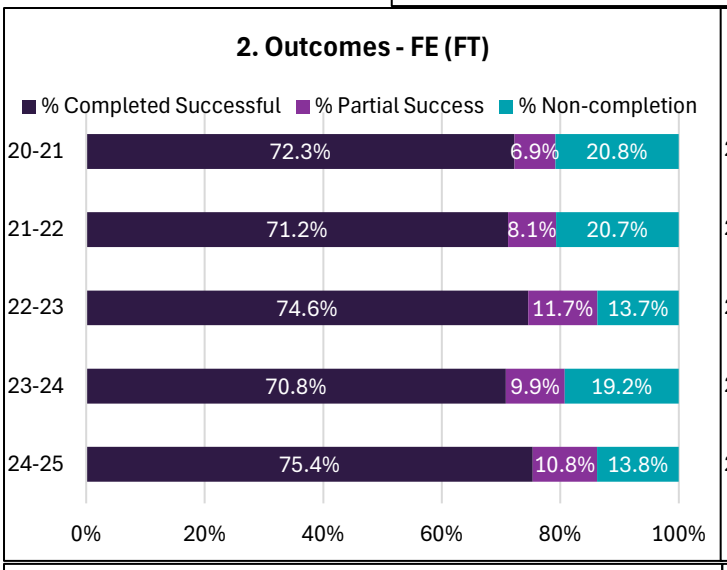
Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely;

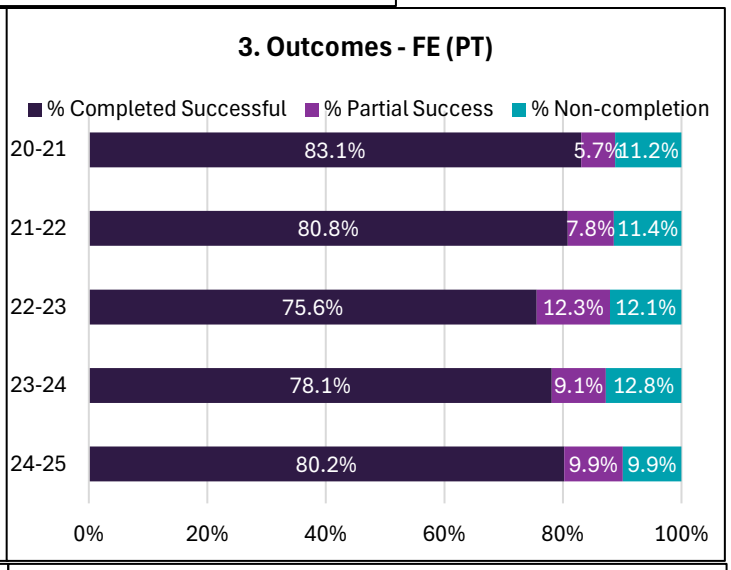
1.1 – Failure of College strategy to meet the needs of the D&A Region and/or national priorities (e.g. Employability, DYW, attainment, articulation)
2.2 – Failure to achieve institutional sustainability
3.1 – Failure to reach aspirational standards in learning, teaching and service delivery
3.3 – Legal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

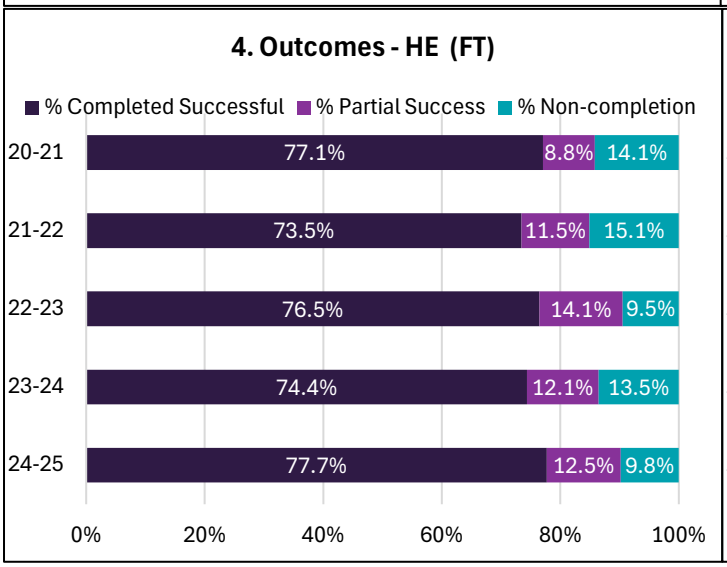
Author Kenny Stewart, Data Analyst
Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations

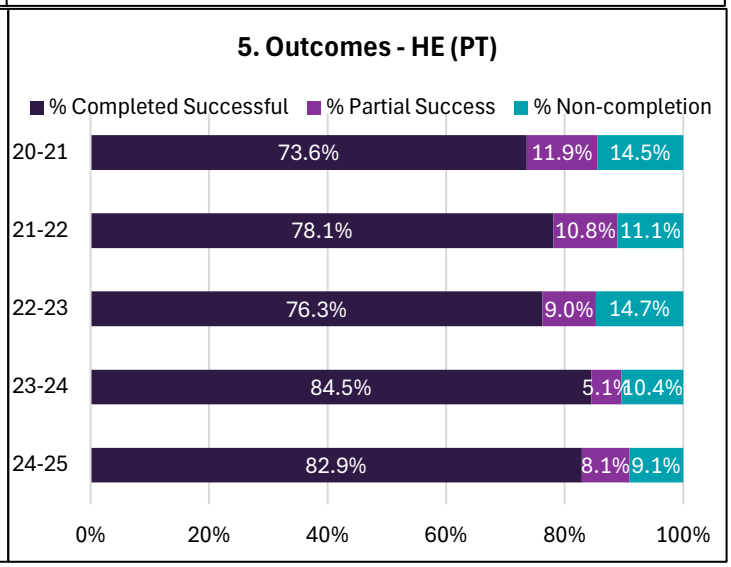
Performance Indicators



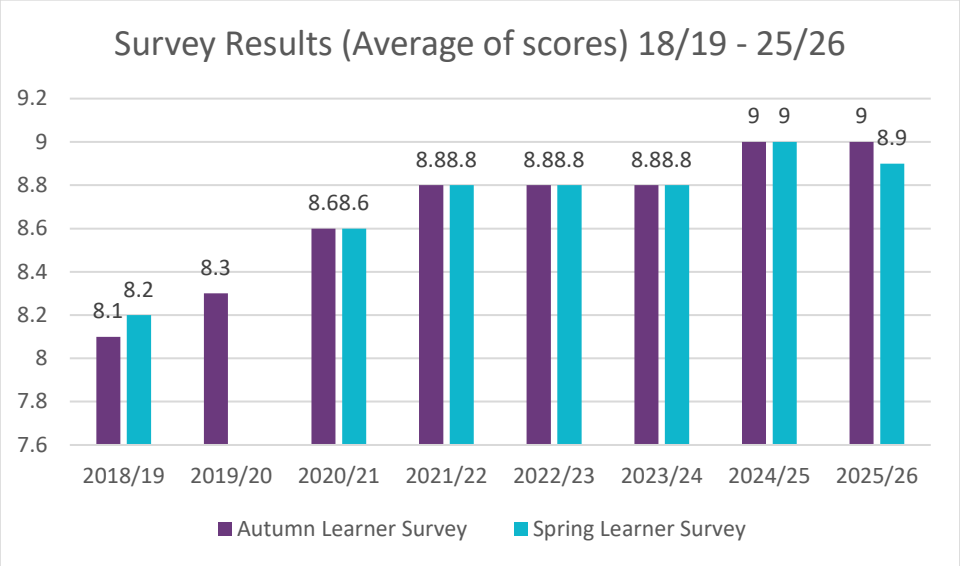








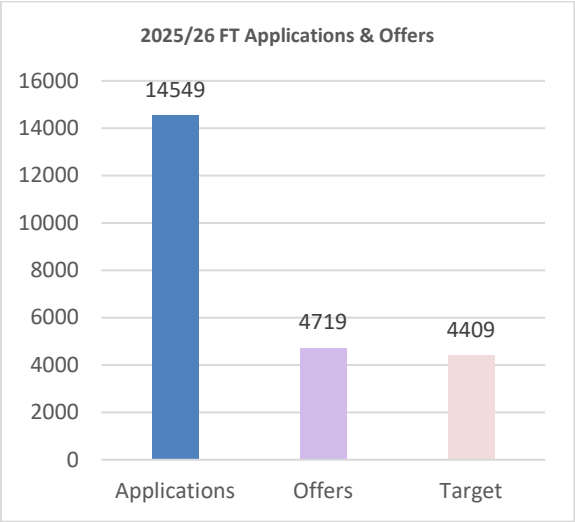
Student Survey Results

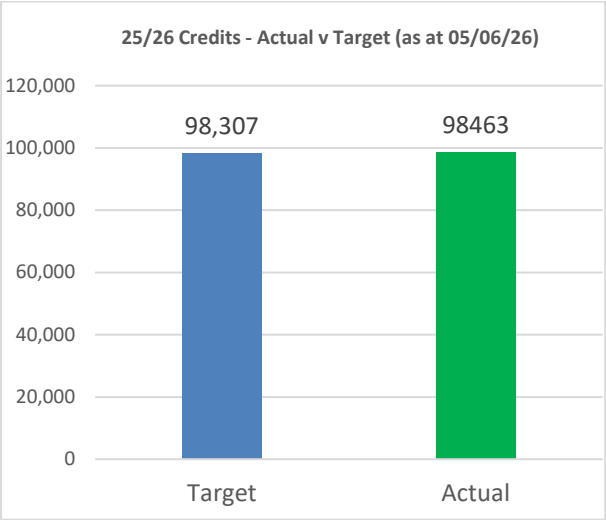


Note: The 2019/20 L&T Survey was not completed. The Learner Survey is now scored out of 5 but the results are scaled up to be consistent with prior years. The overall 2025/26 Autumn survey score was 9 (4.5 out of 5).

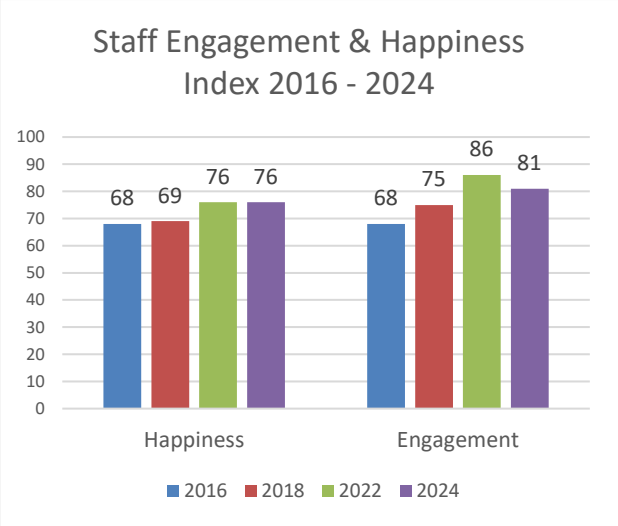
SFC Student Satisfaction & Engagement Survey – Positive response rate

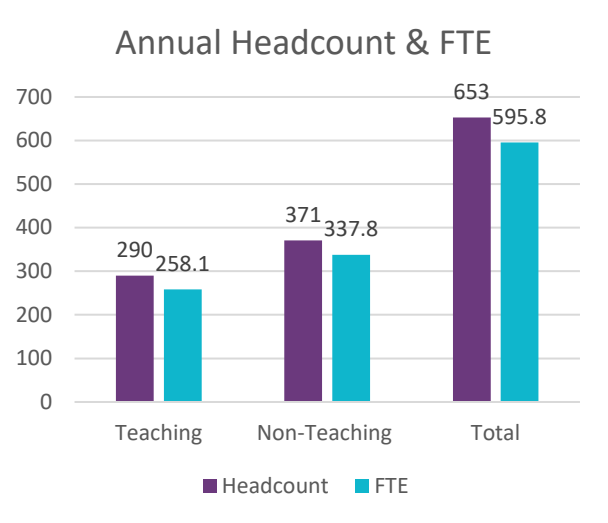
SSES	D&A	National
Overall Satisfaction 2020/21	92.4%	85.9%
Overall Satisfaction 2021/22	96.3%	90.2%
Overall Satisfaction 2022/23	96.7%	93.4%
Overall Satisfaction 2023/24	97.2%	92.1%
Overall Satisfaction 2024/25	97.9%	94.8%
Overall Satisfaction 2025/26	96.7%	n/a





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

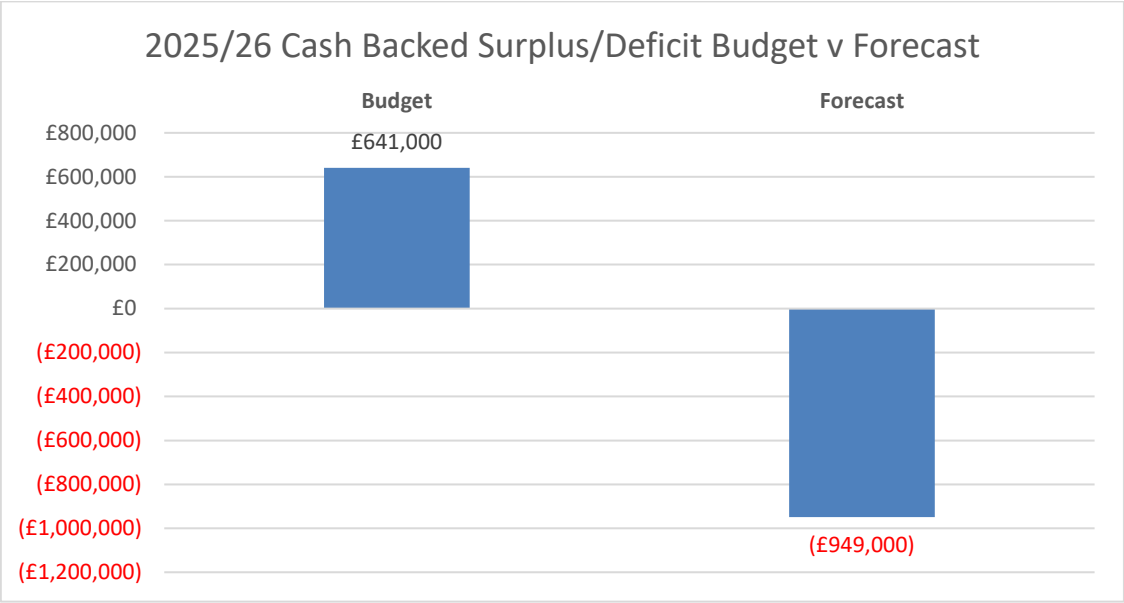




	Staff Absence Rolling Year to 31/04/26	Staff Absence Rolling Year to End of Last Quarter
Average working days lost per sick headcount	**9.0 days**	**7.8 days**
Working time lost	**4.17%**	**3.67%**
Comparison with sector/national rates UK All Sector rate (CIPD 2016) UK Public Sector rate (Unison 2016)	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	3	1	3

DateTime	Role	Location	AINM Details	AI_InjurySymptom
26/01/2026	Student	Arbroath	whilst doing various knife cuts IP cut the tip of her finger. I ensured she was ok which she assured me she was, I then checked her finger over and as the bleeding wasn't stopping I asked for the first aider to come and have a second opinion. Staff advised as the bleeding was not stopping to get a little check from the hospital. IP went to the hospital with staff and returned with the finger covered up and a little glue applied to the tip of the finger. I again checked to see if she was ok and she assured me she was fine.	Cut
09/02/2026	Student	Kingsway	Whilst the IP was using an electrical stripping knife to strip the sheaf from PVC steel wire armour cable as part of his course studies he cut the tip of his thumb. The investigation identified that the IP was not wearing his PPE (gloves) for the task which resulted in him cutting his thumb. The IP has been re-instructed on the importance of wearing PPE (Gloves) whilst using an electrical stripping knife as per risk assessment.	Cut

10/02/2026	Student	Kingsway	Whilst the IP was using a cook's knife to cut lettuce on chopping board as part of his course studies he cut the tip of his thumb. The investigation identified that the IP misplaced his thumb accidentally while cutting through the lettuce at a fast speed which resulted in him cutting through his thumb at an angle and will receive re-instruction on the safe use of cooks knives.	Cut

2025/26	Completed	Planned
Audits Completed v Planned	2	4*

* Two audits, Student Funding and Credit Activity, are scheduled as usual to be completed in Aug/Sept

Agenda Item 15.0

BOARD OF MANAGEMENT

Tuesday 16 June 2026

MINUTES OF COMMITTEE MEETINGS — PAPER O

15.1 Learning, Teaching & Quality – 13 May 2026
15.2 People, Culture & Wellbeing 21 May 2026
15.3 Finance & Infrastructure – 26 May 2026
15.4 Audit & Risk – 2 June 2026

BOARD OF MANAGEMENT

Learning, Teaching and Quality Committee

Wednesday 13 May 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 13 May 2026 at 5.00pm in Room K-TO-624 Kingsway Campus and via Microsoft Teams.

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

IN ATTENDANCE: Steve Taylor (Vice Principal / Secretary to the Board)
Julie Grace (Vice Principal Curriculum and Partnerships)
Jane Roscoe, Lee Lappin & Steph Toms (Directors of Curriculum & Partnerships)
Leann Crichton (Director of Student Experience)
Laura Watson (Learning & Teaching Enhancement Lead)

1. WELCOME

Neil Lowden opened the meeting by welcoming members to the LTQ Committee. He also thanked Adele Lawrence for her contribution to the work of the Committee as Student member and congratulated Connor Pithie on his re-election as Student President.

2. APOLOGIES

Apologies received from S Oakley and K McIntosh.

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 11 February 2026 were approved.

5. MATTERS ARISING

Matters arising were covered in Paper B.

6. CURRICULUM REPORT – DEVELOPING LEARNER SURVEYS AND ACTIONS

L Lappin and L Watson presented an update on the arrangements and impact of the Elevate Learning & Teaching project undertaken in partnership with the College Development Network (CDN) and other colleges.

Project arrangements were outlined and L Lappin highlighted how the work was supporting the fourteen staff involved to discuss, reflect on and enhance their classroom learning and teaching. L Lappin stated that whilst there had been some issues around project organisation the feedback on the key elements supporting learning and teaching had been very positive. This included a range of 'how to' tips and information that provided practical support for staff in their delivery. These 'how to' inputs covered different topics and also classroom dynamics and engagement and had been welcomed by staff.

L Watson outlined how the opportunities had been used by project participants and how this influenced professional reflection and supported changes to observation engagement and practice.

L Lappin summarised the next steps following completion of the project and decisions that would be needed on whether the College should continue to invest in the Elevate platform.

Potential costs were discussed and J Grace highlighted the importance of investment in staff to support the development and enhancement of learning and teaching as our core business.

Links between the CPD support provided through the project and other developments in respect of the changing learner were discussed and it was noted that the 'how to' guides and related information aligned fully with trauma informed practice developments but that the elevate work focused much more on core teaching practices rather than behaviour management.

N Lowden welcomed the update and noted the value in having support of this type to help scaffold learning both for students and for staff. K Marsh noted the feedback from staff and asked if the platform developed or amended practice based on feedback. L Lappin noted that this wasn't currently a feature, but that staff using guides and materials could see the 'user rating' from others, similar to customer reviews on a shopping site.

K Marsh asked if the work would replace other CPD offers and J Grace highlighted that the challenge for many staff was the release of time to undertake CPD and that the elevate work brought this directly into their teaching activity, reducing the need for separate CPD time to be needed. This meant that the elevate work could significantly supplement CPD engagement, rather than displace other activities.

N Lowden confirmed that the approach was available to staff as needed and S Hewitt highlighted the positive element of having staff focused on and discussing learning and teaching, rather than finances or savings.

The Committee thanked Lee and Laura for their presentation.

7. COLLEGE LEAVERS DESTINATION REPORT

S Taylor summarised the report highlighting that this was retrospective in nature as it related to students leaving in 2023/2024 academic year and highlighted their destination in the six to nine month period after completing their course. S Taylor noted that a significant amount of data was available behind the headline figures and that this was available to teams to help inform their curriculum planning and transition / articulation arrangements.

It was noted that data on the institution and course destinations of college leavers was provided by the Scottish Funding Council but that other data was much harder to generate, often involving multiple calls and contacts with ex students to gather the information required.

S Taylor noted that D&A performed well in comparison with the sector and in the most recent data the 93.4% rate for D&A was well above the national rate of 85.4%.

It was noted that this was particularly evident for non-advanced student cohorts (up to SCQF level 6) where the College rate of 93% was very significantly in excess of the Scotland wide 77% figure).

The lengthy time delay surrounding data of this type was discussed. G Bell asked about arrangements for tracking those students that did not complete their courses. L Crichton summarised arrangements in place with Skills Development Scotland (SDS) to track young people that did not have a positive destination so that the appropriate support could be provided. L Crichton noted recent developments in respect of the data sharing portal that exists between the College and SDS and how this is used to provide rapid information to support early interventions for young people. This work had been picked up nationally by SDS who were looking to expand the D&A model into other regions.

L Crichton noted recent changes to seek destination data from students when they left College and the hope that (as well as providing more up to date information for teams) this work would simplify the data collection required for SFC.

L O'Donnell asked about the tracking of employment levels and areas and J Grace highlighted that this sat with SDS who provided regional data to the College (and others) that was used to inform curriculum planning.

The update was noted.

8. STUDENTS' ASSOCIATION REPORT

C Pithie and A Lawrence presented a comprehensive update on Student Association activities.

Significant student engagement in inputting ideas for future campus developments were noted, with over 1500 student feedback ideas gathered through the Pizza with the Principals sessions. All of this feedback had been pulled together and shared with the SLT. S Hewitt noted how positive it was to see that engagement and to have the opportunity to work with students on their views and thoughts about future developments.

The outcome of the student elections was noted, with C Pithie returning as student President and three new Vice Presidents elected: Marius Oprisan; Chaesel Melia and Leon Skinner, taking up their roles in June. C Pithie advised that it was anticipated that Chaesel would take up the second Student Board Member role.

The significant increase in engagement with the student led staff awards was noted, with over 650 student nominations received (a three-fold increase on the previous year).

Informal drop-ins were continuing, and work had progressed to update the Student Partnership Agreement with the College. This had been built on student input and also aligned with the 2030 Our College strategy.

K Marsh welcomed the update and asked how the feedback from the informal Tea and Toast sessions was gathered or collated. C Pithie noted that this was an area to be further developed but that any significant items raised were escalated to the appropriate point. C Pithie noted that there was an important balance to be struck between informal opportunities of this type and the formality of recording and that often students just wanted a chat. This was recognised and the benefit of informal opportunities noted.

H Honeyman welcomed the update and congratulated the Students' Association on the amazing work they undertook. This was echoed by others.

J Roscoe noted her thanks to A Lawrence for her input and engagement with the Quality Assurance Agency (QAA Scotland) STEP project arrangements and noted how this had influenced national work now being progressed.

The presentation was welcomed by the Committee.

9. CURRICULUM AND PARTNERSHIPS REPORT

J Grace summarised the report and highlighted the range of work, projects and developments taking place across the College.

The ESOL Multicultural event was noted as a particularly positive event and a great opportunity to build positive connections and relationships between different communities and backgrounds. The offshore wind developments in the curriculum were noted with interest.

J Roscoe highlighted the work being undertaken with Abertay University to enhance transitions for students. This work also aligned with the QAA STEP project work nationally and had shown significant benefits for students.

K Marsh asked if there was any more detailed information on the work and benefits and J Roscoe noted that this could be provided once the work had progressed to the appropriate point. **J Roscoe to progress**.

J Grace noted that the final point she wished to highlight was the championship win for the D&A Team at their first ESOL Football College Cup event.

The update and range of developments and successes was welcomed.

10. STRATEGIC RISK REGISTER

The Strategic Risk Register was noted and whilst a number of updates had been made there were no changes to the risks delegated to the Committee. This was approved.

11. LTQ METRICS

Metrics were presented for noting. S Taylor noted that despite the cuts in courses the credit forecast was now very close to the overall credit target. L Crichton reaffirmed that she was positive that the college will hit the required target.

12. DATE OF NEXT MEETING

Wednesday 26 August 2026, Room K-TO-624, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
Additional information on the tertiary alignment work with Abertay to be shared with the Committee	J Roscoe	26 August 2026

BOARD OF MANAGEMENT

People, Culture and Wellbeing Committee

Thursday 21 May 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 21 May 2026 at 5.00pm, in Room K-TO-624, Kingsway Campus.

PRESENT:	Donald Mackenzie	Brian Mooney
	Brian Lawrie	Simon Hewitt
	Robert Young	Jenna Lawrence
	Carri Cussick	Robert Young

IN ATTENDANCE: Steven Taylor (Vice Principal Support Services and Operations)
Rachel Wall (Governance Professional)
Billy Grace (Head of Estates)
Laurie O'Donnell (Board Chair)

1. WELCOME

D MacKenzie welcomed everyone to the People, Culture and Wellbeing Committee meeting and welcomed Rachel Wall to her first meeting as Governance Professional.

2. APOLOGIES

Apologies received from Neil Lowden, Ronnie Donegan, Richard Gordon, Steve Oakley, Simon Hewitt and Julie 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 19 February 2026 were approved as an accurate record.

5. MATTERS ARISING

Matters arising were noted, with one item closed, one moved to be a full Board update and one item remaining to be completed. This would be reviewed over the summer period.

6. FINANCIAL SECURITY & SAVINGS UPDATE

S Taylor provided an update highlighting that the range of savings plans and changes outlined in the papers shared with the Board had now been implemented, with a small number of actions (including two remaining voluntary severance leavers) to be progressed prior to the end of the academic year.

S Taylor noted that the updated financial position would be discussed in detail at the Finance and Infrastructure Committee, with a close to break-even budget proposed for 2026/2027.

The focus over the recent period had been on the post savings work to ensure that services and teams were operating as effectively as they could following the reduction in staff and that work was prioritised and scaled down to match the available resources. It was noted that whilst this was progressing well, it was also a challenging process.

R Young asked about the staff mood around this and S Taylor noted that it was difficult but staff were engaged and finding solutions and different ways of working. It was noted that some of this would be covered under the Staff Engagement Survey item.

L O'Donnell highlighted the strain that the savings work had put on the senior Team and thanks them for their work on this. B Lawrie also noted the contribution to the savings exercise made by the HR team and asked that the thanks from the Committee be passed on. S Taylor welcomed this and noted that the team had also had some long-term absences whilst supporting the implementation of the savings plan and also whilst being impacted by savings themselves, making this a challenging period. **S Taylor to progress.**

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 June Board Meeting.

7. PEOPLE, CULTURE & WELLBEING REPORT

S Taylor summarised the report, confirming the final picture in respect of the voluntary severance outcomes underpinning the savings plan. Progress around the delivery of teaching qualifications was noted and S Taylor noted the popularity of the salary sacrifice car scheme. This was noted with interest, particularly in respect of the inclusion of used electric vehicles as well as new and how this made it more affordable for many staff.

The Staff Awards on 25 June 2026 were highlighted and members were reminded that they were welcome to attend.

The series of employment law changes arising from the Employment Rights Act were noted and S Taylor confirmed that the updates to the probationary scheme for staff would be in place prior to the end of June 2026 so that the timeline aligned with the change to unfair dismissal rights coming into effect from January 2027.

7.1 Staff Development Day Evaluation

S Taylor summarised the evaluation of the All-Staff Development Day, noting that c450 staff attended 98 different CPD events and activities. The evaluation of the day was very positive (82% satisfied) with a number of useful items of feedback received that would be used to inform future events.

In response to questioning S Taylor noted that the attendance of 450 was very positive relative to the active headcount figure of c650 for the College and noted that a similar question has also been asked about the staff survey engagement.

B Mooney asked if Board members could be involved in future events and S Taylor noted that this would not be an issue.

The evaluation and arrangements were noted with interest.

The update was welcomed.

8. STAFF ENGAGEMENT SURVEY REPORT & UPDATE

The update report on the outcomes and actions arising from the Staff Engagement Survey was welcomed and S Taylor summarised the key points and metrics arising.

The timing of the survey (in close proximity to the savings plan) was noted and the impact on overall engagement highlighted. Despite this metric reducing by 5 points it was felt that overall engagement was surprisingly positive given the savings and job reductions that were necessary.

S Taylor outlined the benefits of using the 'Peachy Mondays' platform for the survey and B Mooney asked about the use of the anonymous conversation's functionality. S Taylor summarised this, noting that it gave the opportunity to do a deeper dive into scores that were higher or lower than average and noted that the system was also used extensively to support open communication with staff.

The survey areas scoring lowest were discussed and the arrangements / issues in respect of the current operation of the Staff Association were highlighted. The feedback around honest two way conversation was also picked up and C Cusick stated that this was probably a bit lower than she expected. S Taylor recognised this and stated that this was an area where further follow up work was being undertaken to better understand what information / communication staff wanted. It was noted that where the communication is seen as 'bad news' it would always be difficult for this to be communicated, but that the senior team were open to exploring this further and taking steps to seek to improve. This openness was welcomed.

The positive outcomes around team working and line management support were highlighted. Work to support the further discussion and engagement of survey feedback at individual Team level was discussed, with this supported through the People Team as appropriate and Teams identifying what their individual issues were and what steps may be needed to improve or enhance practice.

S Taylor noted the richness of data within the survey and the ability to drill into this using a number of different criteria, such as length of service, campus, gender etc.

S Taylor noted that a query had been raised by R Donegan in terms of the overall response rate and S Taylor stated that there had been a small increase from 2024 but the percentage is skewed by the number of staff we have that are not in College all year. Examples were given where some staff only deliver in semester 1 and it was noted that the total headcount includes a significant number of scribe/reader staff who work on a very ad hoc basis to support student assessment arrangements. S Taylor stated that we invite all staff to participate in the survey irrespective of contract type but can see the variance in participation rates in teams where there are larger numbers of staff on contracts like these. The survey went out to 862 staff, but our active headcount c 650. Using this figure would give a 74.5% response rate.

The survey update and steps being taken was noted.

9. NATIONAL BARGAINING UPDATE

S Taylor summarised the report stating that negotiations with EIS/FELA were progressing and progress being made on both sides. It was hoped that a three year settlement would be possible but this was not yet confirmed.

Other developments including continued slow progress around Job Evaluation were noted with interest.

10. STRATEGIC RISK REGISTER

No changes were proposed to the strategic risk register, but it was suggested that reference to the Staff Survey be included under risk 3.12. This was agreed and the Risk Register approved. **S Taylor to progress.**

B Mooney asked how often the Strategic Risk Register was reviewed and updated and it was confirmed that this was quarterly.

11. HR METRICS

S Taylor highlighted the report and noted the reduction in staff numbers. C Cusick sought clarification in respect of the gender pay gap and S Taylor confirmed that the figure was the median gap between male and female earnings.

The need to improve the level of equalities data held was noted and S Taylor confirmed that this would be looked at.

S Taylor noted the slight warning in respect of the absence figures as the enumerator and denominator within the calculation were not fully comparable given the number of staff that had left during the previous quarter. This, and the metrics report, were noted.

12. MEETING MINUTES/UPDATES

The Committee noted the Health, Safety and wellbeing Committee minute and R Young stated that the issues in respect of First Aid were well recognised. B Grace noted that arrangements had improved and that a short life working group was working on further enhancements.

13. AOCB

C Cusick noted the confirmed appointment of a Scottish Government Minister for the sector and it was confirmed that this was the same Minister (Ben Macpherson) as pre-election, but that their portfolio had been expanded to include innovation.

D Mackenzie noted significant national discussions around the impact of Artificial Intelligence on staff roles and organisational development. This was discussed, including the data and governance issues surrounding the use of AI. It was suggested that this may be a future topic for a Board development session. **L O'Donnell to progress.**

14. DATE OF NEXT MEETING

Thursday 3 September 2026 at 5.00pm in K-TO-624, Kingsway Campus

Action Point Summary		
Action	**Responsibility**	**Date**
Thank you from the PC&W Committee to be passed to the People Team	S Taylor	31 May 2026
Amendment to be made to risk 3.12 and passed to the A&R Committee for consideration/approval	S Taylor	2 June 2026
Board Development session on AI to be considered	L O'Donnell	29 September 2026

BOARD OF MANAGEMENT

Finance & Infrastructure Committee

Tuesday 26 May at 5.00pm **Room K-TO-624, Kingsway Campus** (MS Teams option available)

Minute of the Finance & Infrastructure Committee meeting held on Tuesday 26 May 2026 at 17:00pm in Room K-TO-624 Kingsway Campus and via Microsoft Teams (the "Meeting").

PRESENT:	Brian Lawrie (Chair)	Robert Young
	Stephen Oakley	Simon Hewitt
	Ged Bell	
	Laurie O'Donnell	Kirstin Marsh
	Colin Smith	Julie Grace
	Derek Smith Muir	Donna Fordyce
	Jenna Lawrence	Derek Stewart

IN ATTENDANCE: Steve Taylor (Vice Principal Support Services and Operations)
Julie Grace (Vice Principal Curriculum and Partnerships)
Andy Ross (Director of Infrastructure)
Nicky Anderson (Director of Finance)
Rachel Wall (Board Secretary)
Ian Simpson (Director of Infrastructure Project)

1. WELCOME

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

2. APOLOGIES

Apologies were noted from Donald McKenzie and Billy 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 24 February 2026 was approved as an accurate record, subject to a minor amendment regarding the attendees.

5. MATTERS ARISING

The Committee noted no matters arising.

6. FINANCE

(i) Financial Sustainability

S. Hewitt provided a verbal update, highlighting that good progress had been made through the savings program, with substantial in-year savings achieved. While the financial position is now clearer, further work will be required to achieve a fully sustainable position.

The Committee noted that the original deficit of £2.348m at the start of the academic year had been reduced by £1.707m to £641k. The current projected outturn at 31 March 2026 is a £949k deficit, representing a £308k adverse variance against the revised budget. Overall, a more favourable position which has set the baseline for 2026/27 budget.

For 2026/27 the College received a 9.3% increase in SFC funding as announced by Scottish Government, but we are still waiting on confirmation of an estimated £600k child poverty (RISE) funding being announced. This would have associated costs. Our focus is now the medium to longer term.

The Committee noted the continued improvement in the financial position, whilst acknowledging that the current projection still represents a deficit and that financial sustainability remains a key strategic risk.

(ii) Budget Monitoring Update

The Committee considered the Budget Monitoring Update and noted that, although the projected £949k deficit represents a deterioration since the previous update, it demonstrates significant improvement from the start of the academic year.

Members noted the clarity of the report, particularly in outlining key risks and providing assurance regarding the robustness of financial monitoring and management actions being undertaken.

(iii) 2026/27 Draft Budget & Indicative Budgets for 2027/28 & 2028/29

The Committee noted that the draft 2026/27 budget was based on the current course provision and student numbers, with an updated budget to be presented in December 2026 following confirmation of enrolments.

The Committee noted that the Scottish Funding Council indicative teaching grant for 2026/27 was £35.637m, an increase of 9.3% on 2025/26. Final allocations expected at the end of May 2026. The indicative capital grant remains at £2.654m.

The Committee noted that additional sector funding (including transformation and capital funding) is yet to be confirmed and has not been included in the draft budget.
Members further noted that:

- the support staff pay award has been agreed at 3.4% for 2026/27 and 3.0% for 2027/28, with 2028/29 onwards remaining under negotiation; and
- the Financial Strategy target of a £450k surplus has not yet been achieved within the current draft or indicative budgets.

K. March praised the format of the report, noting that it was much clearer, to which G. Bell agreed. G. Bell referred to section 14 of the Budget and enquired about whether there is any commitment from SFC to look at changes to credit targets and increased tuition fee funding.

S. Hewitt confirmed that the SLT had been receptive to this issue, however noted that progress would require a coordinated sector-wide approach.

R. Young raised concerns over drawdowns, and N. Anderson provided assurance that these continue to be closely monitored as part of the College's cashflow management.

The Committee **APPROVED** the recommendation to the Board to approve the 2026/27 Draft Budget and **NOTED** the indicative budgets for 2027/28 and 2028/29

7. INFRASTRUCTURE

(i) Infrastructure Vision Update

S Hewitt welcomed I Simpson as the new Infrastructure Vision Project Director and invited him to provide an update.

The Committee noted the update on the Infrastructure Vision project and the engagement with staff and students at the Gardyne campus.

Members noted that £700k funding has been secured from the Scottish Funding Council (SFC) to support development of the Outline Business Case (OBC), with submission planned for September 2026.

It was noted that the Green Skills Innovation Hub forms the first phase of the programme, with additional funding being pursued, including £4.5m already secured from the UK Government. I Simpson advised of the intention to appoint Grant Thornton as Financial Advisors.

The Committee noted that work on the OBC is underway, supported by the appointment of a Project Director and external advisors, with design development and staff engagement in progress.

Members noted that governance arrangements will be required over the summer period to support timely approvals.

R Young enquired as to the data and ground risks/mitigations. I Simpson informed the Committee that all sites would be fully appraised and all due diligence would be undertaken.

I Simpson confirmed that Mclaughlin & Harvey had undertaken some initial feasibility work at no cost. The project is currently at the pre-construction services contract stage., under SCAPE but at cost - £385k net of VAT including all their sub-consultants.

G Bell referred to the funding application put to the Tay Cities Deal and I Simpson confirmed that the College was in the final seven projects being considered and hoped to have the outcome by June 2026.

D Fordyce and K Marsh raised the importance of maintaining visibility on the developments, and the possibility of site visits with other colleges, such as Fife, who had completed similar developments.

(ii) Infrastructure Vision Update

The Committee noted the Estates Update.

Members noted that indicative capital funding for maintenance for 2026/27 is £2.654m, consistent with the previous year, with final confirmation pending.

The Committee noted that a programme of backlog maintenance and infrastructure improvement works was being progressed across campuses, with priority projects identified and scheduled for delivery ahead of the 2026/27 academic session where possible.

Members noted ongoing investment in facilities through both planned works and Infrastructure Change Group approvals.

The Committee noted that the new Health and Social Care facility at Gardyne is nearing completion and will provide a high-quality, dementia-friendly training environment for students and professionals.

8. PROCUREMENT

The Committee reviewed and **APPROVED** the four contracts listed in the Procurement update.

9. STRATEGIC RISK REGISTER

S Taylor provided an update on the draft June 2026 Strategic Risk Register and advised the Committee that the only change had been to Risk 2.2 – Failure to achieve institutional

Sustainability, which now included reference to our Financial Strategy. He advised that the risks surrounding the future financial sustainability of the College remain significant and focused savings plans and detailed monitoring are in place as necessary to support on-going sustainability.

The Committee **APPROVED** the update.

10. SUPPORT SERVICES REPORT

The Committee referred to the Support Services Report and B Lawrie thanked N Anderson for the Support Services Report.

BOARD APPROVAL ITEMS

The Committee referred the 2026/27 budget to the Board for further consideration and subsequent approval.

DATE OF NEXT MEETING

Tuesday 8 September 2025 at 5.00pm in Room K-TO-624, Kingsway Campus

BOARD OF MANAGEMENT

Audit and Risk Committee

Tuesday 2 June 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)
Derek Smith
Brian Mooney
Stephen Oakley
Richard Gordon
Carri Cussick
Jenna Lawrence

IN ATTENDANCE:

S McNaught (Henderson Loggie)
David Robertson (HEFESTIS)
Steve Taylor (Vice Principal Support and Organisation)
Andy Ross (Director of Infrastructure)
Nicky Anderson (Director of Finance)
Rachel Wall (Board Secretary)
Michael Speight (Forvis Mazars)
Ruth Holland (Forvis Mazars)

1. WELCOME

H Honeyman welcomed members of the Audit & Risk Committee.

2. APOLOGIES

Apologies were noted from David Archibald (Henderson Loggie), R Donegan and K McIntosh.

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 meeting held on 3 March 2026 were approved as an accurate record.
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5. MATTERS ARISING

The action relating to the potential strategic AI risk has been closed.
One matter arising was still to be progressed as part of a future Chairs Committee meeting with the date to be confirmed.

INTERNAL AUDIT

5.1 INTERNAL AUDIT REPORT: BUDGETARY CONTROL

SM summarised the report, highlighting the scope was to look at the arrangements for financial planning and budget setting in the College and any areas of strength and weaknesses. He explained that in financially challenged times for the sector there is an increased focus on budget setting and planning and he outlined the steps the college has taken to improve financial planning in the college highlighting improvements in how information is gathered, agreeing assumptions, the financial strategy review and setting three-year budgets. He explained that a deficit budget is consistent with the college sector to have managed deficits. He highlighted transparency of the assumptions in the financial strategy as key alongside evidence of management taking steps to manage the deficit. This coupled with finance team and budget holder transparency to Board strengthens the budget process. He further explained the following risks but advised that these were standard.

- Risk 2.1: Change in funding body and/or funding methodology and allocation – reduction or restriction in funding. (Residual Risk Score: 8, Significant); and
- Risk 2.2: Failure to achieve institutional sustainability (Residual Risk Score: 16, Major).

SM informed the Committee that there were two low-grade (Priority 3) recommendations for improvement, but overall the report was positive with no significant weaknesses and deficits were in line with the sector.

The Chair commented that the budgetary control framework was much improved and enquired as to whether the information which was to be communicated monthly to the Finance and Infrastructure committee members would cause issues from an operational perspective. N Anderson advised that this would not cause issues, as the SLT monthly Budget Monitoring Report was being revamped to include and executive summary, and that summary will go to Finance and Infrastructure Committee members each month providing transparency and consistency in the data.

B Mooney referred to the underpinning assumptions and asked how these were reviewed. N Anderson explained the Financial Strategy is a working document. The assumptions were agreed with SLT and Board Members and revisited again at the latter part of the budget setting cycle. In response to a comment from B Mooney, S Taylor advised that some of the assumptions have set dates, for example Credits, and therefore cannot be actively monitored and this is monitored on an on-going basis.

N Anderson further advised that differences between actuals and assumptions are monitored and explained on a monthly basis as part of the budget monitoring reporting process.

The Committee requested that reports were provided in a more timely manner in future, to allow for a more detailed review. SM agreed to this.

The report was **APPROVED**

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6.2 2025/26 PROGRESS REPORT

S. McNaught confirmed that audit work is progressing as scheduled, and fieldwork for the Creditors and Procurement audit was being carried out this week..

6.3 FOLLOW UP SUMMARY

N Anderson reported that all follow-up actions, as reported at the February 2026 meeting, were either fully implemented.

The Committee noted the positive position.

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

7. SFC OUTCOME FRAMEWORK & ASSURANCE MONITORING (OFAM) SIGN-OFF SUMMARY ("THE SUMMARY")

S Taylor provided a verbal update to the Summary, explaining this reflects new arrangements implemented by the SFC when this assurance framework replaced the outcome agreement

B Mooney referred to the Financial Viability & Sustainability section and queried as to why the savings made via Voluntary Severance will be largely neutralised by payments for the same. S Taylor advised that this was due to timing issues, but that overall the savings made had resulted in more posts being retained. He noted that as a result of this process, there may be a liquidity ask of SFC for AY26-27.

The Committee discussed the usefulness of the Summary, and it was agreed that, despite the lag in the reporting data, it was a useful tool and thanked S Taylor for the update.

The Committee confirmed that the Summary provided appropriate assurance.

8. STRATEGIC RISK REGISTER

(i) RISK REGISTER UPDATE

S Taylor provided an update on the draft June 2026 Strategic Risk Register and advised the Committee that the only change had been to Risk 2.2 – Failure to achieve institutional Sustainability, which now included reference to the Financial Strategy. He advised that the risks surrounding the future financial sustainability of the College remain significant and focused savings plans and detailed monitoring are in place as necessary to support on-going sustainability.

The Committee noted that financial sustainability remains a Major risk.

The Committee referred to the funding regularity with Dundee University, and S Taylor noted that productive conversations were being undertaken in relation to the curriculum.

S Taylor referred to the concerns surrounding RAAC and informed the Committee that there had been a question raised that day, in First Ministers Questions, and both the question and the response were positive.

The College noted that the College was currently running 2% behind the Credit threshold, but this was not of concern, and it was likely that this would be met by year end.

C Cussick referred to risks arising from AI and suggested that this should be a separate entry in the register. After discussion, it was noted that AI risks are embedded across the Risk Register rather than held as a standalone risk, reflecting their cross-cutting nature.

R Gordon agreed with the Chair that the risk is continuously evolving, as are the mitigation measures, and that these mitigation measures should be more clearly reflected within the register.

Ensure mitigation measures relating to AI risks are explicitly referenced in the Risk Register. **ACTION.**

The Committee **APPROVED** the update

(ii) STRATEGIC RISK REGISTER

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

9. DATA REPORTING

S Taylor advised that there had been no reportable data breaches. The Committee noted the position.

10. EXTERNAL AUDIT – 2025/2026 AUDIT PLAN (the "Plan")

M. Speight (Mazars) referred to the report and advised the Committee that the Plan sets out the intentions that were agreed in April. It was noted that N Anderson had extended the 2024/25 year end of Gardyne Theatre Limited to 31 January 2026 at Companies House to finalise the closure of the company,

M. Speight referred to pages 24 and 25 and advised that risks 1 and 2 were mandated risks, and risk 3 reflected the assumptions and judgements which had to be made when calculating the Defined benefit pension scheme assets.

Risk 6 was included due to the valuation of land and buildings being the largest number in the statements. Risk 7 (Accounting treatment of Job Evaluation Scheme) was not of major concern and was expected to be in line with both expectations and FS102 standards.

M. Speight informed the Members that a letter regarding potential considerations would be circulated and responses would be appreciated. In response to a comment from S Taylor, it was agreed that this letter be provided earlier. He also confirmed that, in terms of materiality, risks were consistent with previous years and the auditors believe they remain independent.

H. Honeyman thanked M Speight for his update.

11. DATE OF NEXT MEETING

Tuesday 15 September 2026 at 5.00pm in room K-TO-624, Kingsway Campus.

Action Point Summary

Action	~~**Responsibility**~~	~~**Date**~~
Include the mitigation measures being undertaken in relation to AI in the Risk Register	S Taylor	15 September 2026

Agenda Item 16.0

BOARD OF MANAGEMENT

Tuesday 16 June 2026

CORRESPONDENCE

PAPER P

BOARD OF MANAGEMENT

Tuesday 16th June 2026

Correspondence – SFC Communications

Paper for information

Reports and Publications Listing	
College Financial Forecast Return (FFR) 2025–26 to 2028–29 SFC/CI/05/2026 8 June 2026	This Call for Information requests colleges and University of the Highlands and Islands as the Regional Strategic Body for the Highlands and Islands, to provide a medium-term Financial Forecast Return for the period 2025–26 to 2028–29.
College Final Funding Allocations AY 2026–27 SFC/AN/14/2026 3 June 2026	Announcement of final funding allocations for colleges for Academic Year 2026–27.
FES Guidance Notes 2026–27 SFC/GD/06/2026 28 May 2026	Guidance notes and code lists for completion of FES 1 course / programme data: Academic year 2026–27.
College Student Outcomes 2024-25 SFC/ST/05/2026 27 May 2026	Overview of college student outcomes from 2020-21 to 2024-25. Please note that this publication was previously titled 'College Performance Indicators'.
College Leaver Destinations 2023-24 SFC/ST/04/2026 29 April 2026	To inform stakeholders of the publication of the 2023-24 College Leaver Destinations measurements.
College Staffing Data 2024-25 SFC/ST/03/2026 22 April 2026	Provides summary information on all staff employed in the college sector in Scotland.
College Indicative Funding Allocations 2026–27 SFC/AN/08/2026 25 March 2026	Announcement of indicative funding allocations for colleges for Academic Year 2026–27.
College additional National Insurance funding for 2025-26 SFC/AN/07/2026 19 March 2026	Announcement of additional funding for colleges to support National Insurance costs in FY 2025-26.

College professional services staff funding for 2025–26 SFC/AN/06/2026 19 March 2026	Announcement of additional funding for college professional services staff in AY 2025–26.

Further details on the above Communications can be accessed via:

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

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