

*Scottish Charity No. SC021189*

**DUMFRIES AND GALLOWAY COLLEGE**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE PERIOD**

**1 AUGUST 2020 TO 31 JULY 2021**

## Dumfries and Galloway College

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The financial statements were approved and authorised for issue on 16 December 2021.

**Professional Advisers**

**External Auditors:**

Azets Audit Services  
Exchange Place 3  
Semple Street  
Edinburgh

**Internal Auditors:**

RSM Risk Assurance Services LLP,  
6th Floor  
25 Farringdon Street  
London

**Bankers:**

Royal Bank of Scotland  
2nd Floor  
62 Hamilton Road  
Motherwell

**Solicitors:**

Grieve, Grierson, Moodie and Walker  
14 Castle Street  
Dumfries

MacRoberts Solicitors  
152 Bath Street  
Glasgow

**Performance Report****Performance Overview**

The purpose of this Overview is to give a short summary, with sufficient information to provide an understanding of Dumfries and Galloway College, its purpose, key risks facing the College in achieving its objectives, and how the College has performed over the period to July 2021.

**Principal's Statement on Performance**

Academic year 2020-21, despite dealing with the impact of a global pandemic, has once again been a successful year for Dumfries and Galloway College as a result of the continued hard work and dedication of our staff and students.

Dumfries and Galloway College continues to play a pivotal role in allowing communities and their economies to thrive. The College is pivotal in responding to the skills needs of businesses and working with its key stakeholders to build a prosperous regional economy as we work to recover from the impact of the COVID-19 pandemic.

Dumfries and Galloway College's expert and experienced team aspire to achieve excellence in academic and financial performance and aim to deliver the highest quality learning for our 1,234 full time students and 2,335 part time students. In 2020/21 we are proud to have achieved 69% of our students completing Higher Education programmes and moving on to further study or employment. Our student success rates at Further Education was at 59%. It is of immense pride that our staff have worked so hard over the last two years to improve performance and to enable students to complete their programmes within a challenging time due to the impact of the COVID-19 pandemic.

We are now in year 2 of our 5 year strategic plan, Ambition 2025. Ambition 2025 outlines our vision of an ambitious and far-reaching student experience that aims to provide individuals, businesses, and communities with the 21st century skills to flourish. This will be achieved by nurturing aspiration, ambition, and achievement, supporting and stimulating the local economy, developing people and partnerships, enabling equity of access and social mobility and creating a prosperous net zero economy.

In 2020-21 we have rebranded the college and have a clear purpose of being "One Step Ahead". The range and reach of college activity has been spectacular with clear strengths created around four pillars of excellence; Green Energy, Digital, Health and Care and Enterprise. The college has created educational pathways in these four areas and through collaboration and partnership have been able to position opportunities.

In what are very challenging operating environments across the college sector, Dumfries and Galloway College continues to see improvements in performance across areas including increases in student retention, student satisfaction and student attainment. The work of the College Academic Council, which was established in the previous academic year, continues to provide greater rigour on academic provision and performance.

The financial out-turn for 2020-21 shows a deficit position of £1,922,000 with an underlying operating surplus of £22,000. This reflects the difficulty in maintaining a break-even position each year within the constraints of a challenging Scotland-wide funding and policy environment. The overall operating deficit shown in the Statement of Comprehensive Income includes non-cash adjustments for pension valuation and expenditure from the allocation of 'Fixed Cash Budget for Priorities' as explained in the Performance Analysis pages.

A two year college transformation plan was initiated in 2019-20. Its aim was to transform the College and strengthen its finances, in a sustainable way and student focused. The focus in year one was on creating a financially sustainable institution, a leadership structure aligned to realising Ambition 2025 and reducing staffing costs through a voluntary severance scheme. In year two the transformation plan has focused on business systems transformation, commercial growth and a workforce geared towards realisation of the college strategic ambition.

**Performance Report**

**Performance Overview (continued)**

In my second year as Dumfries and Galloway Principal, I am proud of the College achievements this year and the good progress made in transforming the performance levels of the college in order for us to continue to stay "One Step Ahead".

Joanna Campbell

Principal and Chief Executive Officer

**Performance Report (continued)****Purpose and Activities of Dumfries and Galloway College**

The Board of Management of Dumfries and Galloway College was established under The Further and Higher Education (Scotland) Act 1992 for the purpose of conducting Dumfries and Galloway College. The College is a registered charity (Scottish Charity Number SC021189) for the purposes of the Charities and Trustee Investment (Scotland) Act 2005, and is exempt from corporation tax and capital gains tax. The College receives no similar exemption in respect of Value Added Tax.

Dumfries and Galloway College is a single college in a single region. Dumfries and Galloway Council is the sole Local Authority for the region. The College is the only general further education college in the region and potential learners and employers are dependent on it to deliver a curriculum which meets their needs. The College delivers further and higher education across a broad range of curriculum areas from access level to SCQF level 8, to approximately 1,300 full-time and 4,700 part-time learners through its campus locations in Dumfries and 75 miles away in Stranraer.

Dumfries and Galloway College is located in the beautiful South West of Scotland. It is 77 miles from Glasgow and 79 miles from Edinburgh to the town of Dumfries, where the College's main campus is located. In particular, the Crichton Campus brings the choice of university learning to a region that in the past people have had to leave to attend university. A smaller campus is located in Stranraer in the west of the region, 75 miles from Dumfries and offers a range of full and part-time programmes.

Due to the characteristics of the Region, the College will remain financially challenged. Dumfries and Galloway College has a role as a regional college in a remote rural setting, and provides a wide range of curriculum and services at our Stranraer campus where lower student numbers and demand provides additional pressure to create sustainable provision. Some courses have been structured differently, for example by combining different levels of learner or using mixed delivery methods - for existing and new provision. Dumfries and Galloway College have implemented a Transformation Plan to meet the challenges in academic, financial and resource, to ensure that the organisation is placed on a sustainable footing for the future. The plan is looking at income generation and diversification, improving student retention and attainment, and ensuring our portfolio meets the needs of the region and wider South of Scotland economies.

The College's approach to learning is a reflection of the rural locality, the local economy and the changing patterns of lifestyles. As a major employer and a dynamic rural learning institution, the 'digital' revolution has been strongly embraced by us and its many forms are fast becoming the basis for the College's operations and delivery. The establishment of a digital learning network in a joint project with Borders College has meant that the College has been able to move quickly due to the impact of COVID-19 to blended learning for students, and the majority of our staff have been able to continue their work from home.

The College will continue to work with partnerships across the region. We are a College without walls - creating flexible learning opportunities to suit everyone. This means learning opportunities are varied and abundant - from full time courses to flexible, part time courses, learning in College and at home, work or elsewhere. The range of learning includes basic skill development to degree level, including articulation links with Universities.

**Strategic Outcomes**

Dumfries and Galloway College's Strategic Plan, Ambition 2025, will be delivered through five supporting college strategies:

- 1 - Student Experience
- 2 - People & Culture
- 3 - Growth & Innovation
- 4 - Finance and Performance
- 5 - Systems and Infrastructure

**Performance Report (continued)****Strategic Outcomes (continued)**

By 2025 Dumfries and Galloway College will provide an ambitious and far reaching student experience that will:

- Nurture aspiration, ambition and achievement;
- Support and stimulate the local economy;
- Develop our people and partnerships;
- Enable equity of access and social mobility;
- create a prosperous net zero economy.

**Key Issues and risks affecting Dumfries and Galloway College**

The College has an established Risk Management Policy and Risk Assessment Procedure, in order to provide a systematic way of identifying, recording, monitoring and reporting risks to ensure the College is able to meet its objectives. The Risk Management Policy outlines the approach to risk management and defines the key principles, processes and responsibilities for the management of risk across the College.

Risk Management is an integral part of the overall governance arrangements of the College, and as such there are specific responsibilities for people and groups undertaking different roles in the organisation. The Board of Management determines the risk appetite for the College, and considers reports on the operation of Risk Management arrangements through the work of the Audit Committee, The Principal, reporting by auditors and annual accounts. The Audit Committee consider the corporate Risk Register at each committee meeting, as well as any internal and external audit reports involving risk and risk management.

The Executive Management Team has day to day responsibility for the management of the system of internal control including risk management, and the member of the Executive Management Team responsible for planning maintains the College Risk Register, which is updated and considered regularly by the Executive Management Team as well as the Audit Committee. The likelihood and impact of each risk is scored together with mitigating actions, in order to identify the residual risks which require to be monitored on an ongoing basis.

The following risks from the College Risk Register have been identified as key risks, which have been scored as Significant, Major or Fundamental Risk:

- **Failure to achieve institutional sustainability** - The impact of COVID-19, changes in funding methodology, 'flat cash' settlements for core grant funding, and increasing costs have all impacted on the College's ability to maintain a balanced budget out-turn. Mitigation against those risks includes robust annual budget setting, multi-year financial strategic planning, effective budgetary control, monitoring of costs and continual analysis of student requirements based on need.
- **Business Continuity Incident** - Fire, failure of emergency procedures, and threats to health would all have a serious impact to the College's ability to operate and deliver education to students, safeguarding of staff and students, impact financial sustainability and reputation. Mitigations are in place to reduce the likelihood of the threat, including clear disaster recovery plans, staff CPD, monitoring Public Health Advice, increased awareness of climate emergency issues, planning for changes in process, systems and equipment, and management and monitoring of estates and data including cyber security.
- **Failure to achieve highest academic performance levels** - Consequences could include loss of reputation in the region, financial sustainability, ability to attract future students and educational partners. Mitigations in place include clear quality arrangements and priority actions, continuous self evaluation and action planning, audit of core packs, performance enhancement measures to target areas with retention issues, rigorous CPD, and classroom observation and feedback.

The College, in alignment with Colleges Scotland, continue to highlight its concerns at a high level regarding risks arising from the SFC funding model. They have input to the Scottish Funding Council Review, commissioned by the Scottish Government, on the coherence and sustainability of tertiary education and research in the wake of the global pandemic. One of the Key Recommendations from the review is to develop a clear strategic, longer term vision and intent for the future of tertiary education and research undertaken by colleges and universities in Scotland, that incorporates multi-year funding assumptions and commitments, and a new National Impact Framework to enable the sector to better plan provision for students and employers, secure excellent research and international reputation, and adapt business models and drive collaborations to remain sustainable and achieve desired outcomes.

In response to the review, the Cabinet Secretary for Finance and the Economy has confirmed her plans to publish a multi-year resource spending review framework for public consultation alongside Budget 2022-23 and the Medium Term Financial Strategy. The framework will set out the context for any resource spending review, the process for evaluating resource budgets and timetable for publication of the final findings. Although there are dependencies upon UK Government fiscal events in order to publish multi-year financial plans, the framework should provide the catalyst to explore multi-year options for resource funding.

**Performance Report (continued)**

**Performance Summary**

In academic year 2020-21 there were key aspects to noted due to the COVID 19 pandemic–

- There was a delayed start to the academic year, in line with Scottish Government COVID guidance, and by December due to high transmission levels there was no onsite activity, this impacted particularly on practical delivery. Onsite delivery was able to recommence in limited numbers from February onward.
- Awarding bodies introduced new assessment guidance early in the academic year and then issued further guidance in March 2021. The changing assessment guidance created uncertainty for students and teaching staff which meant that assessments were not evenly spread over the academic year.
- The guidance for universities and college during the academic year did not address the needs of all subject areas. This guidance did not adequately address school college partnerships and in a number of subject areas – hospitality, beauty, sport and hair – there were overriding health and safety which limited teaching and assessment progress. The guidance for universities and college limited the number of students in practical areas that could be on campus, this limited progress with those students.

Despite these pressures, above, teaching staff worked hard with their students to enable them to complete their courses. The College performance In Further Education meant that 59% of students gained their qualifications, and in full time Higher Education 69%. In part time Further Education is 78.3% and in part time Higher Education it is 84.2% of students completed their qualifications.

In academic year 2020-21 the College delivered activity of 30,507 credits against a target of 30,798. During this academic year, SFC, recognising the challenges due to COVID-19 and the resulting course changes, provided flexibility around the credit target and no repayment of core grant is expected.

During 2020-21 much of the attention in curriculum was on ensuring the delivery of courses online and managing practical subjects to ensure that assessment demands were met. Early retention was in line with previous academic years, however due to the factors outlined above further withdrawal increased.

Retention and attainment rates continued to be a priority area for the College in 2020-21. A number of key actions have been implemented:

- a review was completed of the student journey which will result in enhancements to the Student Experience Directorate.
- portfolio reviews took place twice in the academic year. This enabled planning of the curriculum offer to be created and also to provide scrutiny of retention.
- an approach to performance enhancement was piloted which enabled teams to evaluate and develop interactions. This pilot approach will be launched to the wider College in academic year 2021-22.
- introduction to college events were held during the summer, this provides an opportunity to identify if early engagement leads to improved student retention.
- a focus on wider support for students in enterprise and career management was developed.
- a corporate care group has been formed to ensure that the college develops its statutory duties for care of students.

**Regional Outcome Agreement**

In all modes of attendance and levels - there were 3,754 students in attendance during academic year 2020-21 of these 1,236 were full time students. Full time Further Education (FE) and Higher Education (HE) student retention at early withdrawal was similar to 2019-20, however due to the disruption highlighted above further withdrawal proved to be a challenge on full time programmes.



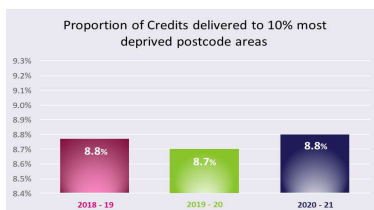
**Performance Report (continued)****Performance Summary (continued)**

The Scottish Funding Council released a framework for interim Outcome Agreements for academic year 2020/21 in December 2020. The information, below, provides an indicator of the College's progress against the measures reported to SFC.

**Credits Delivered**

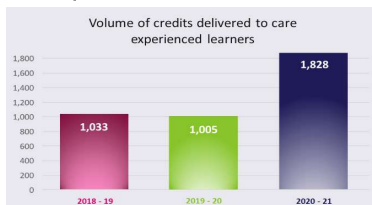
Academic Year	Credits
2018/19	30,805
2019/20	29,649 (Target 30,176)
2020/21	30,507 (Target 30,798)
<b>2021/22 Target</b>	<b>32,901</b>

It should be noted that SFC have identified in academic year 2020/21 that Colleges do not need to meet their credit target. Due to COVID conditions in 2020/21 this impacted on delivery of a number of short courses and in the delivery of full time practical qualifications.

**Proportion of Credits delivered to SIMD 10 Students**

In number terms the College is delivering to 111 students in 2020/21 who come from an area of multiple deprivation. In 2019/20 the success of SIMD 10 students was 66.8%, the latest sector success for this key group is 65.6%. In 2020/21 this the success of this student group was 60.7%.

For note the Scottish Index of Multiple deprivation looks at the extent to which an area is deprived across seven domains: income, employment, education, health, access to services, crime and housing. We are measuring the students who come from the top 10% data zones.

**Care Experienced Students**

The College currently has 67 care experienced students in AY 2020/21, this is an increase on AY 2019/20 due to the definition for care experienced including students up to 26 years of age.

**Performance Report (continued)**

**Performance Summary (continued)**

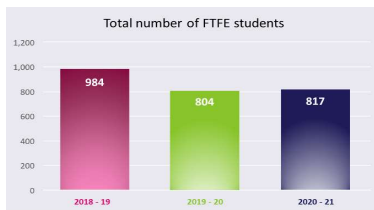
In 2019/20 the College had 25 care experienced students, of these students 16 passed their qualification which is a 64% pass rate. The latest national PI for care experienced student success for the sector is 58.7%. In 2020/21 success of care experience students was 54%.

**Senior Phase Pupils Studying in College**



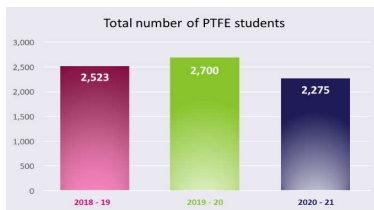
In academic year 2020/21 we have 359 secondary years s4 to s6 studying at college, this is an increase of 104 on 2019/20.

**Total number of Full Time Further Education Students**

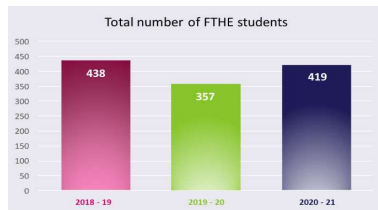


In AY 2020/21 we have a total of 817 students studying full time courses at SCQF level 3 to 6, this is an increase of 17 students on AY 2019/20. Full time students start their College programmes in August.

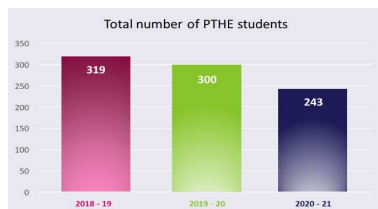
**Total number of Part Time Further Education Students**



Part time students start their programmes of study at various times during the academic year, in 2020/21 we had 2,275 students. We have 139 more students than in academic year 2019/20.

**Performance Report (continued)****Performance Summary (continued)****Total number of Full Time Higher Education Students**

In AY 2020/21 we have a total of 419 students studying full time courses at SCQF levels 7 and 8, this is an increase of 64 students on AY 2019/20. Full time students start their College programmes in August.

**Total number of Part Time Higher Education Students**

In 2020/21 we had 243 part time students studying at SCQF level 7 or 8. We have 58 fewer students than in academic year 2019/20. In AY 2020/21 we worked to ensure more viable numbers in our full time higher education as PHE is mainly students infilling into existing classes for complete an individual or small number of units.

**Student Satisfaction and Engagement Survey**

During this academic year student satisfaction will be measured using the Student Satisfaction and Engagement Survey (SSES). In AY 2019/20 this information was not collected as SFC reduced the reporting demand on colleges during the first COVID wave. The most recent SSES in 2018/19 identified that 96.9% of full time FE students were satisfied, and 96.1% of full time HE students were satisfied.

**College Leaver Destinations**

With the ROA a key measure is student destinations, this measure is taken 6 months after a student has left the College and as a result there is a publication time lag. The current data available was issued in November 2020 for AY 2018/19 and identified that 95.6% of students went into positive destinations; 25.4% into employment and 70.2% into further study.

**Articulation**

Again, this ROA information has a time lag in publication. The most recent information for AY 2018/19 identifies that 106 of our students progressed to a Scottish university, of these 45 students progressed with advanced standing (year 3 entry with full academic credit given), 4 students with advanced progression (partial credit for previous studies) and 57 students progressed with no credit for prior learning.

**Performance Report (continued)**

**Performance Summary (continued)**

**Student Achievements**

The College had a number of key student achievements during 2020-21 –

- The WorldSkills Centre of Excellence was launched, this Centre supports staff and students to excel in WorldSkills competitions. As a result one of our Beauty students has been nominated for the national finals.
- A sustainability project was completed by Creative Industries students, this project has been shortlisted for a Green Gown award.
- A project has been launched in collaboration with YoungScot to support Care experience students on their student journey.
- Creative Industries students designed 'Selfie with a Beltie' for the Royal Highland Show.
- Abbie Thompson, a Chef student, competed in a national seafood competition.
- A number of our Beauty students showcased their innovative use of TikTok for assessments

**Quality Assurance and Enhancement**

As a result of COVID-19 the Scottish Funding Council did not require the College to submit an Evaluative Report and Enhancement Plan. However, an evaluation of performance and the Regional Outcome Agreement were submitted and accepted by SFC.

**Curriculum Developments**

The College continues to review its curriculum portfolio to ensure that it meets the needs of the Regional Skills Assessment and the Regional Skills Investment Plan. This process using a series of portfolio review meetings which will examine the offer and identify new programmes that are more in line with future demand in Digital, Enterprise, Health and Social Care and Green Energy.

The College is currently implementing strategic project which will look to devising a plan for medium to long term delivery of a digital curriculum to ensure that our pedagogy, online platforms and assessment approaches support a blended learning delivery. In addition, we commenced work on a Green Skills Academy which will enable us to develop our curriculum offer in green technology. The Academy is focuses on providing courses in energy, transportation and sustainable construction.

A Student Experience Strategy has been devised with clear stretch targets which underpins the College's Ambition 2025. As part of the Student Experience Strategy a new pedagogical model has been developed which focuses delivery on employer engagement, digital, EDI and active learning.

The College continues to map its curriculum to key industries and learner need across both campuses.

Dumfries and Galloway College has a good record of widening access and we continue to promote our curriculum to students from SIMD, care, veteran and BME backgrounds. Our aim is to promote access to all.

We will continue to work collaboratively with community partners to reduce barriers to entry to college education and we have reshaped our schools provision in a College Academy which ensures we provide relevant pathways to employment or further study.

**Performance Report (continued)**

**Curriculum Developments (continued)**

STEM qualifications at all levels are needed in businesses in Dumfries and Galloway, and this is a developing area. The College is active in working partnership with industry to deliver the qualifications they require in green energy, health and social care, enterprise and digital.

Dumfries and Galloway College is a key partner in Developing the Young Workforce and does this through offering Modern Apprenticeships in the South of Scotland and the delivery of Foundation Apprenticeships pathways. The development and delivery of Modern Apprenticeships is essential for effective workforce development, and the College is working with industry-bodies including SECTT, CITB, SNIPEF and SDS to achieve an increase in this activity.

**Future Developments**

The College will continue to widen access to education in an area which has historically had difficulties in accessing FE and HE this includes care experienced students, people who have caring responsibilities, those from postcode areas with high levels of deprivation and people who are disabled.

Priority outputs to be delivered in 2021-22 are:

- achieving the increased student activity target of 32,901 credits;
- improving the baseline from the Student Experience strategy;
- continued enhancements in student retention and attainment;
- continued numbers of students entering positive destinations; and
- developing a curriculum which reflects the skills requirements and meets the needs of the region

We continue to demonstrate our relevance and contribution to the achievement of both Scottish Government and the Scottish Funding Council priorities. We are committed to regularly monitoring progress towards the delivery of the outcomes set out in this agreement.

**Financial Objectives**

The College's financial objectives following reclassification are:

- To operate a balance between operating income and expenditure, and achieve a break-even position;
- To manage the College's annual budget in line with the requirements of the Scottish Public Finance Manual, HM Treasury's Consolidated Budget Guidance and balance the budget in Resource and cash terms each year;
- To maintain cash balances throughout the year at a level that is compatible with the efficient operation of the College.

The College requires to manage its income and expenditure against Scottish Government budget control limits, and maintain broadly the same level of working capital year on year.

## Dumfries and Galloway College

### Performance Report (continued)

#### How we measure performance

The College Outcome Agreement with the Scottish Funding Council (SFC) sets out what the College plans to deliver in return for funding. The Outcome Agreement reflects the College's commitment to responding to the educational and skills needs within the Dumfries and Galloway Region. The College Strategic Outcomes set out in the 2020-21 SFC Outcome Agreement supports the Scottish Funding Council's priority outcomes.

**1. Fair Access and Transitions** – to improve access to further and higher education for people from the widest possible range of backgrounds, this includes ensuring gender balance and Developing the Young Workforce (DYW).

**2. Learning with Impact** – to ensure that learner journeys are as short, efficient and effective as possible and that learners experience the highest quality of learning and teaching and achieve successful outcomes. We aim to stretch ourselves with the targets listed in the measures table around increase attainments levels and articulation rates.

**3. Quality Learning and Teaching** – ensuring that all students have the necessary support and guidance to enable them to attend college and to achieve their qualifications. The college is aware that students have various barriers to successful study and students with combinations of barriers (where the effect is greater than the sum of the individual parts) is something we recognise and our targets listed in our key measures table will be stretch for the College to achieve.

**4. Meeting Future Skills Needs** – We work closely with industry to develop innovation and other core skills to ensure our graduates meet skills needs within the region.

**5. Equalities and Inclusion** – We ensure that we enable fairness, opportunity and respect within our provision.

**6. Student participation in their Learning** – We have revised our student representative system to enable students are involved in their learning and to ensure their voice is reflected as we plan its delivery.

The College's Priority Outcomes to be delivered by the end of 2020-21 were:

- Deliver on the College's Regional Outcome Agreement
- To realise a balanced budget and to reduce staffing costs.
- To produce a baseline for each of the 5 underpinning strategies of Ambition 2025 –
  - o Student Experience
    - We will provide our students with an ambitious, dynamic and far-reaching tertiary education that is responsive and future focused.*
  - o People and Culture
    - We will enable our people to create a productive and resilient workforce
  - o Growth and Innovation
    - We will enable regional growth and innovation through partnership and learning and skills development.
  - o Finance and Performance.
    - We will drive a sustainable funding model which supports outstanding organisational performance levels.
  - o Systems and Infrastructure
    - We will improve our customer experience through sustainable use of our resources and enhanced use of data and technology.
      - To fully implement phase 1 of Transformation and establish the new senior management team.
      - To ensure delivery using online and in person due to the pandemic.
      - Plan phase 2 of Transformation of the Student Experience and External Development Directorates.

The College Board of Management and Committees regularly measure and monitor progress towards delivery of the targets set out in the outcome agreement through regular reporting.

**Performance Report (continued)****How we measure performance (continued)**

The College Senior Leadership Team meet on a regular basis to review performance and agree actions to be taken. Standing items for discussion at each meeting are:

- Transformation Plan
- Financial Update
- Performance Indicators
- Admissions and Enrolments

The Learning & Teaching Committee of the Board also monitors academic performance, including retention, progression and outcomes, including sector comparators.

Education Scotland carries out periodic reviews of Scottish Colleges on behalf of the Scottish Funding Council with the aim of providing assurance on the quality of Scottish Education and promote improvement and innovation to enhance learners' experiences. During 2020-21 regular meetings have been held with HMI and Inspectors have attended key meetings that focus on enhancement of courses.

The College is committed to implementing the SFC and Education Scotland quality arrangements 'How good is your College?'. This approach integrates quality arrangements with outcome agreement evaluation and reporting. The College produced an evaluation report and enhancement plan in October 2018. The College during SFC's emergency years has produced an outcome agreement self-evaluation report.

Comprehensive systems are in place to review and enhance curriculum quality, planning, retention and outcomes. These systems include self-evaluation by teams, as well as a number of management reporting tools to enable staff to monitor key areas across the curriculum. The College has utilised portfolio review to engage in professional dialogue that scrutinises the current and future curriculum offer to ensure that appropriate resources are in place to match College planning.

**Development and performance during the year**

The Scottish Funding Council measure the volume of activity in credits - One credit is equivalent to 40 hours of learning.

The College delivered activity of 30,507 credits against a target of 30,798, which represents a shortfall of 291 credits. Delivery was planned throughout the year to meet the credit targets, but the challenges due to COVID-19 have impacted on the ability to deliver courses, in particular face to face teaching, and assessments for practical delivery have been deferred until 2021-22. The Scottish Funding Council have recognised those sector-level difficulties and have allowed for some flexibility around the credit target.

**Financial Out-turn for the period**

The College operating results are for a twelve month accounting period, from 1 August 2020 to 31 July 2021. The underlying results for the year, which exclude the net depreciation costs and pension valuation changes, show a net surplus of £22,000 as noted below.

The overall results for the period show an operating deficit of £1,922,000, which includes non-cash depreciation costs, net of deferred grant release, of £638,000 as well as a net charge of £1,306,000 included in the Statement of Comprehensive Income to reflect the pension valuation changes for the Local Government Pension Scheme and unfunded pension provisions at 31 July 2021, in accordance with the technical accounting requirements as detailed at Note 10.

**Performance Report (continued)**

As a result of the changing financial position, the introduction of a College Transformation Plan was brought forward. The aims of the Transformation Plan were to:

- create a firm foundation for the future of the College, and provide the capacity to deliver the new Strategic Plan - Ambition 2025;
- prioritise leadership capacity to enhance the student experience and improve performance;
- deliver key Scottish Funding Council Outcomes;
- Create capacity to develop, increase and enhance the diversification of income;
- increase accountability and performance;
- to identify a number of projects which will be implemented over a longer period of time;
- safeguard our financial sustainability in the context of the increasing financial pressures on the sector;
- invest in staff to enable the development of the College and its curriculum offer and to enhance outcomes for all learners;
- invest in digital capabilities throughout the College including e-learning, online delivery, transformational systems and reporting; and
- to match staff costs with projected activity and sector standards.

Several changes were implemented during 2019-20 in order to reduce staffing and other costs, including a recruitment freeze, re-alignment of non-staff budgets, and scrutiny at Senior Leadership team level of any proposed staffing and budget changes.

The COVID-19 outbreak has continued to have a significant impact on the commercial courses and other training which were planned for 2020-21. Additional costs were also incurred to prepare the college for the safe return of staff and students, which has impacted the overall results for the year. The College has continued to the two-year Transformation Plan. Budgets have been reviewed in order to re-align available funds to priority areas and ensure minimal impact on students during the period.

The College is investing in digital systems, infrastructure and equipment to support students and staff to work remotely where required, ensuring that equipment needs are identified and systems are resilient to support remote and blended learning.

The College Balance Sheet at 31 July 2021 shows net current liabilities of £1,558,000. Included in creditors are deferred capital grants of £721,000 and unspent student support funds of £856,000. In addition, the College received a cash advance of £550,000 from Scottish Funding Council at 31 July 2020 to meet the costs of voluntary severance and provide working capital.

**Financial Performance Indicators:**

	<u>2020-21</u>	<u>2019-20</u>
Operating deficit (inclusive of IAS 19 adjustments)	<b>(£1,922,000)</b>	(£1,950,000)
Deficit as a % of total income	<b>14.03%</b>	14.13%
Deficit as a % of total expenditure	<b>12.30%</b>	12.38%
Staff costs (excluding fundamental restructuring costs) as a % of total expenditure	<b>70.77%</b>	69.9%
Ratio of current assets to current liabilities	<b>0.64</b>	0.47
Days cash to total expenditure excluding depreciation	<b>49</b>	22
Non SFC income as a % of total expenditure	<b>12.07%</b>	17.8%



**Performance Report (continued)****Financial Out-turn for the period (continued)****Spend of Cash Budget for Priorities**

Following their reclassification as central government bodies from 1 April 2014, colleges are now also required to comply with Central Government budgeting rules. In addressing the impact of these budgeting rules, Scottish Government and SFC committed to providing the cash budget previously earmarked for depreciation to use on specified priorities.

Colleges have now each been given a fixed cash budget for priorities which must be spent on agreed government priorities as outlined in the table below. Spend of the College's cash budget for priorities, and the impact on the operating position for the academic year, is detailed below.

**Table of cash budget for priorities spend:**

	<b>2020-21</b>	2019-20
	<b>£000</b>	£000
<b>Revenue Priorities</b>		
2015-16 Pay award	82	80
Estates developments	169	-
Restructuring costs	139	310
<b>Total cash budget for priorities spend</b>	<b>390</b>	<b>390</b>

**Adjusted operating position**

The Statement of Comprehensive Income presents the financial performance during the year in accordance with the 2019 Statement of Recommended Accounting Practice (SORP): 'Accounting in Further and Higher Education' and Financial Reporting Standards FRS 102. The adjusted operating position (as defined by SFC) is intended to reflect the financial performance of the College after allowing for non-cash adjustments and other material one-off or distorting items required by the SORP. The adjusted operating position is therefore designed to smooth any volatility in reported results arising from FRS 102 and also to recognise that some of the reported costs do not have an immediate cash impact on the College. This should give a better indication of the College's operational cash generative capacity.

	<b>2020-21</b>	2019-20
	<b>£000</b>	£000
<b>(Deficit) before other gains and losses (FE/ HE SORP basis)</b>	(1,922)	(1,950)
<b>Add back:</b>		
- Depreciation (net of deferred grant release) on both government funded and privately funded assets	638	657
- Non-cash pension adjustments - Net service cost	1,101	759
- Non-cash pension adjustments - Net interest cost	193	164
- Non-cash pension adjustments - early retirement provision	12	(104)
<b>Deduct:</b>		
- Non-government capital grants	0	(133)
<b>Underlying operating surplus/ (deficit)</b>	<b>22</b>	<b>(607)</b>

**Payment Practice Code**

The College has implemented the 'Better Payment Practice Code'. As such, we aim to pay suppliers within the agreed credit terms and deal with all disputes and complaints as quickly as possible. The proportion of year-end creditors to the aggregate invoiced amounts during the academic year was 0.60% (2019-20 - 3.58%). The College did not pay any interest on late payments as defined under the Late Payment of Commercial Debts (Interest) Act 1998.

**Performance Report (continued)****Taxation Status**

The College has been entered into the Scottish Charity Register (Reference SC021189) and is entitled, in accordance with section 13 (1) of the Charities and Trustee Investment (Scotland) Act 2005, to refer to itself as a Charity registered in Scotland. The College is recognised by HM Revenue & Customs as a charity for the purposes of Section 505, Income and Corporation Taxes Act 1988 and is exempt from corporation tax on its charitable activities. The College receives no similar exemption in respect of Value Added Tax.

**Environmental Considerations and Sustainability Reporting**

Dumfries and Galloway College continues to actively monitor and report its carbon emissions in line with the Public Bodies Climate Change Reporting Duties. The report is in progress and is due for submission in November 2021.

The College has continued to work to reduce its emissions through innovative working practices. In the last reporting year the College has worked on initiatives such as:

- Utilisation of green energy within the Henry Duncan Research and Innovation Centre.
- Continuation of Estates improvements including waste reduction, ban on single use plastics, reduction of print estate
- Optimisation of heating systems and Building Management systems
- Continued work of the Climate Emergency Group
- Launch of dedicated Green Skills Academy to help address the skills demand as we transition to a green economy.

The College has launched its updated Climate Change Action Plan 2020-25 in which it outlines the key areas of focus as we continue to be a sector leader on sustainable and climate action.

A copy can be found on the College website: <https://www.dumgal.ac.uk/climate-change-action-plan>

The College confirms that it complies with Scottish Government sustainability reporting in line with the requirements of the Climate Change (Scotland) Act 2009.

**Social Matters****Respect for Human Rights**

The College's Equality Impact Assessment template requires consideration of Human Rights as a mandatory step in the Policy Approval process. Assessments are completed for all new or reviewed policies, procedures, strategies or plans. This ensures that all our activities support the human rights of our staff, students and stakeholders. Copies of the assessments can be requested by members of the public through our Equality and Diversity Officer, and are available to our staff through our intranet website. Assessments completed this year include the new five year strategy for the College, Ambition 2025, the Transformation project, voluntary severance scheme and the risk assessment for return to College in light of COVID-19 restrictions. We have found no detriment to Human Rights through College activity and considerable positive impact in terms of strengthening rights to education, employment, privacy and family life.

**Performance Report (continued)****Anti-corruption and anti-bribery**

The College has an established Anti-Fraud and Corruption Policy, which is updated on a regular basis. Any instances of fraud or corruption by College employees, Board members or contractors will be treated as a serious breach of discipline and as potentially criminal acts. The overriding principle applied is to prevent any acts of fraud or corruption. Preventative measures adopted by the College are:

- Policies and procedures - to reduce as far as possible the risks from fraud or corruption, these measures include risk management processes, procurement, and the scheme of delegation;
- Systems - incorporating internal controls, and segregation of duties;
- Internal audit - the internal audit programme supports the systems and procedures in place;
- Culture - the College aims to maintain a culture of openness, honesty and accountability, which is also supported by a Whistleblowing Policy;
- Staff Recruitment, Induction and Training - references are taken up for all permanent and temporary staff, and part of the induction includes raising awareness of all policies and procedures pertinent to the post, including governance processes.

**Going Concern**

The financial statements have been prepared on the going concern basis, which provides that the organisation will continue in operational existence for the foreseeable future. The deficit reported in the Statement of Comprehensive Income includes non-cash depreciation costs, net of deferred grant release, of £638,000 as well as a net charge of £1,306,000 included in the Statement of Comprehensive Income to reflect the pension valuation changes for the Local Government Pension Scheme. In addition, deferred government capital grants of £23,947,000 have been disclosed as long-term creditors in the financial statements in accordance with FRS 102. The creditors relating to deferred capital grants do not represent future cash outflows for the College. These technical accounting adjustments are not considered to have an impact on the College's ongoing financial sustainability.

The College continues to have an ongoing dialogue with SFC. The budget for 2021-22 has been prepared on the basis that actions taken during 2020-21 will reduce staff FTE and related costs, and work is ongoing to ensure staff costs are sustainable.

The College is working through a Transformation Plan. The three strands of the plan include projects to develop marketing and re-branding, digitalisation, and business development.

**Joanna Campbell**

Principal

**Accountability Report**

The Accountability Report comprises the Corporate Governance Report and the Remuneration and Staff Report, and is signed by the Chair and the Principal.

**Corporate Governance Report**

The Corporate Governance Report comprises the following sections:

- Directors' Report
- Statement of the Board of Management's Responsibilities
- Governance Statement
  - Statement of Compliance
  - Governance Structure
  - Self Evaluation
  - Corporate Strategy
  - Risk Management and Internal Control
  - Going Concern

**Directors' Report****Composition of the Board of Management**

Hugh Carr has acted as Interim Chair from 30th March 2020 pending recruitment of a permanent Chair by SFC.

The undernoted individuals are the current members of the Board of Management:

Eddie Black (from 29 April 2021)  
Gillian Brydson (from 1 April 2021)  
Joanna Campbell (Principal and Chief Executive)  
Hugh Carr (Interim Chair)  
Will Dowson (from 18 March 2021)  
Amy Farley (Student member)  
Danielle Hughes (Student member from 20 August 2021)  
Ann Hill  
Sue Irving (from 18 March 2021)  
Naomi Johnson  
Sue Livermore (Support Staff member)  
Malcolm MacLeod (from 18 March 2021)  
Richard Nash (from 18 March 2021)  
Rob Orr (resigned 1 December 2021)  
Ian White (Lecturing Staff Member)

The following individuals were also Board members in the period from August 2020 up to 31 July 2021:

Janet Brennan – left 23 March 2021  
Bronwyn Brown (Student member) – left 30 June 2021  
Ros Francis – left 19 March 2021  
John Henderson – left 9 June 2021  
Delia Holland – left 9 June 2021  
Pat Kirby – left 8 December 2020  
Karen McGahan – left 23 March 2021  
Robbie Thomas – left 7 August 2021

The Board Secretary maintains a register of financial and personal interests of the members of the Board of Management. A short biography of each Board member, together with their Register of Interests, can be accessed on our website using the following link:  
<https://board.dumgal.ac.uk/committees/board-of-management/>

Lorraine Grierson was appointed as Board secretary from August 2020.

**Accountability Report**

**Corporate Governance Report**

**Directors' Report (continued)**

**Composition of Senior Management and Committees**

**Executive Management Team**

The Board of Management has delegated day to day responsibility for running the College to the Executive Management Team.

The undernoted individuals are the current members of the Executive Management Team:

Joanna Campbell (Principal and Chief Executive)

Andrew Glen (Vice Principal Planning and Performance)

Douglas Dickson (Vice Principal Learning, Skills and Student Experience)

Scott Proctor (Vice Principal Finance and Commercial Services - from January 2021)

**Committee Members**

The Board of Management has formally constituted several committees with terms of reference. These committees act with delegated authority. Information on the Board's committees and Committee Structure is set out in the Governance Statement on page 21.

Current Committee Members are as follows:

**Board Development Committee**

Hugh Carr (Chair), Naomi Johnson, Sue Livermore, Malcolm MacLeod, Will Dowson, Amy Farley

**Remuneration Committee**

Sue Irving (Chair), Hugh Carr, Will Dowson, Ann Hill, Malcolm MacLeod, Richard Nash

**Audit Committee**

Naomi Johnson (Chair), Ann Hill, Ian White, Sue Irving, Will Dowson

**Finance and General Purposes Committee**

Richard Nash (Chair), Joanna Campbell, Hugh Carr, Sue Livermore Rob Orr, Gillian Brydson

**Learning and Teaching Committee**

Malcolm MacLeod (Chair), Ian White, Amy Farley, Danielle Hughes, Ann Hill, Rob Orr, Will Dowson, Gillian Brydson, Eddie Black

**Grievance/ Appeals Committee**

Hugh Carr (Chair), Ann Hill, Sue Irving

**Data Security**

One personal data-related incident was reported to the Information Commissioners Office (ICO) in November 2021 following a phishing e-mail. The ICO confirmed no further action would be taken, and the College has taken steps to increase security and staff training. No other personal data related incidents occurred during the 2020-21 financial period and up to the date of approval of the financial statements.

**Accountability Report****Corporate Governance Report****Statement of the Board of Management's Responsibilities**

The Board of Management is required to present audited financial statements for each year.

In accordance with the Further and Higher Education (Scotland) Act 1992, the Board of Management is responsible for the administration and management of the College's affairs, including ensuring an effective system of internal control, and is required to present audited financial statements for each financial year.

The Board of Management is responsible for keeping proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the College and enable it to ensure that the financial statements are prepared in accordance with the Further and Higher Education (Scotland) Act 1992, the 2019 Statement of Recommended Practice 'Accounting in Further and Higher Education', the 2020-21 Government Financial Reporting Manual (FRM) issued by the Scottish Government, and other relevant accounting standards. In addition, within the terms and conditions of a Financial Memorandum agreed between the Scottish Funding Council and the College's Board of Management, the Board of Management, through its designated office holder, is required to prepare financial statements for each financial year which give a true and fair view of the College's state of affairs and of the surplus or deficit and cash flows for that year.

In preparing the financial statements, the Board of Management has ensured that:

- Suitable accounting policies are selected and applied consistently;
- Judgements and estimates are made that are reasonable and prudent;
- Applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Financial statements are prepared on the going concern basis unless it is inappropriate to presume that the College will continue in operation. The Board of Management is satisfied that it has adequate resources to continue in operation for the foreseeable future and for this reason the going concern basis continues to be adopted in the preparation of the financial statements.

The Board of Management has taken reasonable steps to:

- Ensure that funds from the Scottish Funding Council are used only for the purposes for which they have been given and in accordance with the Financial Memorandum with the Funding Council and any other conditions which the Funding Council may from time to time prescribe;
- Ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources;
- Safeguard the assets of the College and prevent and detect fraud;
- Secure the economical, efficient and effective management of the College's resources and expenditure.

The key elements of the College's system of internal financial control, which is designed to discharge the responsibilities set out above, include the following:

- Clear definitions of the responsibilities of, and the authority delegated to, heads of academic and administrative departments;
- A comprehensive medium and short-term planning process, supplemented by detailed annual income, expenditure, capital and cash flow budgets;
- Regular reviews of key performance indicators and business risks and quarterly reviews of financial results involving variance reporting and updates of forecast outturns;

**Accountability Report**

**Corporate Governance Report**

**Statement of the Board of Management's Responsibilities (continued)**

- Clearly defined and formalised requirements for approval and control of expenditure, with investment decisions involving capital or revenue expenditure being subject to formal detailed appraisal and review according to approval levels set by the Board of Management;
  
- Comprehensive Financial Regulations, detailing financial controls and procedures, approved by the Audit Committee and the Finance and General Purposes Committee;
  
- Professional internal audit team whose annual programme is approved by the Audit Committee and endorsed by the Board of Management and whose head provides the Board of Management with a report on internal audit activity within the College and an opinion on the adequacy and effectiveness of the College's system of internal control, including internal financial control.

Any system of internal financial control can, however, only provide reasonable, but not absolute, assurance against material misstatement or loss.

Approved by order of the members of the Board on 16 December 2021 and signed on its behalf by:

**Hugh Carr**  
Regional Chair

**Accountability Report****Corporate Governance Report****Governance Statement**

Dumfries and Galloway College is committed to exhibiting best practice in all aspects of corporate governance. This summary describes how the College has applied the Principles of the Code of Good Conduct for Members of the Board of Management and the 2016 Code of Good Governance for Scotland's Colleges. The Board also complies with the sector Board Development and Evaluation Framework.

This governance statement is designed to supplement the information provided in the financial statements by providing an overview of the College's governance structure, risk management and internal control processes for the year to 31 July 2021 and the Board's assessment of the effectiveness of those arrangements.

**Statement of full compliance with the Code of Good Governance for Scotland's Colleges**

In the opinion of the Board of Management, the College complies with all the principles of the 2016 Code of Good Governance for Scotland's Colleges, and it complied throughout the year ended 31 July 2021.

**Governance Structure****Board of Management**

Dumfries and Galloway College Board of Management was established under the provisions of the Further and Higher Education (Scotland) Act 1992, and became a regional college under the provisions of the 2013 Act. The College is also a charity registered in Scotland in terms of the Charities and Trustee Investment (Scotland) Act 2005 with registered number SC021189. The Constitution and Standing Orders of Dumfries and Galloway College Board of Management set out the Board's policy and practice on those issues which it has powers to determine.

The Board of Management comprises of representatives from industry, commerce and education, and benefits greatly from Members' extensive expertise of business and public life together with practical experience in education and training. The private and public sectors are represented, as is the College's Executive Management Team (by the Principal), teaching and support staff and the student body.

The Board's key duties are to:

- Set the strategic direction and priorities of the College;
- Promote commitment to the values and ethos of the organisation, including equality and diversity;
- Ensure satisfactory delivery of the organisation's performance and financial objectives, high quality learning and outcomes, and a good learning experience;
- Be accountable to and maintain the trust of key stakeholders;
- Comply with relevant legal and financial requirements, including the Scottish Public Finance Manual;
- Ensure identification and control of the main risks to the organisation's responsibilities and business objectives;
- Adhere to the sector's Code of Good Governance and the organisation's Financial Memorandum.

The Regional Board for Dumfries and Galloway College comprises of the Chair, the Principal, two student members, two staff members and nine non-executive members, one of which is the Senior Independent Member. The College recognises the important role Board members have in acting as ambassadors for the College as well as providing a governance role.



**Accountability Report**

**Corporate Governance Report**

**Governance Statement**

**Governance Structure (continued)**

The College's Regional Board is responsible for bringing independent judgement to bear on issues concerning the College's strategic direction, performance, resources and standards of conduct. In addition the Board is responsible for systems of internal control. The Board reviews its effectiveness on an annual basis through a robust self evaluation process. The members who served on the Board of Management during the year and up to the date of signature of this report are set out below.

The Board is provided with regular and timely information on the overall financial performance of the College together with other information such as performance against targets, capital expenditure, quality matters and personnel related matters such as health and safety and environmental issues. Agendas, minutes, papers and reports of all meetings are currently being updated on the new College website: [www.dumgal.ac.uk](http://www.dumgal.ac.uk)

Following the impact of the COVID-19 pandemic on Dumfries and Galloway College, the Board has continued to meet remotely to continue with the essential business of the Board. No changes have been made to the College's Governance Framework due to COVID-19, instead digital technology has been used to support continued operations, and electronic authorisation and approval processes have been implemented which mirror existing approval requirements and authorisation thresholds.

The Board have considered the impact of COVID-19 on Risk Management processes in the College, and have worked with the Executive Team to ensure the essential business of the Board has continued throughout the period. The risks and impact of COVID-19 on students and staff wellbeing, teaching delivery, exams, and finances have all continued to be monitored.

The Audit Committee have continued to monitor the progress of Internal Audit work during the period, with work continuing remotely.

The Board of Management has a strong and independent non-executive element and no individual or group dominates its decision making process. The Board of Management considers that each of its non-executive members is independent of management and free from any business or other relationship, which could materially interfere with the exercise of their independent judgement.

The Board of Management of Dumfries and Galloway College adopted the 'Code of Conduct for Members' in June 2014. The Board also adopted the code of Good Governance for Scotland's Colleges in January 2015. The Regional Board complies with the 'College Sector Board Appointments: 2014 Ministerial Guidance' when appointing all non-executive board members.

The Board of Management supports the work being done by the College Sector Good Governance Steering Group.

Dumfries and Galloway College Board of Management met five times during the 2020-21 financial period and conducts its business through a number of committees. All of these committees are formally constituted with terms of reference approved by the Board of Management. The committees comprise non-executive members of the Board of Management and are all chaired by a Member of the Board. These committees include a Finance and General Purposes Committee, a Board Development Committee (includes appointments), a Remuneration Committee, a Learning and Teaching Committee, Audit Committee and a Grievance/ Appeals Committee. All committees are required to report back to the Board on their activities.

The Board has considered the Risk Management Process. The Risk Register is considered by all Committees to ensure that their collective expertise is focused on specific risks. A summary of the current risks is set out on page 6.

**Accountability Report****Corporate Governance Report****Governance Statement****Governance Structure (continued)**

The Board of Management recognise that the most significant risk to the College relates to institutional sustainability. The College Transformation Plan was approved at the March Board meeting, and progress against the plan will continue to be monitored.

There is a clear division of responsibility in that the roles of the Regional Chair and Principal are separate.

All Board Members are able to take independent professional advice in furtherance of their duties at the College's expense and have access to the Board Secretary, who is responsible for ensuring compliance with all applicable procedures and regulations. The appointment, evaluation and removal of the Board Secretary are matters for the Board of Management as a whole.

**Appointments to the Board of Management**

Following regionalisation of Scottish colleges and their designation as public bodies, Regional Chairs are appointed by the Scottish Ministers and are subject to the Public Appointments process.

Any new appointments to the Board of Management are a matter for consideration by the Board as a whole. The Board has a Board Development Committee, which is responsible for the selection and recommendation to appoint any new member for the Board's consideration. Any appointment is also subject to approval by the Cabinet Secretary for Education and Lifelong Learning.

As noted in the Director's Report at page 20, the Board of Management has formally constituted several committees to act with delegated authority and their own terms of reference. Current membership of the key committees is also set out in the Directors' Report.

The remit of each committee is set out below.

**Board Development Committee**

The Board Development Committee was previously the Selection and Appointments Committee. The remit of this committee was revised and strengthened during 2015-16 to ensure compliance with the Code of Good Governance for Scotland's Colleges and the Board Development Framework. The Board Development Committee now has responsibility for advising the Board of Management on matters relating to members of the Board of Management, including Board Member appointment, balance of skills and experience, induction and training, balance in relation to equality as well as Board evaluation and development. The Committee meets at least once per year.

**Remuneration Committee**

The Remuneration Committee is responsible for making recommendations to the Board on the remuneration, terms and conditions (and, where appropriate severance payments) of the Principal, members of the Executive Management Team, Directors, and the Secretary to the Board. The Committee meets at least once per year. Details of the remuneration of senior post-holders for the period ended 31 July 2021 are set out in note 7 to these financial statements.

**Audit Committee**

The Audit Committee comprises a minimum of three non-executive members of the Board of Management (excluding the Principal and Chair). The Committee operates in accordance with written terms of reference approved by the Board of Management.

The Audit Committee meets a minimum of four times a year, and provides a forum for reporting by the College's internal, regularity and financial statements auditors. The auditors have access to the Committee for independent discussion, without the presence of College management.

**Accountability Report****Corporate Governance Report****Governance Statement****Governance Structure (continued)****Audit Committee (continued)**

The College's internal auditors monitor the systems of internal control, risk management controls and governance processes in accordance with an agreed plan of input, and report their findings to management and the Audit Committee. Management is responsible for the implementation of agreed audit recommendations and internal auditors undertake periodic follow-up reviews to ensure such recommendations have been implemented.

The Audit Committee also advises the Board of Management on the appointment of internal, regularity and financial statements auditors and their remuneration for both audit and non-audit work.

**Finance and General Purposes Committee**

The Finance and General Purposes Committee is responsible for ensuring compliance with the Financial Memorandum and Financial Regulations. It recommends the annual budget to the Board and monitors actual performance against budget. The Committee also makes recommendations to the Board on matters relating to the development and management of its property, facilities, Human Resources, and Commercial and Marketing activity. The Committee meets four times per year.

**Learning and Teaching Committee**

The Learning and Teaching Committee has overall responsibility for monitoring the direction and performance of learning and teaching and the quality of the learners experience at the College. The Committee meets four times per year.

**Grievance/ Appeals Committee**

The Grievance and Appeals Committee's remit is to hear any grievance or appeal of decision made by the Principal in accordance with discipline, grievance and capability procedures.

**Self Evaluation**

The Chair meets with each member of the Board on an annual basis as part of the Board's process of evaluating the effectiveness of board members. The evaluation of the Regional Chair is undertaken by the Vice Chair or Senior Independent Member. The performance of the Regional Chair is also evaluated by the Scottish Government, as regional college chairs are appointed by the Scottish Ministers and are personally accountable to them.

A review of the College's governance structure was undertaken to provide assurance over the transparency of the decision-making processes, duplication of reported information, and adherence to established Terms of Reference. Overall, the review demonstrated that the College's governance arrangements and controls in place were adequate, however some suggested areas for improvement were highlighted, which the Board Development Committee has taken forward during 2020-21.

In March 2021, the College underwent an External Effectiveness review conducted by College Development Network, in line with the requirements of the Code of Good Governance. The Code states that the relevant governing board must have in place a robust self-evaluation process, at para D. 23: '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 at least every three years'.

It was noted in the report that the College Board was in transition phase – a new Board Secretary had been appointed and a relatively new Principal was in place. It was also noted that the Board was moving towards significant new membership in April 2021, and a new Chair of the Board later in 2021/22. From the report, an EER Action Plan was created and progress on this is continuing, with continued development for the Board Secretary, induction and support for new Board members, redefined committee remits and work to improve the focus of Board and Committee papers and minutes, plus an externally led review against the Code of the Good Governance.

**Accountability Report****Corporate Governance Report****Governance Statement****Self Evaluation (continued)**

## Board Appraisal and Development

Board members attended a development day in August which was very successful, with positive feedback. The focus of the day was on developing and maximising the benefits of a strong team dynamic.

The Board has recently conducted its annual self evaluation review of individual and committee performance. All board members have undergone a performance review, and development requirements are incorporated in the Board Development Plan and progress towards this will be monitored over the forthcoming year. Information gathered from this review will be incorporated in a formal Board Report, which will give a performance overview for each Committee highlighting key strengths, achievements and activities of the Board, as well as establish ongoing Board development requirements, including any upcoming skill gaps.

**Corporate Strategy**

The Board of Management receives recommendations from its committees, the Principal and Executive Management Team to inform strategic developments. In addition to the scheduled Board meetings, Board Development sessions are held each year to provide an opportunity to focus discussions on the strategic direction for the College.

The Board are overseeing the implementation of five strategies which sit with the new Strategic Plan, Ambition 2025. The plan is ambitious for the region, but will ensure that the student experience remains at the core of the College's values and will focus on continuous improvements, and making a positive contribution to local and national priorities.

The Board of Management adopted the Code of Good Governance for Scotland's Colleges in January 2015. The remit of the Board Development Committee includes Board Member induction and training as well as Board Evaluation. An annual self-evaluation process has been established which includes a review of performance over the last 12 months, and an assessment of external and internal changes which are likely to impact on the Board in the next 12 months. Areas for development are identified and a Development Plan produced which is monitored throughout the year. Progress against the Development Plan is assessed as part of the following year's performance review.

**Systems and Infrastructure Strategy**

The Estates Strategy will be superseded by a new Systems and Infrastructure Strategy, which will be one of the five key strategies to support the College's new strategic plan, Ambition 2025.

When the new Systems and Infrastructure Strategy is approved by the Board of Management, the College will aim to:

- integrate and harmonise College systems to meet customer needs;
- provide an exceptional experiential learning and social environment to support high quality learning;
- model innovative workplace practices with a focus on increasing our customer reach and satisfaction;
- provide a modern estate which is flexible, adaptive and meets the needs of current and future users;
- optimise ways of working through the use of digital technologies; and
- enable our net zero emissions targets within our College operations.

Operational plans are in place for the Corporate Services department areas to allow for the effective execution of the Systems and Infrastructure Strategy. Those linked project plans are reviewed at regular intervals to ensure they are aligned to implementation of the strategy.

**Accountability Report****Corporate Governance Report****Governance Statement****Corporate Strategy (continued)****Human Resources Strategy**

The College has a five year human resources strategy which was implemented to support the College's previous strategic plan. A refreshed Strategy will align to the new strategic plan, Ambition 2025, and the key aims are:

- Maintain a clear focus on outcomes and goals;
- Be innovative and ambitious;
- Nurture, support and develop our talent;
- Increase ownership and accountability across our workforce;
- Promote an ethos of collegiate working and partnership; and
- Work in a healthy, safe and respectful environment.

**Risk Management and Internal Control*****Scope of Responsibility***

The Board of Management is ultimately responsible for the College's system of internal control and for reviewing its effectiveness. The Board determines the appropriate Risk Appetite for the College, sets the tone of risk management throughout the organisation, and approves Risk Management arrangements. However, such a system is designed to manage, rather than eliminate, the risk of failure to achieve business objectives and can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The College maintains a corporate level Risk Register, which is under the ownership of the member of the Executive Management Team member responsible for planning. The register is intended to cover wide risks which are so significant or pervasive that they pose a risk to strategic objectives.

The Board of Management has delegated the day-to-day responsibility to the Principal, as Accountable Officer, for maintaining a sound system of internal control that supports the achievement of the College's policies, aims and objectives, whilst safeguarding the public funds and assets for which she is personally responsible, in accordance with the responsibilities assigned to her in the Financial Memorandum between Dumfries and Galloway College and the SFC. She is also responsible for reporting to the Board of Management any material weaknesses or breakdowns in internal control.

***Purpose of the system of internal control***

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of College policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Dumfries and Galloway College for the period ended 31 July 2021 and up to the date of approval of the annual report and accounts.

***Capacity to handle risk***

The Board of Management has reviewed the key risks to which the College is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Management is of the view that there is a formal ongoing process for identifying, evaluating and managing the College's significant risks that has been in place for the period ending 31 July 2021 and up to the date of approval of the annual report and accounts. This process is regularly reviewed by the Board of Management.

**Accountability Report****Corporate Governance Report****Governance Statement****Risk Management and Internal Control (continued)*****Risk and control framework***

The system of internal control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. In particular, it includes:

- regular reviews by the governing body of periodic and annual financial reports which indicate financial performance against forecasts;
- setting targets to measure financial and other performance;
- clearly defined capital investment control guidelines;
- the adoption of formal project management disciplines, where appropriate.

The College manages the risks faced by adopting robust management practices. The planning processes, self-evaluation and sector review, and audit processes are designed to identify and manage risks. A detailed risk register is maintained and updated on a regular basis. The risk register is discussed at each meeting of the Audit Committee.

The Audit Committee has recently discussed the effectiveness of the current risk register within the College and asked that more scrutiny and attention should be paid to documenting individual risks and control measures assigned to them. In line with this, a new format to the register has been introduced. The main register provides an overview of the key risks, which are graded in terms of probability of occurrence and severity of impact. In addition to the main register, each risk has supporting documentation outlining in detail monitoring and mitigation processes, and the relevant risk appetite. The supporting documentation for risks is presented to each meeting of the assigned committee for scrutiny and agreed further action is noted.

Each Audit Committee meeting also undertakes a 'deep dive' exercise on specifically selected risks through detailed risk discussion to assess the adequacy of controls and mitigations, and to receive assurance from risk owners that the process for mitigating and monitoring is clear, thorough and rigorously applied. Any concerns are highlighted to the full Board.

Dumfries and Galloway College has an internal audit service, the work of which is informed by an analysis of the risks to which the College is exposed, and annual internal audit plans are based on this analysis. The analysis of risks and the internal audit plans are endorsed by the Board of Management on the recommendation of the Audit Committee. On an annual basis, a report is provided to the Board of Management detailing internal audit activity in the College. The report includes the internal auditors' independent opinion on the adequacy and effectiveness of the College's system of risk management, controls and governance processes.

The 2020-21 Internal Audit Annual Report gave a positive opinion based on the work undertaken during the year. Further enhancements to the framework of risk management, governance and internal control were identified which will ensure that it remains adequate and effective. The recommendations will be followed up and progress on implementation monitored by the Audit Committee during 2021-22.

**Accountability Report**

**Corporate Governance Report**

**Governance Statement**

**Risk Management and Internal Control (continued)**

The Audit Committee meets with internal and external auditors independently of College staff, to gain independent reassurance.

The College's Senior Leadership Team and Executive Management Team keep risk management under regular review, reporting into all Committee and the Board. Any urgent or escalating risks are also reported to the Chair in addition to this process.

Significant risks and management action that have been considered and agreed during 2020-21 are set out at page 5 of the Performance Report in these financial statements.

The Board of Management recognise that the most significant risks to the College relate to financial sustainability, business continuity and the achievement of highest academic performance levels. The risks have been impacted by COVID-19 and the College's ability to increase commercial income in the short term. A Transformation Plan project is currently in place, and a new Strategic Plan has been approved, which will meet the challenges and developments planned for future years.

The Principal and Executive Leadership Team routinely review the Strategic Risk Register to reflect the risks the College is facing and mitigation applied to each risk. The risks have been recently reviewed and updated and are presented in a revised format to Board and Committee meetings as well as Senior Leadership Team. Each risk has supporting documentation to detail the risk, potential impact and control measures attached.

***Review of effectiveness***

As described on Page 5 of the Performance Report, Risk Management is an integral part of the overall governance arrangements of the College, and as such there are specific responsibilities for people and groups undertaking different roles in the organisation.

As Accountable Officer, the Principal has responsibility for reviewing the effectiveness of the system of internal control. Her review of the effectiveness of the system of internal control is informed by:

- the work of the internal auditors;
- the work of the senior managers within the College who have responsibility for the development and maintenance of the internal control framework;
- comments made by the College's financial statements auditors and the regularity auditors in their management letters and other reports.

The Principal has been advised on the implications of the results of her review of the effectiveness of the system of internal control by the Audit Committee, which oversees the work of the internal auditor, and a plan to address weaknesses and ensure continuous improvement of the system is in place.

**Accountability Report (continued)**

**Corporate Governance Report**

**Governance Statement**

***Review of effectiveness (continued)***

The Executive Management Team receives reports setting out key performance and risk indicators and considers possible control issues brought to their attention by early warning mechanisms, which are embedded within the departments and reinforced by risk awareness training. The Executive Management Team and the Audit Committee also receive regular reports from the internal auditor, which include recommendations for improvement. The Audit Committee's role in this area is confined to a high-level review of the arrangements for internal control. The Board of Management's agenda includes a regular item for consideration of risk and control and receives reports thereon from the Executive Management Team and the Audit Committee. The emphasis is on obtaining the relevant degree of assurance and not merely reporting by exception. At its December 2021 meeting, the Board of Management carried out the annual assessment for the period ended 31 July 2021 by considering documentation from the Executive Management Team and internal audit, and taking account of events since 31 July 2021.

**Going Concern**

As noted on Page 14 of the Performance Statement, the College continues to prepare budget forecasts to ensure that adequate resources are available for the foreseeable future. Medium-term financial forecasts and costs modelling have been prepared to inform strategies for future years, and a Transformation Plan Project is in place which will ensure the College is financially sustainable going forward. In order to reduce any potential overspend, a number of measures have been introduced which include robust workforce planning, and a full review of budgets to establish targets for savings. After making appropriate enquiries, the Board of Management considers that the College has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements.

**Conclusion**

In our opinion during 2020-21 the College has a framework of internal control that provided partial assurance regarding the effective and efficient deployment of resources to achieve the College aims.

Approved by order of the members of the Board on 16 December 2021 and signed on its behalf by:

**Hugh Carr**  
Regional Chair

**Joanna Campbell**  
Principal



**Accountability Report****Remuneration and Staff Report****Introduction**

The College is required to prepare and publish within its financial statements an annual Remuneration Report under the 2020-21 Government Financial Reporting Manual (FRM) issued by the Scottish Government, which is relevant for the financial period ending 31 July 2021.

The report sets out the remuneration and accrued pension benefits of the Senior College Executives, which comprises the Regional Chair, College Principal and Executive Management Team. The Regional Chair and College Principal are the only two members of the Regional Board who receive remuneration in respect of their post, and as Board members have responsibility for directing the major activities of the College during the period in accordance with the FRM.

The report also provides information on the number of College employees, including Executive Management Team members, whose total actual remuneration was £60,000 or more, this information being disclosed in salary bandings of £10,000 above £60,000. The following report has been prepared in accordance with the aforementioned Regulations.

The College's External Auditor is required to audit certain parts of the remuneration report and give a separate opinion in his report on the Statement of Accounts as to whether the Remuneration Report has been properly prepared in accordance with the Regulations. All the tables in this report are subject to audit except those relating to Staff Members Allowances and Expenses.

**Remuneration Policy**

The remuneration of the Regional College Chair is set by the Scottish Government, and is a non-pensionable post.

The Remuneration Committee is responsible for making recommendations to the Board on the remuneration, terms and conditions (and, where appropriate severance payments) of the Principal, members of the Executive Management Team and the Secretary to the Board. The Committee meets at least once per year. Details of the remuneration of senior post-holders for the period ended 31 July 2021 are set out in note 7 to the financial statements.

**Remuneration including salary entitlements**

Remuneration of the Executive Management Team is set out in note 7 of the financial statements.

The College's employees receiving more than £60,000 remuneration during the period covered by the financial statements are shown below. This information is disclosed in salary bandings of £10,000 above £60,000 or more.

	12 Month period ended 31 July 2021		12 Month period ended 31 July 2020	
	Number		Number senior post-holders	Number other staff
	senior post- holders	Number other staff		
£60,001 to £70,000	1	0	0	0
£70,001 to £80,000	1	0	1	0
£80,001 to £90,000	0	0	0	0
£90,001 to £100,000	0	0	0	0
£100,001 to £110,000	1	0	1	0
£110,001 to £120,000	0	0	0	0
£120,001 to £130,000	0	0	0	0
	<u>3</u>	<u>0</u>	<u>2</u>	<u>0</u>

## Accountability Report

## Remuneration and Staff Report (continued)

During the period, the College made no non-cash benefits available to staff (2019-20 - none).

## Median Remuneration

Based on the 12 month figures above, the banded remuneration of the highest paid official in the organisation during the financial year 2020-21 was £100,000 - £105,000. (2019-20 - £100,000 - £105,000). This was 3.6 times (2019-20 - 3.7 times) the median remuneration of the workforce which was £27,927 (2019-20 £27,177).

## Salary entitlements

The following table provides detail of the remuneration and pension interests of Senior Executives.

Name	12 months ended 31 July 2021			12 months ended 31 July 2020		
	Actual			Actual		
	Salary	Pension benefit *	Total	Salary	Pension benefit	Total
	£'000	£'000	£'000	£'000	£'000	£'000
B. Johnstone (1)	0	0	0	10-15	0	10-15
D. Holland (2)	0	0	0	0-5	0	0-5
H. Carr (3)	20-25	0	20-25	5-10	0	5-10
J. Campbell	105-110	50-55	160-165	100-105	70-75	175-180
A. Glen	60-65	10-15	75-80	70-75	40-45	130-135
D. Dickson (4)	75-80	55-60	130-135	35-40	40-50	85-90
S. Proctor (5)	40-45	15-20	55-60	0	0	0

\* Pension Benefits are calculated as real increase in pension multiplied by 20 plus the real increase in any lump sum less the contributions made by the individual. The real increase excludes increases due to inflation or any increase or decreases due to a transfer of pension rights.

(1) B Johnstone's term of office ceased on 1st March 2020. His full-year equivalent salary was £15,000-£20,000.

(2) D Holland acted as Interim Chair of the Board between 1st and 30th March 2020. Her full-year equivalent salary was £20,000-£25,000.

(3) H Carr commenced as Interim Chair of the Board on 30th March 2020. His full-year equivalent salary was £20,000-£25,000.

(4) D Dickson commenced as Vice Principal Learning, Skills and Student Experience on 3rd February 2020. His full-year equivalent salary for 2020-21 was £75,000-£80,000.

(5) S Proctor commenced as Vice Principal Finance an External Development on 5 January 2021. His full-year equivalent salary was £75,000-£80,000.

The salary and pension benefits above are shown in bands of £5,000 in accordance with the 2020-21 Government Financial Reporting Manual.

Pension benefits for all College employees except the Regional Chair are provided through the Scottish Teacher's Superannuation Scheme (STSS), a defined benefit scheme which is externally funded and contracted-out of State Earnings-Related Pension Scheme or the Local Government Pension Scheme (LGPS) Dumfries and Galloway Pension Fund.

The Pension Benefits noted above include benefits from the Local Government Pension Scheme for two Senior Executives, and the Scottish Teachers Superannuation Scheme for two Senior Executives.

Contribution rates for both pension schemes are set annually for all employees, as set out at note 20.

## Accountability Report

## Remuneration and Staff Report (continued)

## Changes to the Local Government Pension Scheme

Changes were made to the LGPS scheme from 1 April 2015. The pension after that date for members will be calculated on a career average basis, and the pension age will align with the state retirement age.

Scheme members will be able to choose to leave the scheme and draw their pension from state retirement age, or choose to work longer. Pension benefits would be reduced if the member retires before the state retirement age, and increased if they choose to work longer.

There is no automatic entitlement to a lump sum for LGPS scheme members. Members may opt to give up (commute) a pension for lump sum up to the limit set up by the Finance Act 2004. The actual rate guarantees a pension based on the pensionable salary and years of pensionable service.

Pension benefits built up by members in the scheme up to 31 March 2015 are protected, and will still be based on their final salary on leaving and the state retirement age in the current scheme. Member benefits build up in the new way from April 2015.

## Senior Executives Pension

Pension benefits are provided to Senior Executives on the same basis as all other staff. The accrued pension benefits for senior officials are set out in the table below, together with pension contributions made by the College.

Name	Accrued pension at age at 31 July 2021	Accrued lump sum at pension age at 31 July 2021	Real increase in pension 1 August 2020 to 31 July 2021	Real increase in lump sum 1 August 2020 to 31 July 2021	CETV at 31 July 2021	CETV at 31 July 2020	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
H. Carr	0	0	0	0	0	0	0
D. Holland	0	0	0	0	0	0	0
J. Campbell	25-30	40-45	0-5	0-5	400-405	345-350	45-50
A. Glen *	30-35	0	0-5	0	435-440	410-415	20-25
D. Dickson	20-25	45-50	0-5	0-5	440-445	380-385	55-60
S. Proctor	0-5	0	0-5	0	10-15	0	0

\* The CETV at 31.07.20 for A. Glen includes a transfer in to the scheme during that year.

## Cash Equivalent Transfer Value

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time.

The value of the accrued pension benefits has been calculated on the basis of the age at which the person will first become entitled to receive a pension on retirement without reduction on account of its payment at that age; without exercising any option to commute pension entitlement into a lump sum; and without any adjustment for the effects of future inflation. The pension figures shown relate to the benefits that the person has accrued as a consequence of their total service and not just their current appointment.

In considering the accrued pension benefits figures the following contextual information should be taken into account:

- The figures for pension and lump sum are illustrative only in light of the assumptions set out above and do not necessarily reflect the actual benefits that any individual may receive upon retirement:
- The accrued benefits figures are reflective of the pension contributions that both the employer and scheme member have made over a period of time.

## Accountability Report

## Remuneration and Staff Report (continued)

## Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

## Compensation for loss of office

9 employees left under voluntary exit/ early retirement terms during the year as part of the College Transformation Plan (2019-20 - 21 employees). The table below summarises the exit packages for those staff who left during 2020-21. It includes payments made to staff and the accrued pension cost of added years.

Exit package cost band	Year to 31 July 2021			2020
	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band	Total number of exit packages by cost band
< £10,000	0	1	1	8
£10,000-£25,000	0	4	4	8
£25,000-£50,000	0	4	4	5
<b>Total number of exit packages</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>21</b>
<b>Total cost (£)</b>	<b>0</b>	<b>£186,817</b>	<b>£186,817</b>	<b>£324,822</b>

## Exit packages

No Board member or senior manager left under voluntary or compulsory exit schemes in 2020-21 (2019-20 - none)

## Staff Report

The Staff Report contains information relating to staff costs and staff numbers.

## Staff Costs

Staff costs for the year were as follows:

	Seconded		2020-21 Total £'000	Directly employed		2019-20 Total £'000
	Directly employed staff £'000	and agency staff £'000		staff £'000	Seconded and agency staff £'000	
Wages and salaries	7,542	110	7,652	7,836	8	7,844
Social security costs	689	-	689	716	-	716
Other pension costs	2,712	-	2,712	2,387	-	2,387
<b>Total</b>	<b>10,943</b>	<b>110</b>	<b>11,053</b>	<b>10,939</b>	<b>8</b>	<b>10,947</b>
Average number of FTE	216	1.50	217.50	245	0.16	245.16

The College employee gender split is 63% female and 37% male as at 31 July 2021. Of the four College Senior Executives at July 2021, three are male and one is female.

## Staff Turnover

Staff turnover during 2020-21, based on headcount, was 12.95% (2019-20 16.83%).

**Accountability Report****Remuneration and Staff Report (continued)****Sickness Absence**

The total number of days lost per full-time equivalent (FTE) to sickness absence during 2020-21 was 8 days, which was a decrease from 9 days per FTE in 2019-20.

**Social Matters, Respect for Human Rights**

The College's Equality Impact Assessment template requires consideration of Human Rights as a mandatory step in the policy approval process. Assessments are completed for all new or reviewed policies, procedures, strategies or plans. This ensures that all our activities support the human rights of our staff, students and stakeholders. Copies of the assessments can be requested by members of the public through our Equality and Diversity Officer, and are available to our staff through our intranet website. Assessments completed this year include the new five year strategy for the College, Ambition 2025, the Transformation project, voluntary severance scheme and the risk assessment for return to College in light of COVID-19 restrictions. We have found no detriment to Human Rights through College activity and considerable positive impact in terms of strengthening rights to education, employment, privacy and family life.

**Equality, Diversity and Inclusion**

Dumfries and Galloway College is committed to promoting equality of opportunity, celebrating and valuing diversity, eliminating unlawful discrimination, harassment and victimisation and promoting good relations for all our staff, students, visitors and partners

We aim to achieve equality for all regardless of age, disability, gender, gender identity, marriage and civil partnership, pregnancy and maternity, race, religion or belief and sexual orientation. In addition, we recognise and prioritise equality for those who are carers, care experienced, suffer from mental health difficulties, are veterans of the armed services or those who are disadvantaged socio-economically. By fostering a culture of dignity and respect, we will ensure that everyone across our College family achieves their full potential. We achieved a rating of 'Substantial Assurance' for our equality work through our internal audit programme.

Our work towards equality and diversity is structured and tracked through a continuous improvement system, our Equality and Diversity Framework. This is underpinned by a clear Equality and Diversity Policy, and tracked through an annual Equality Report which meets the reporting requirements of the Equality Act (2010). Specific Duties (Scotland) (2012), the SFC and Scottish Government. A tabular action plan is used to track outputs. Accountability is assured through submission of all annual documents to the Board, College Leadership Team and cross-College Equality and Diversity Forum (which includes as members the President and Vice-President of the Students' Association, staff from across all functions of our service, managers from all levels and our Board Equality Champion). Transparency is assured through publication of all documents on our website.

Our annual plan includes actions to support other government initiatives, such as the Race Equality Framework and the Disability in Recruitment and Employment project. Our College endorsed the national #BlackLivesMatter and #callitracism campaigns this year, and signed up for the FE and HE Anti-Racism project. In addition, we reviewed and updated actions for British Sign Language promotion and addressing gender inequality. Our four year Gender Action Plan 2017-20 demonstrated progress across all identified key outcomes, including actions to embed the Equally Safe national project for eliminating gender based violence.

Our Board currently has a 53:47 gender split in favour of women (40:60 in favour of men if only non-executive members are included). In our recent Board recruitment process 33% of those appointed to executive roles were women. A further recruitment process will take place early in 2022. 58.2% of our highest paid staff quartile are women, which rises to 65% if we look at staff paid over £45k. Our Gender Pay Gap is 11.8%, attributable to the high number of female staff who are in lower paid Support and Academic Support roles. We measure pay gaps for all protected characteristics and report on these within our annual report.

**Accountability Report****Remuneration and Staff Report (continued)****Equality, Diversity and Inclusion (continued)**

We are committed to partnership working, and are an active member of Dumfries and Galloway Strategic Partnership's Equality and Diversity Working Group. This group includes representatives from all local public sector agencies, and a range of third sector organisations representing people from across the protected characteristics, such as Dumfries and Galloway Multicultural Association, DGVoice (representing people with a range of disabilities), LGBT Youth, D&G LGBT+ and Interfaith (D&G). The group operates an annual action plan and reporting schedule with clear output targets.

**Employment issues including employee consultation and or participation**

The national Job Evaluation project remains ongoing across the Scottish College sector. The project was initially delayed due to COVID-19 and then resource issues impacted the scoring teams. However, progress is now being made and the second round of panel assessment is due to be completed for the whole project by the end of December 2021. Dumfries and Galloway College has had all relevant roles evaluated by the first round panel. Discussions between support staff and management staff to address the financial aspects following the scoring process are scheduled for October /November.

Changes were planned to management and team structures across College in order to increase value for money, which were further complicated and delayed for a time due to the effects of COVID-19 restrictions.

Transformation phase 2 was initiated to focus on 3 key support function areas, Student Experience – building end to end joined up student journey support, External Development – creation of new commercial roles to generate income and growth and Digital Services – Focus on business intelligence and reliable infrastructure. Integrating IT and business systems to provide improved digital support for students and staff.

Consultation was a key aspect of these changes and either ELT or SLT Managers attended the consultation meetings to explain the rationale of the proposals to teams/staff affected. Regular LJNC meetings were again held to discuss plans with Trades Unions. Staff will be updated following the Board approval of the plan and conclusion of consultations to take on board feedback. Impacted staff had consultation meetings with their and ELT or SLT Manager, HR and Union representatives.

As a result of Phase 2 of the Transformation process, and to facilitate the optimal range of options for staff affected, the College re-opened the Voluntary Severance scheme which was approved in 2020 over 2 stages. The scheme was open from 16 June to 5 July 2021. The scheme invited staff who were interested, to arrange for a one to one meeting with HR Officer to discuss their considerations and options should they chose to do so. Applications were submitted to HR and then line managers risked assessed the application. Approved applications were presented to the Voluntary Severance panel for a final decision. The panel consisted of ELT and Head of HR.

The national furlough option continued to provide an important opportunity to secure our workforce's future and provide some stability and reassurance for our staff during a time of change. The furlough option continued to be on a voluntary basis and no compulsory furlough was imposed. This approach was critical in ensuring that staff with caring responsibilities had a range of options for managing their financial affairs and work life balance. All staff who took furlough had their full salary maintained by the College so that there was no detriment in taking the furlough option. The total income received in year to 31st July 2021 was £149,987.

Close consultation with staff and students has continued to remain essential in terms of the changing requirements relating to COVID-19. There were regular meetings with LJNC to discuss all COVID related issues, plans, and actions required and Trades Unions colleagues attend Business Continuity meetings to help form policy relating to the return to Campus for Students and Staff alike. Regular advice is shared by HR with managers regarding continued welfare of many staff who remain on off site working. Flexible working to accommodate staff needs during these working arrangements has been key.

A follow up staff survey was conducted in January 2021 and was used to review our working arrangements off site. This survey indicated that supportive measures had been put in place to respond to anxieties and concerns raised in the initial survey in April 2020. However, it did also indicate some comments that were of concern relating to the welfare of some staff. The HR Officer conducting the survey, arranged follow up meetings with all of those staff, where appropriate their managers, and supportive measures and onward referrals were made to support them. Positive outcomes were reached for all of them. All staff continued to have access to the Togetherall mental health support website, containing self help courses and staffed round the clock by guides who can webchat with support and advice for anyone facing a crisis. We also continued to use our Occupational Health Team for individual cases. The iMatter Forum has been actively encouraging staff to participate in mental health and well being events.

**Accountability Report****Remuneration and Staff Report (continued)****Equality, Diversity and Inclusion (continued)**

The change in our way of working arising from the crisis has led to a review of key policies, such as Redundancy, Organisational Change, Redeployment, Travel and Time Off In Lieu (TOIL). All policies, plans and risk assessments arising from the crisis have been equality impact assessed.

As outlined in our Equality, Diversity and Inclusion section, we operate an Equality and Diversity framework which includes disability. All changes to our normal procedures in light of the COVID-19 crisis were subject to Equality Impact Assessment so that we could mitigate their effect on staff and students with disabilities. For example, staff and students with severe mobility problems, visual impairment or learning disability were exempt from the one way system and given right of way within College. We are a Disability Confident employer. We operate an Equality Impact Assessment system which ensures that every strategy, plan, policy and procedure we have is checked for barriers or negative impacts for people with disabilities.

The College is a key partner in the local region's joint British Sign Language Plan 2017-21, and has arrangements in place with Access to Work to ensure appropriate BSL support for employees, through online support or through face to face interpreters. Our declaration rate for staff with disabilities is 5.6%, but it is likely that the true figure is around double this percentage. We will be investigating how to raise this declaration rate as part of our work towards the Fairer Scotland for Disabled People staff profile targets set by Scottish Government.

For students, we aim to create an environment which enables everyone to participate fully in their chosen subject and in College life. We aim to design our curriculum to be as accessible as possible and to provide extra support where it is needed. This includes provision of alternative formats for curriculum material, physical access and financial assistance where students are eligible for additional support such as scribes or signers.

**Health & Safety at Work**

Dumfries and Galloway College is committed to continuous improvement in health, safety and safety performance. It recognises its duty of care to employees, students, members of the public and employees of sub-contractors in all college situations. A number of processes and procedures are in place in order to comply with statutory responsibilities, which are set out in our Health and Safety Policy which is reviewed and updated regularly. The College provides information, instruction, training and supervision for all individuals, as well as maintaining suitable reporting lines and implementing corrective measures where appropriate.

**Trade Union Relationships**

Dumfries and Galloway College recognises the Trades Unions listed in the National Recognition Procedures Agreement (NRPA). Locally our staff are represented by EIS/FELA and Unison who attend our Local Joint Negotiating Committee (LJNC). Staff who are elected representatives of the trade unions are provided support through paid facility time, and those details are set out on page 31.

**Staff Development and Workforce Planning**

As our most valuable resource, the College recognises the importance of investing in and developing our staff to support the strategic objectives set out in our HR Strategy. The College believes that all employees have the potential to grow, both in their work role and personally, and endeavours to provide opportunities for this growth. A number of mechanisms are in place in order to help with this aim, including providing a broad range of development opportunities for staff. The College has processes and procedures in place to ensure that recruitment is carried out effectively and appropriate complaints processes are in place to encourage free communication between employees and their managers, and resolve any potential problems quickly and satisfactorily. Disciplinary, Attendance Management and Capability processes have been designed to help and encourage all employees to achieve and maintain standards of conduct, attendance and performance and consistent and fair treatment for all staff.

## Accountability Report

## Remuneration and Staff Report (continued)

**Facility Time**

In accordance with the Trade Union (Time Facility Publication Requirements) Regulations 2017, the College provided the following support through paid facility time for union officials working at the College during the period April 2020 to March 2021:

**Relevant Union Officials**

Number of employees who were relevant union officials during the relevant period:	Full-time equivalent employee number:
6	6.1

**Percentage of time spent on facility time**

Percentage of time	Number of employees
0%	0
1-50%	7
51-99%	0
100%	0

**Percentage of pay bill spent on facility time**

Total cost of facility time:	£29,958.23
Total pay bill:	£10,487,366
Percentage of total pay bill spent on facility time:	0.29%

**Paid trade union activities**

Time spent on trade union activities as a percentage of total paid facility hours:	14%
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Approved by order of the members of the Board on 16 December 2021 and signed on its behalf by:

**Hugh Carr**  
Regional Chair

**Joanna Campbell**  
Principal



## **Independent auditor's report to the Board of Management of Dumfries and Galloway College, the Auditor General for Scotland and the Scottish Parliament**

### **Reporting on the audit of the financial statements**

#### **Opinion on financial statements**

We have audited the financial statements in the annual report and accounts of Dumfries and Galloway College for the year ended 31 July 2021 under the Further and Higher Education (Scotland) Act 1992 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. The financial statements comprise the Statement of Comprehensive Income, Balance Sheet, Statement of Changes in Reserves, and Statement of Cash Flow and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the accompanying financial statements:

- give a true and fair view in accordance with the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council of the state of the college's affairs as at 31 July 2021 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council, the Charities and Trustee Investment (Scotland) Act 2005, and regulation 14 of The Charities Accounts (Scotland) Regulations 2006 (as amended).

#### **Basis for opinion**

We conducted our audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)), as required by the Code of Audit Practice approved by the Auditor General for Scotland. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We were appointed by the Auditor General on 31 May 2016. The period of total uninterrupted appointment is five years. We are independent of the college in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to the college. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern basis of accounting**

We have concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the college's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from when the financial statements are authorised for issue.

#### **Risks of material misstatement**

We report in a separate Annual Audit Report, available from the Audit Scotland website, the most significant assessed risks of material misstatement that we identified and our judgements thereon.

#### **Responsibilities of the Board of Management for the financial statements**

As explained more fully in the Statement of the Board of Management's Responsibilities, the Board of Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Board of Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud

In preparing the financial statements, the Board of Management is responsible for assessing the college's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless deemed inappropriate.

## **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities outlined above to detect material misstatements in respect of irregularities, including fraud. Procedures include:

- obtaining an understanding of the applicable legal and regulatory framework and how the college is complying with that framework;
- identifying which laws and regulations are significant in the context of the college;
- assessing the susceptibility of the financial statements to material misstatement, including how fraud might occur; and
- considering whether the audit team collectively has the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations

The extent to which our procedures are capable of detecting irregularities, including fraud, is affected by the inherent difficulty in detecting irregularities, the effectiveness of the college's controls, and the nature, timing and extent of the audit procedures performed.

Irregularities that result from fraud are inherently more difficult to detect than irregularities that result from error as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## **Reporting on regularity of expenditure and income**

### **Opinion on regularity**

In our opinion in all material respects the expenditure and income in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers.

### **Responsibilities for regularity**

The Board of Management is responsible for ensuring the regularity of expenditure and income. In addition to our responsibilities to detect material misstatements in the financial statements in respect of irregularities, we are responsible for expressing an opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

## **Reporting on other requirements**

### **Opinion prescribed by the Auditor General for Scotland on audited part of the Remuneration and Staff Report**

We have audited the parts of the Remuneration and Staff Report described as audited. In our opinion, the audited part of the Remuneration and Staff Report has been properly prepared in accordance with the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council.

### **Statutory other information**

The Board of Management is responsible for the statutory other information in the annual report and accounts. The statutory other information comprises the Performance Report and the Accountability Report excluding the audited part of the Remuneration and Staff Report.

Our responsibility is to read all the statutory other information and, in doing so, consider whether the statutory other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this statutory other information, we are required to report that fact. We have nothing to report in this regard.

Our opinion on the financial statements does not cover the statutory other information and we do not express any form of assurance conclusion thereon except on the Performance Report and Governance Statement to the extent explicitly stated in the following opinions prescribed by the Auditor General for Scotland.

### **Opinions prescribed by the Auditor General for Scotland on Performance Report and Governance Statement**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Performance Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council; and
- the information given in the Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council.

Matters on which we are required to report by exception

We are required by the Auditor General for Scotland to report to you if, in our opinion:

- adequate accounting records have not been kept; or
- the financial statements and the audited part of the Remuneration and Staff Report are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in respect of these matters.

### **Conclusions on wider scope responsibilities**

In addition to our responsibilities for the annual report and accounts, our conclusions on the wider scope responsibilities specified in the Code of Audit Practice are set out in our Annual Audit Report.

### **Use of our report**

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice, we do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

David Eardley (for and on behalf of Azets Audit Services)

Exchange Place 3  
Sample Street  
Edinburgh  
EH8 3BL  
Date:

David Eardley is eligible to act as an auditor in terms of section 21 of the Public Finance and Accountability (Scotland) Act 2000.

## Statement of Comprehensive Income

		Year ended 31 July 2021	Year ended 31 July 2020
	Note	£000	£000
<b>INCOME</b>			
SFC grants	2	11,811	11,350
Tuition fees and education contracts	3	1,559	1,415
Other grant income	4	239	601
Other operating income	5	87	435
Endowment and investment income		0	0
<b>Total Income</b>		<b>13,696</b>	<b>13,801</b>
<b>EXPENDITURE</b>			
Staff costs excluding exceptional costs	6	11,053	10,996
Fundamental restructuring costs		187	325
Other operating expenses	8	2,851	2,851
Depreciation	12	1,334	1,415
Interest and other finance costs	11	193	164
<b>Total Expenditure</b>		<b>15,618</b>	<b>15,751</b>
<b>(Deficit)/ Surplus before other gains and losses</b>		<b>(1,922)</b>	<b>(1,950)</b>
Gain/ (Loss) on disposal of fixed assets		6	0
<b>(Deficit)/ Surplus for the year</b>		<b>(1,916)</b>	<b>(1,950)</b>
Unrealised surplus on revaluation of land and buildings	12	0	1,951
Actuarial gain/ (loss) in respect of pension schemes	19	4,007	(4,973)
<b>Total comprehensive income for the year</b>		<b>2,091</b>	<b>(4,972)</b>
<b>Represented by:</b>			
Unrestricted comprehensive income for the year		<b>2,091</b>	<b>(4,972)</b>

All items of income and expenditure relate to continuing activities.

The Statement of Comprehensive Income is prepared under the FE/ HE SORP. The SORP does not permit colleges to reflect the non-cash budget for depreciation in the Statement of Comprehensive Income. Note 10 provides details of the adjusted operating position on a Central Government accounting basis.

## Statement of Changes in Reserves for the year ended 31 July 2021

	Income and expenditure reserve £000	Revaluation reserve £000	Total £000
<b>Balance at 1 August 2019</b>	<b>(90)</b>	<b>5,877</b>	<b>5,787</b>
Surplus/ (Deficit) from the income and expenditure statement	(1,950)	0	<b>(1,950)</b>
Other comprehensive income	(4,973)	1,951	<b>(3,022)</b>
Transfers between revaluation and income and expenditure reserve	225	(225)	<b>0</b>
	<u>(6,698)</u>	<u>1,726</u>	<u>(4,972)</u>
<b>Balance at 1 August 2020</b>	<b>(6,788)</b>	<b>7,603</b>	<b>815</b>
Surplus/ (Deficit) from the income and expenditure statement	(1,916)	0	<b>(1,916)</b>
Other comprehensive income	4,007	0	<b>4,007</b>
Transfers between revaluation and income and expenditure reserve	240	(240)	<b>0</b>
<b>Total comprehensive income for the year</b>	<u>2,331</u>	<u>(240)</u>	<u>2,091</u>
<b>Balance at 31 July 2021</b>	<b><u>(4,457)</u></b>	<b><u>7,363</u></b>	<b><u>2,906</u></b>

## Balance Sheet as at 31 July 2021

	Note	Year ended 31 July 2021	Year ended 31 July 2020
		£000	£000
<b>Non-current assets</b>			
Fixed assets	12	<u>38,886</u>	<u>39,914</u>
<b>Current Assets</b>			
Trade and other receivables	13	895	657
Cash and cash equivalents	14	<u>1,923</u>	<u>873</u>
Total current assets		<u>2,818</u>	1,530
<b>Less: Creditors - amounts falling due within one year</b>	15	<u>(4,358)</u>	<u>(3,228)</u>
<b>Net Current Assets/ (Liabilities)</b>		<u>(1,540)</u>	<u>(1,698)</u>
<b>Total Assets less Current Liabilities</b>		<u>37,346</u>	38,216
Less: Creditors - amounts falling due after more than one year	16	<u>(23,947)</u>	<u>(24,159)</u>
<b>Provisions</b>			
Pension provisions	17	<u>(10,493)</u>	<u>(13,242)</u>
<b>Total net assets</b>		<u>2,906</u>	<u>815</u>
<b>Unrestricted Reserves</b>			
Income and expenditure reserve - unrestricted		<u>(4,457)</u>	<u>(6,788)</u>
Revaluation reserve		<u>7,363</u>	<u>7,603</u>
<b>Total reserves</b>		<u>2,906</u>	<u>815</u>

The financial statements on pages 43 to 66 were approved by the Board of Management on 16 December 2021 and were signed on its behalf by:

**Hugh Carr**  
Regional Chair

**Joanna Campbell**  
Principal

## Statement of Cash Flows for the year ended 31 July 2021

	Year ended 31 July 2021	Year ended 31 July 2020
Note	£000	*Restated £000
<b>Cash flow from operating activities</b>		
(Deficit)/ Surplus for the period	(1,916)	(1,950)
<b>Adjustment for non-cash items</b>		
Depreciation	12 1,334	1,415
Decrease/ (increase) in debtors	(237)	42
(Decrease)/ increase in creditors	15,16 655	(486)
Increase/ (decrease) in pension provision	17 1,258	770
Increase/ (decrease) in other provisions	0	0
<b>Adjustment for investing or financing activities</b>		
Interest Payable	11 193	164
(Gain)/ loss on sale of fixed assets	12 (6)	0
<b>Net cash (Outflow)/ Inflow from operating activities</b>	<u>1,281</u>	<u>(45)</u>
<b>Cash flows from investing activities</b>		
Proceeds from sales of fixed assets	12 6	0
Payments to acquire fixed assets	12 (307)	(2,681)
Receipt of deferred capital grants	2,4,15,16 263	103
	<u>(38)</u>	<u>(2,578)</u>
<b>Cash flows from financing activities</b>		
Interest Paid	<u>(193)</u>	<u>(164)</u>
	<u>(193)</u>	<u>(164)</u>
<b>(Decrease)/ increase in cash and cash equivalents in the period</b>	<u>1,050</u>	<u>(2,787)</u>
Cash and cash equivalents at beginning of the period	873	3,660
Cash and cash equivalents at end of the period	1,923	873

\* see note 24 for details regarding the restatement to better reflect categorisation of deferred capital grant balances and interest costs.

**Notes to the Financial Statements****1. Statement of Accounting Policies**

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

**1.1 Basis of preparation**

These financial statements have been prepared in accordance with the 2019 Statement of Recommended Accounting Practice (SORP): 'Accounting in Further and Higher Education'; the Financial Reporting Standards FRS 102 and the 2020-21 Government Financial Reporting Manual (FReM) issued by the Scottish Government and in accordance with applicable Accounting Standards. They conform to the Accounts Direction and other guidance issued by the Scottish Funding Council.

The College is a public benefit entity and therefore has applied the relevant public benefit requirement of FRS 102.

The financial statements are prepared under the historical cost convention, modified by the revaluation of certain fixed assets.

The accounting policies contained in the FReM apply International Reporting Standards as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the College for the purposes of giving a true and fair view has been selected. The particular policies adopted by the College in dealing with items that are considered material to the financial statements are set out below.

**1.2 Basis of accounting**

In preparing the financial statements, the College is required to make estimates and assumptions which affect reported income, expenses, assets and liabilities. Use of available information and application of judgement are inherent in the formation of estimates, together with past experience and expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

The accounting policies have been approved by the Board of Management, and are consistent with previous years. The key areas where judgement and estimation have been applied are as follows:

**Estimate****Basis of Estimation**

Valuation of buildings

College buildings are of a specialist nature and are valued on the depreciated replacement cost basis.

Useful economic lives of buildings and equipment

Buildings are depreciated over their useful economic lives as assessed by an independent, qualified valuer. The useful life of each item of equipment is assessed by appropriately experienced senior College staff, and is based on previous experience, taking into account changes in how the asset will be used and technological advancement where relevant.

Recoverable amount of trade debtors

Trade debtors are reviewed by appropriately experienced senior College staff, with appropriate provision for potential irrecoverable balances being charged to the financial statements as required.

Obligations under the Local Government Pension Scheme

The College has relied on the assumptions made by suitably qualified Pension Scheme Actuaries, which have been reviewed and are considered to be reasonable and



**Notes to the Financial Statements (continued)****1. Statement of Accounting Policies (continued)****1.3 Recognition of income**

Income from the sale of goods or services is credited to the Statement of Comprehensive Income and Expenditure when the goods or services are supplied to the external customers or the terms of the contract have been satisfied.

Fee income is stated gross of any expenditure which is not a discount and credited to the Statement of Comprehensive Income and Expenditure over the period in which students are studying. Where the amount of the tuition fee is reduced, by a discount for prompt payment, income receivable is shown net of the discount.

All income from short-term deposits and investment income is credited to the statement of income and expenditure on a receivable basis.

The College acts as paying agent on behalf of two funding bodies - the Scottish Funding Council and the Student Awards Agency for Scotland - in the collection and payment of certain Student Support Funds. Where the College is exposed to minimal risk or enjoys minimal economic benefit related to the transaction, those funds are excluded from the income and expenditure of the College.

Where the College has more discretion in the manner in which specific funds are disbursed, and those funds do not meet the definition of agency funds, those funds are shown as College income and expenditure.

**Grant funding**

Government revenue grants including the recurrent grants from the Scottish Funding Council (SFC) are recognised in income over the periods in which the College recognises the related costs for which the grant is intended to compensate. Where part of a government grant is deferred it is recognised as deferred income within creditors and allocated between creditors due within one year and due after more than one year as appropriate.

Grants from non government sources are recognised in income when the College is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the balance sheet and released to income as the conditions are met.

**Donations and endowments**

Non exchange transactions without performance related conditions are donations and endowments. Donations and endowments with donor imposed restrictions are recognised in income when the College is entitled to the funds. Income is retained within the restricted reserve until such time that it is utilised in line with such restrictions at which point the income is released to general reserves through a reserve transfer.

Donations with no restrictions are recognised in income when the College is entitled to the funds.

Investment income and appreciation of endowments is recorded in income in the year in which it arises and as either restricted or unrestricted income according to the terms of the restriction applied to the individual endowment fund.

Four main types of donations and endowments are identified within reserves:

1. Restricted donations - the donor has specified that the donation must be used for a particular objective.
2. Unrestricted permanent endowments - the donor has specified that the fund is to be permanently invested to generate an income stream for the general benefit of the College.
3. Restricted expendable endowments - the donor has specified a particular objective other than the purchase or construction of tangible fixed assets, and the College has the power to use the capital.
4. Restricted permanent endowments - the donor has specified that the fund is to be permanently invested to generate an income stream to be applied to a particular objective.

**Capital grants**

Government capital grants are recognised in income over the expected useful life of the asset. Other capital grants are recognised in income when the College is entitled to the funds subject to any performance related conditions being met.

**Notes to the Financial Statements (continued)****1. Statement of Accounting Policies (continued)****1.4 Fixed assets**

In line with FReM all tangible assets must be carried at fair value. Where parts of a fixed asset have different useful lives, they are accounted for as separate items of fixed assets.

***Land and buildings***

Land and buildings are measured using the revaluation model. Under the revaluation model, assets are revalued to fair value. Where appropriate Depreciated Replacement cost has been used as a measure of fair value for land and buildings otherwise Market Value will be used. The College has a policy of ensuring a full revaluation takes place at least every 5 years such that the fair value is not materially different to the current value. Depreciation and impairment losses are subsequently charged on the revalued amount.

Finance costs, which are directly attributable to the construction of land and buildings, are not capitalised as part of the cost of those assets.

Costs incurred in relation to land and buildings after initial purchase or construction, and prior to valuation, are capitalised to the extent that they increase the expected future benefits to the College.

If a building is brought into use mid-way through a year the depreciation charge in the first year will be pro-rated to reflect the number of months that the asset was in use.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying amount of any fixed asset may not be recoverable.

Assets under construction are accounted for at cost, based on the value of architects' certificates and other direct costs, incurred to 31 July 2020. They are not depreciated until they are brought into use.

Freehold land is not depreciated as it is considered to have an indefinite useful life. Freehold buildings are depreciated on a straight line basis over their expected useful lives.

The expected useful life of buildings can vary from 10 to 50 years as determined by professional opinion and valuation.

***Equipment***

Equipment, including computers and software, costing less than £10,000 per individual item, unless it is part of a group of items purchased as part of a discrete project, and motor vehicles costing less than £5,000 are recognised as expenditure. All other equipment is capitalised and depreciated in accordance with the depreciation policy.

Capitalised equipment is depreciated over its useful economic life as follows:

Buildings	10 to 50 years
Fixtures and fittings	10 years
Computer equipment	3 years
Other equipment	5 years
Motor vehicles	5 years

Where equipment is brought into use mid-way through a year the depreciation charge in the first year will be prorated to reflect the number of months that the asset was in use.

Depreciation methods, useful lives and residual values are reviewed at the date of preparation of each Balance Sheet.

***Borrowing costs***

Borrowing costs are recognised as expenditure in the period in which they are incurred.

**Notes to the Financial Statements (continued)****1. Statement of Accounting Policies (continued)****1.5 Finance leases**

Leases in which the College assumes substantially all the risks and rewards of ownership of the leased asset are classified as finance leases. Leased assets acquired by way of finance lease and the corresponding lease liabilities are initially recognised at an amount equal to the lower of their fair value and the present value of the minimum lease payments at inception of the lease.

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability.

**1.6 Operating leases**

Costs in respect of operating leases are charged on a straight-line basis over the lease term. Any lease premiums or incentives are spread over the minimum lease term.

**1.7 Cash and cash equivalents**

Cash includes cash in hand, deposits repayable on demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty.

Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value.

**1.8 Taxation**

The College is an exempt charity within the meaning of the Trustee Investment and Charities (Scotland) Act 2005 and as such, is a charity within the meaning of Section 506 (1) of the Income and Corporation Taxes Act 1988. The College is recognised as a charity by HM Revenue and Customs and is recorded on the index of charities maintained by the Office of Scottish Charity Regulator. It is therefore a charity within the meaning of Para 1 of schedule 6 to the Finance Act 2010 and accordingly, the College is potentially exempt from taxation in respect of income or capital gains received within categories covered by section 478-488 of the Corporation Tax Act 2010 (CTA 2010) or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to exclusively charitable purposes.

The College receives no similar exemption in respect of Value Added Tax (VAT). Irrecoverable VAT on inputs is included in costs of such inputs. Any irrecoverable VAT allocated to fixed assets is included in their cost.

**1.9 Accounting for retirement benefits**

All new College employees have the option of joining a pension scheme. The schemes currently open to new members are the Scottish Teachers' Superannuation Scheme and the Dumfries and Galloway Council Pension Fund. Both of the schemes are defined benefit schemes, which are externally funded and contracted out of the State Second Pension (S2P).

***Scottish Teachers' Superannuation Scheme***

The Scottish Teachers' Superannuation Scheme (STSS) pension scheme provides benefits based on career average salaries. The assets of the scheme are held separately from those of the College. The STSS is a multi-employer scheme for which it is not possible to identify the assets and liabilities to College members due to the mutual nature of the scheme and therefore this scheme is accounted for as a defined contribution retirement benefit scheme.

***Dumfries and Galloway Council Pension Fund***

The Dumfries and Galloway Council Pension Fund is a pension scheme providing benefits based on career average salaries. The assets and liabilities of the scheme are held separately from those of the College.

**Notes to the Financial Statements (continued)****1. Statement of Accounting Policies (continued)****Defined Contribution Plan**

A defined contribution plan is a post-employment benefit plan under which the company pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement in the periods during which services are rendered by employees.

**Defined Benefit Plan**

Defined benefit plans are post-employment benefit plans other than defined contribution plans. Under defined benefit plans, the College's obligation is to provide the agreed benefits to current and former employees, and actuarial risk (that benefits will cost more or less than expected) and investment risk (that returns on assets set aside to fund the benefits will differ from expectations) are borne, in substance, by the College. The College should recognise a liability for its obligations under defined benefit plans net of plan assets. This net defined benefit liability is measured as the estimated amount of benefit that employees have earned in return for their service in the current and prior periods, discounted to determine its present value, less the fair value (at bid price) of plan assets. The calculation is performed by a qualified actuary using the projected unit credit method. Where the calculation results in a net asset, recognition of the asset is limited to the extent to which the College is able to recover the surplus either through reduced contributions in the future or through refunds to the extent to which the College is able to recover the surplus either through reduced contributions in the future or through refunds.

**1.10 Employment benefits**

Short term employment benefits such as salaries and compensated absences are recognised as an expense in the year in which the employees render service to the College. Any unused benefits are accrued and measured as the additional amount the College expects to pay as a result of the unused entitlement.

**1.11 Provisions, contingent liabilities and contingent assets**

Provisions are recognised in the financial statements when:

- (a) the College has a present obligation (legal or constructive) as a result of a past event;
- (b) it is probable that an outflow of economic benefits will be required to settle the obligation; and
- (c) a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability.

A contingent liability arises from a past event that gives the College a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the College. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

A contingent asset arises where an event has taken place that gives the College a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the College.

Contingent assets and liabilities are not recognised in the Balance Sheet but are disclosed in the notes.

## Notes to the Financial Statements (continued)

## 1. Statement of Accounting Policies (continued)

## 1.12 Reserves

Reserves are classified as restricted or unrestricted. Restricted endowment reserves include balances which, through endowment to the College, are held as a permanently restricted fund which the college must hold in perpetuity.

Other restricted reserves include balances where the donor has designated a specific purpose and therefore the college is restricted in the use of these funds.

	Year ended 31 July 2021 £000	Year ended 31 July 2020 £000
<b>2 SFC Grants</b>		
SFC FE recurrent grant (including fee waiver)	10,528	9,995
SFC financial sustainability funding	321	0
FE and HE childcare funds	122	167
Release of deferred capital grants	635	671
Infrastructure grant	41	220
South of Scotland Skills and Learning Network project	0	47
Other SFC grants - FE provision	164	250
<b>Total</b>	<b>11,811</b>	<b>11,350</b>
<b>3 Tuition Fees and education contracts</b>		
FE fees - UK	320	321
HE fees	635	654
SDS contracts	499	326
Education contracts	105	114
Other contracts	0	0
<b>Total</b>	<b>1,559</b>	<b>1,415</b>
<b>4 Other grant income</b>		
Release of deferred capital grants	61	87
Scottish Colleges Foundation - Revenue grant	0	70
Other capital grants	0	133
Other Government grant income	150	273
Other grants	28	38
<b>Total</b>	<b>239</b>	<b>601</b>
<b>5 Other operating income</b>		
Residences and catering	33	329
Other income-generating activities	1	7
Other income	53	99
<b>Total</b>	<b>87</b>	<b>435</b>

## Notes to the Financial Statements (continued)

	Year ended 31 July 2021	Year ended 31 July 2020
	£000	£000
<b>6 Staff costs</b>		
Wages and salaries	7,542	7,836
Social security costs	689	716
Other pension costs (including IAS 19 adjustments of £1,101k (2020 - £759k) note 20)	2,712	2,387
Total pay costs	<u>10,943</u>	<u>10,939</u>
Other employee related non-pay costs	110	57
Total staff costs excluding exceptional costs	<u>11,053</u>	<u>10,996</u>
Exceptional costs - severance costs	187	325
<b>Staff costs including exceptional costs</b>	<u><u>11,240</u></u>	<u><u>11,321</u></u>
Academic/ Teaching departments	5,797	5,745
Academic/ Teaching services	1,547	1,290
Administration and central services	2,974	3,279
Premises	486	486
Other expenditure	139	139
Catering and residences	0	0
	<u>10,943</u>	<u>10,939</u>
Exceptional costs - severance costs	187	325
Other employee related non-pay costs	110	57
<b>Total</b>	<u><u>11,240</u></u>	<u><u>11,321</u></u>

The average number of full-time equivalent employees, including higher paid employees, during the year was:

	No.	No.
Academic/ Teaching departments	85	92
Academic/ Teaching services	34	36
Administration and central services	80	100
Premises	14	14
Other expenditure	3	3
Catering and residences	0	0
<b>Total</b>	<u><u>216</u></u>	<u><u>245</u></u>

## Notes to the Financial Statements (continued)

## 6 Staff costs (continued)

The number of staff, including senior post-holders and the Principal, who received total annual emoluments (excluding pension contributions and compensation for loss of office) in the following ranges were:

	Year ended 31 July 2021	Year ended 31 July 2020
	senior post- holders	senior post- holders
£60,001 to £70,000 per annum	0	0
£70,001 to £80,000 per annum	3	1
£80,001 to £90,000 per annum	0	0
£90,001 to £100,000 per annum	1	1
	<u>4</u>	<u>2</u>

## 7 Senior post-holders' emoluments

The number of senior post-holders, including the Principal was:

2021 No.	2020 No.
<u>4</u>	<u>3</u>

Senior post-holders' emoluments are made up as follows:

	Year ended 31 July 2021	Year ended 31 July 2020
	£	£
Salaries	<b>292,343</b>	288,618
Pension contributions	<b>65,898</b>	56,089
Total emoluments	<u><b>358,241</b></u>	<u>344,707</u>

The above emoluments include amounts payable to the Principal(s) and Acting Principal who were also the highest paid senior post-holder(s), of:

	£	£
Salary (including holiday pay)	<u><b>107,649</b></u>	<u>102,910</u>
Pension contributions	<u><b>24,759</b></u>	<u>23,186</u>

The Principal and one other senior post-holder were members of the Scottish Teachers' Superannuation Scheme. Two senior post-holder was a member of the Local Government Pension Scheme. All pension contributions were paid at the same rate as for other members of staff.

The members of the Board of Management, other than the Principal, Regional Chair, and staff members, did not receive any payment from the College other than the reimbursement of travel and subsistence expenses incurred in the course of their duties. Travel expenses reimbursed to five members of the Board of Management during the year amounted to £802.

## Notes to the Financial Statements (continued)

	Year ended 31 July 2021	Year ended 31 July 2020
	£000	£000
<b>8 Other operating expenses</b>		
Teaching departments	618	579
Administration and central services	1,318	1,306
Premises costs	637	506
Planned maintenance	57	110
Agency Staff Costs	110	8
Residences and catering	111	342
	<u>2,851</u>	<u>2,851</u>
Transfer to Arms Length Foundation	0	0
<b>Total</b>	<u><u>2,851</u></u>	<u><u>2,851</u></u>
Other operating costs include:		
Auditors' remuneration		
- external audit of these financial statements	18	17
- internal audit services *	27	24
- other services	5	5
Hire of plant and machinery - operating leases	11	137
	<u>11</u>	<u>137</u>

\* Two different professional firms provide External Audit and Internal Audit services.

**9. Impact of Depreciation Budget on Statement of Comprehensive Income**

Following reclassification, colleges received a non-cash budget to cover depreciation but this additional budget is not recognised under the FE/HE SORP accounting rules. Colleges may show a deficit equivalent to net depreciation as a result of having to meet Government accounting rules and the requirement to spend the cash allocation.

Under the FE/ HE SORP, the College recorded an operating deficit of £1,922,000 for the year ended 31 July 2021. After taking account of the Government non-cash budget and non-cash pension adjustments, the College shows an 'adjusted' surplus of £22,000 on a Central Government accounting basis. The deficit is attributed to other factors reflected in the adjusted operating table at Note 10, and the College is therefore operating sustainably within its funding allocation.

	Year ended 31 July 2021	Year ended 31 July 2020
	£000	£000
(Deficit) before other gains and losses (FE/ HE SORP basis) for academic year	(1,922)	(1,950)
Add: Depreciation budget for government funded assets (net of deferred capital grant) for academic year	390	390
Operating (deficit) on Central Government accounting basis for academic year	<u><u>(1,532)</u></u>	<u><u>(1,560)</u></u>

**10. Adjusted Operating Position**

The Statement of Comprehensive Income presents the financial performance during the accounting period in accordance with the FE/ HE SORP. The adjusted operating position is intended to reflect the financial performance of the College after allowing for non-cash adjustments and other material on-off or distorting items required by the SORP. The adjusted operating position is therefore designed to smooth any volatility in reported results arising from FRS102 and also to recognise that some of the reported costs do not have an immediate cash impact on the College. This should give a better indication of the College's cash generative capacity.



## Notes to the Financial Statements (continued)

## 10. Adjusted Operating Position (continued)

	Year ended 31 July 2021 £000	Year ended 31 July 2020 £000
<b>(Deficit) before other gains and losses (FE/ HE SORP basis)</b>	<b>(1,922)</b>	<b>(1,950)</b>
<b>Add Back:</b>		
- Depreciation (net of deferred grant release) on both government funded and privately funded assets (1)	<b>638</b>	657
- Non-cash pension adjustments - Net service cost (2)	<b>1,101</b>	759
- Non-cash pension adjustments - Net interest cost (3)	<b>193</b>	164
- Non-cash pension adjustments - early retirement provision (4)	<b>12</b>	(104)
<b>Deduct:</b>		
- Non-government capital grant (5)	<b>0</b>	(133)
<b>Adjusted operating (deficit)/ surplus</b>	<b>22</b>	<b>(607)</b>

(1) Depreciation is a non-cash item and is therefore excluded when calculating the adjusted operating position.

(2) The adjustments to the pensions charge represents the non-cash element of service cost (i.e. including the present value of projected benefits resulting from employee service in the current year) less cash contributions paid.

(3) The net interest cost is the interest accumulated on the pension liability and this is offset against the current year's interest earned on pension assets. These are non-cash adjustments.

(4) The adjustment for early retirement provision represents the non-cash movement in the provision for unfunded pensions for the year.

(5) Grants have been received from non-government sources for equipment. This income is not matched by expenditure as it has been used to fund capital assets which will be depreciated over the life of the asset.

	Year ended 31 July 2021 £000	Year ended 31 July 2020 £000
<b>11 Interest payable</b>		
Net interest cost on pension liability (note 17)	<b>193</b>	164

## Notes to the Financial Statements (continued)

## 12 Tangible Fixed Assets

	Land and Buildings	Fittings and Equipment	Motor Vehicles	Assets in the Course of Construction	Total
	£000	£000	£000	£000	£000
<b>Cost or valuation</b>					
At 1 August 2020	40,109	776	94	0	40,979
Additions	170	137	0	0	307
Disposals	0	0	(30)	0	(30)
Transfers	0	0	0	0	0
(Deficit) on revaluation	0	0	0	0	0
<b>At 31 July 2021</b>	<b>40,279</b>	<b>913</b>	<b>64</b>	<b>0</b>	<b>41,256</b>
<b>Depreciation</b>					
At 1 August 2020	567	405	93	0	1,065
Provided during period	1,251	83	0	0	1,334
On disposals	0	0	(29)	0	(29)
Written-back on revaluation	0	0	0	0	0
<b>At 31 July 2021</b>	<b>1,818</b>	<b>488</b>	<b>64</b>	<b>0</b>	<b>2,370</b>
NBV at 1 August 2020	39,542	371	1	0	39,914
<b>NBV at 31 July 2021</b>	<b>38,461</b>	<b>425</b>	<b>0</b>	<b>0</b>	<b>38,886</b>
Inherited	3,079	0	0	0	3,079
Financed by capital grant	35,382	425	0	0	35,807
Other	0	0	0	0	0
<b>At 31 July 2021</b>	<b>38,461</b>	<b>425</b>	<b>0</b>	<b>0</b>	<b>38,886</b>

Land and buildings were revalued at 31st July 2020 by DM Hall, Chartered Surveyors in the capacity of independent valuer. The basis of valuation adopted was depreciated replacement cost and the valuation was made in accordance with the Royal Institution of Chartered Surveyors' Appraisal and Valuation Manual.

Inherited Land and Buildings with a net book value of £3,179,000 have been partially financed by exchequer funds. Should these assets be sold, the College may be liable, under the terms of the Financial Memorandum with the Council, to surrender the proceeds.

## Notes to the Financial Statements (continued)

**13 Debtors: Amounts falling due within one year**

	Year ended 31 July 2021 £000	Year ended 31 July 2020 £000
Trade debtors - net of provision for doubtful debts	108	110
Prepayments and accrued income	787	547
	<u>895</u>	<u>657</u>

**14 Cash and cash equivalents**

	31 July 2021 £000	31 July 2020 £000
Cash and cash equivalents	<u>1,923</u>	<u>873</u>

The College receives certain Scottish Funding Council grants on an agency basis. The funds are available solely for students and the College acts only as paying agent. The funds held in trust are reflected on the balance sheet as both cash and a current liability.

Agency funds of £856,000 are included in the cash and cash equivalents at the year end.

**15 Creditors: Amounts falling due within one year**

	Year ended 31 July 2021 £000	Year ended 31 July 2020 £000
Trade creditors	12	98
VAT	2	7
Other taxation and social security	176	190
Pension	185	186
Accruals and deferred income	2,406	1,665
Deferred capital grants	721	906
Bursaries and Access funds for future disbursement (note 14)	856	176
	<u>4,358</u>	<u>3,228</u>

## Notes to the Financial Statements (continued)

## 16 Creditors: Amounts falling due after more than one year

	Year ended 31 July 2020	Year ended 31 July 2021
	£000	£000
Deferred capital grants	24,159	<u>23,947</u>

Deferred capital grants to be released within one year are included within current creditors, and the balance of deferred capital grants within long term creditors at note 15 in accordance with the requirements of FRS 102 and the 2019 SORP.

## 17 Provisions for liabilities and charges

	Early Retirement pension costs	Defined Pension obligations	2020-21 Total	2019-20 Total
At 1 August 2020	585	12,657	<b>13,242</b>	7,499
Expenditure in the period	(48)	(773)	<b>(821)</b>	(811)
Additional provision required in period	12	1,874	<b>1,886</b>	1,417
Revaluation adjustment	0	(4,007)	<b>(4,007)</b>	4,973
Interest charged	8	185	<b>193</b>	164
<b>At 31 July 2021</b>	<u>557</u>	<u>9,936</u>	<u><b>10,493</b></u>	<u>13,242</u>

The Early Retirement pension costs provision has been revalued by Hymans Robertson LLP.

## 18 Lease obligations

	Year ended 31 July 2021	Year ended 31 July 2020
	£000	£000
Total rentals under operating leases for equipment and vehicles are as follows:		
Payable during the period	<u>11</u>	<u>80</u>
Future minimum lease payments due:		
- Not later than 1 year	15	65
- Later than 1 year and not later than 5 years	45	2
Total lease payments due	<u>60</u>	<u>67</u>

## Notes to the Financial Statements (continued)

## 19 Pensions and similar obligations

The College's employees belong to two principal pension schemes, the Scottish Teachers Superannuation Scheme (STSS) which is administered by the Scottish Public Pensions Agency and the Local Government Pension Scheme (LGPS) - The Dumfries and Galloway Council Pension Fund.

The total pension costs for the institution was :

	<b>12 months to July 2021</b>	12 months to July 2020
	<b>£000</b>	£000
Contribution to STSS	<b>863</b>	873
Contribution to LGPS	<b>744</b>	758
Pension costs as a result of implementing FRS 102	<b>1,286</b>	911
Total pension cost	<b>2,893</b>	2,542

Employer contribution rates during the period were:

STSS - 17.2% to 31 August 2019

- 23% from 1 September 2019

LGPS - 21.2% from April 2018

**The Scottish Teachers Superannuation Scheme**

Dumfries and Galloway College participates in the Scottish Teachers' Pension Scheme. The scheme is an unfunded statutory public service pension scheme with benefits underwritten by the UK Government. The scheme is financed by payments from employers and from those current employees who are members of the scheme and paying contributions at progressively higher marginal rates based on pensionable pay, as specified in the regulations. The rate of employer contributions is set with reference to a funding valuation undertaken by the scheme actuary. The last four-yearly valuation was undertaken as at 31 March 2016. This valuation informed an increase in the employer contribution rate from 17.2% to 23.0% of pensionable pay from September 2019 and an anticipated yield of 9.4% employees contributions.

Dumfries and Galloway College has no liability for other employers' obligations to the multi-employer scheme.

As the scheme is unfunded there can be no deficit or surplus to distribute on the wind-up of the scheme or withdrawal from the scheme.

The scheme is an unfunded multi-employer defined benefit scheme.

It is accepted that the scheme can be treated for accounting purposes as a defined contribution scheme in circumstances where Dumfries and Galloway College is unable to identify its share of the underlying assets and liabilities of the scheme.

The employer contribution rate for the period from 1 April 2019 is 17.2% increasing from 1 September to 23% of pensionable pay. The employee rate applied is variable and is anticipated to provide a yield of 9.4% of pensionable pay.

While a valuation was carried out as at 31 March 2016, it is not possible to say what deficit or surplus may affect future contributions. Work on the valuation was suspended by the UK Government pending the decision from the Court of Appeal (McCloud (Judiciary scheme)/ Sargeant (Firefighters scheme) cases) that held that the transitional protections provided as part of the 2015 reforms was unlawfully discriminated on the grounds of age. Following consultation and an announcement in February 2021 on proposals to remedy the discrimination, the UK Government confirmed that the cost control element of the 2016 valuations could be completed. The UK Government has also asked the Government Actuary to review whether, and to what extent, the cost control mechanism is meeting its original objectives. The 2020 actuarial valuations will take the report's findings into account. The interim report is complete (restricted) and is currently being finalised with a consultation. Alongside these announcements, the UK Government confirmed that current employer contribution rates would stay in force until 1 April 2024.

**Notes to the Financial Statements (continued)****19 Pensions and similar obligations (continued)****The Scottish Teachers Superannuation Scheme (continued)**

Dumfries and Galloway College's level of participation in the scheme is 0.154% based on the proportion of employers' contributions paid in 2019-20.

**The Local Government Pension Scheme (LGPS)**

The LGPS is a defined benefit scheme, with the assets held in separate trustee administered funds.

The triennial valuation of the Dumfries and Galloway Council Pension Fund was carried out as at 31 March 2017 by Hymans Robertson LLP. The valuation for Dumfries and Galloway College's participation in the Dumfries and Galloway Council Pension Fund was updated by Hymans Robertson as at 31 July 2020.

Following the revaluation of the Dumfries and Galloway Council pension fund at 31 March 2017, the actuary determined that the funding level for Dumfries and Galloway College's element of the fund has increased from 98% as at 31 March 2014 to 102% as at 31 March 2017. The proposed employer rate has been derived using a risk based approach, taking into account the employers' perceived risk to the Fund and the time horizon over which funding takes place as well as the cost of the build up of pension by current active members and the actuarially calculated funding level. For 2019-20 the actuary has proposed an employer contribution rate for Dumfries and Galloway College of 21.2% of pensionable pay. This consists of a rate of 22.4% for benefits going forward less an allowance of 1.2% to utilise the surplus.

Employer contribution rates applied previously were as follows:

2015-16 - 20.3% of pensionable pay plus £23,000

2016-17 - 20.3% of pensionable pay plus £24,000

2017-18 - 20.3% of pensionable pay plus £25,000

And from 2018-19 - 21.2% of pensionable pay as noted above.

**Assumptions**

Principal actuarial assumptions (expressed as weighted averages) at the year end were as follows:

	As at 31/07/21	As at 31/07/20
	%	%
Discount rate	<b>1.60%</b>	1.40%
Future salary increases	<b>3.65%</b>	2.90%
Inflation/ pension rate increase	<b>2.85%</b>	2.20%

Life expectancy is based on the Fund's Vita Curves with improvements in line with the CMI 2016 model with an allowance for smoothing of recent mortality experience and long term rate of 1.25% p.a.. Based on these assumptions, the average future life expectancies at age 65 are summarised below.

- Current pensioner aged 65: 20.8 years (male), 23.3 years (female).
- Future retiree upon reaching 65: 21.9 years (male), 25.3 years (female).

An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for pre-April 2009 service and 75% of the maximum tax-free cash for post-April 2009 service.

**Scheme assets and expected rate of return for LGPS**

The overall expected rate of return is calculated by weighting the individual rates in accordance with the anticipated balance in the plan's investment portfolio.

## Notes to the Financial Statements (continued)

## 19 Pensions and similar obligations (continued)

The fair value of the plan assets and return on those assets were as follows:

	Year ended 31 July 2021 Fair value £000	Year ended 31 July 2020 Fair value £000	Year ended 31 July 2019 Fair value £000
Equities	19,240	15,902	17,991
Corporate bonds	4,878	4,609	3,551
Property	2,981	2,304	2,130
Other	0	231	0
	<b>27,099</b>	<b>23,046</b>	<b>23,672</b>
Actual return on plan assets	<b>3,973</b>	<b>(1,605)</b>	<b>229</b>

The analysis of the amounts charged to the Statement of Comprehensive Income (SOI) is as follows:

	Year ended 31 July 2021 £000	Year ended 31 July 2020 £000
<b>Charged to staff costs:</b>		
Current service cost	(1,844)	(1,689)
Past service costs	(30)	168
<b>Total charged to staff costs</b>	<b>(1,874)</b>	<b>(1,521)</b>
<b>Credit/ charge for net return on pension scheme:</b>		
Interest income	325	502
Interest cost	(510)	(654)
<b>Net interest charged</b>	<b>(185)</b>	<b>(152)</b>
<b>Credit/ charge to other comprehensive income:</b>		
Return on assets	3,973	(1,605)
Other experience	1,704	131
Gains and losses on changes in financial assumptions	(3,244)	(3,499)
Changes in demographic assumptions	1,574	0
<b>Actuarial Gain/ (Loss)</b>	<b>4,007</b>	<b>(4,973)</b>
<b>Total charge to the SOI</b>	<b>1,948</b>	<b>(6,646)</b>
<b>Analysis of the movement in deficit during the year:</b>		
Deficit in scheme at start of year	(12,657)	(6,773)
Service costs	(1,874)	(1,521)
Employers contributions	773	762
Net interest costs	(185)	(152)
Actuarial gain/ (loss)	4,007	(4,973)
<b>Deficit in scheme at end of year</b>	<b>(9,936)</b>	<b>(12,657)</b>

## Notes to the Financial Statements (continued)

**20 Related Party Transactions**

The Board of Management of Dumfries and Galloway College is a body incorporated under the Further and Higher Education (Scotland) Act 1992 and is funded by the Scottish Funding Council (SFC).

SFC and the Scottish Executive Enterprise and Lifelong Learning Department (SEELLD) are regarded as related parties. During the year Dumfries and Galloway College had various material transactions with these bodies and with other entities for which they are either the Funding Council or are regarded as the sponsor Department, e.g. Student Awards Agency for Scotland, and a number of other colleges and higher education institutions including the Local Authority, Dumfries and Galloway Council.

Due to the nature of the College's operations and the composition of its Board of Management being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the Board of Management may have an interest. All transactions involving organisations in which a member of the Board of Management may have a material interest are conducted at arm's length and in accordance with normal project and procurement procedures.

During the year under review, the College had no transactions with non-public bodies in which a member of the Board of Management has an interest and which, in aggregate, exceeded £5,000 except as disclosed below.

The College had transactions during the year, or worked in partnership with, the following publicly funded or representative bodies or companies in which members of the Board of Management hold, or held, official positions.

<b>Member</b>	<b>Organisation</b>	<b>Position</b>
E. Black	Eco Group	Director
J. Brennan	Crichton Foundation	Appointed Trustee
G. Brydson	Dumfries and Galloway Council	Director, Skills Education and Learning
H. Carr	Dumfries and Galloway Housing Partnership Colleges Scotland	Director of Finance Board Member
K. McGahan	William Waugh & Sons (Builders) Ltd	Joint Managing Director

The Crichton Foundation has previously provided grant funding towards the Henry Duncan building, which forms part of the Crichton Campus. Invoices amounting to £3,375 were issued to The Crichton Foundation during 2020-21 for training, and grants amounting to £7,546 were paid out to students during the year. No balances were due to or from the Crichton Foundation at 31 July 2021.

The College purchased goods and services amounting to £1,667 from the Eco Group during the year ended 31 July 2021. No balances were due to Eco Group from the College at 31 July 2021.

The College provided training for Dumfries and Galloway Council during the year ended 31 July 2021. Invoices to Dumfries and Galloway Council amounted to £2,695. No balances were due to the College from Dumfries and Galloway Council at 31 July 2021.

The College purchased goods and services amounting to £86,330 from Dumfries and Galloway Council during the year ended 31 July 2021 in addition to rates payments of £133,756. No balances were due to Dumfries and Galloway Council from the College at 31 July 2021.

Payments to the Dumfries and Galloway Council Pension Fund are detailed in note 20, and amount to £734,850 for the year ended 31 July 2021.



## Notes to the Financial Statements (continued)

## 20 Related Party Transactions (continued)

The College provided training for Dumfries and Galloway Housing Partnership during the year ended 31 July 2021. Invoices to Dumfries and Galloway Housing Partnership amounted to £3,029. No balances were due to the College from Dumfries and Galloway Housing Partnership at 31 July 2021.

No transactions took place with William Waugh & Sons (Builders) Ltd during the year ended 31 July 2021.

The members of the Board of Management, other than the Principal, Regional College Chair, and staff members, did not receive any payment from the College other than the reimbursement of travel and subsistence expenses incurred in the course of their duties. Travel expenses reimbursed to five members of the Board of Management during the year amounted to £1,990.

Remuneration of the Executive Management Team is set out in note 7.

## 21 FE Bursaries and other Student Support Funds

	£t			Year ended 31	Year ended
	Bursary	EMA's	Other	July 2021	31 July 2020
	£000	£000	£000	£000	£000
<b>Balance brought forward</b>	119	0	40	<b>159</b>	109
Allocation received in year (including interest)	2,429	130	321	<b>2,880</b>	2,598
	<u>2,548</u>	<u>130</u>	<u>361</u>	<b>3,039</b>	2,707
Expenditure	(2,037)	(130)	(170)	<b>(2,337)</b>	(2,581)
Repayable to Funding Council as Clawback	(14)	0	(21)	<b>(35)</b>	0
College Contribution to funds	0	0	0	<b>0</b>	0
Virements	0	0	0	<b>0</b>	33
<b>Balance Carried forward</b>	<b>497</b>	<b>0</b>	<b>170</b>	<b>667</b>	159
<b>Represented by:</b>					
Repayable to Funding Council as Clawback	394	0	120	<b>514</b>	16
Retained by College for Students	103	0	50	<b>153</b>	143
	<u>497</u>	<u>0</u>	<u>170</u>	<b>667</b>	159

The student support grants detailed above are available solely for students, the College acting only as paying agent. The grants and related disbursements are therefore excluded from the Statement of Comprehensive Income.

## 22 FE and HE Childcare Funds

	Year ended 31	Year ended
	July 2021	31 July 2020
	£000	£000
<b>Balance brought forward</b>	<b>0</b>	42
Allocation received in year	<b>200</b>	200
	<u>200</u>	242
Expenditure	<b>(122)</b>	(167)
Repayable to Funding Council as Clawback	<b>(78)</b>	(42)
Virements	<b>0</b>	(33)
<b>Balance Carried forward</b>	<b>0</b>	0

**22 FE and HE Childcare Funds (continued)**

	Year ended 31 July 2021 £000	Year ended 31 July 2020 £000
<b>Represented by:</b>		
Repayable to Funding Council as Clawback	78	0
Retained by College for Students	0	0
	<u>78</u>	<u>0</u>

Childcare Fund transactions are included within College Income & Expenditure in accordance with accounts direction from SFC, as the College has more discretion in the manner in which these funds are disbursed.

**23 Capital Commitments**

Provision has not been made for the following capital commitments at 31 July 2021:

	Year ended 31 July 2021 £000	Year ended 31 July 2020 £000
Commitments contracted for	<u>0</u>	<u>0</u>

**24 Restatement of comparative figures**

A disclosure change to the Cash Flow statement has been identified and the comparative figures for the year ended 31 July 2020 have been restated to better reflect categorisation of deferred capital grant balances and interest costs.

**Accounts direction for Scotland's colleges 2020-21**

- 1 It is the Scottish Funding Council's direction that institutions comply with the 2019 Statement of Recommended Practice: Accounting for Further and Higher Education (SORP) in preparing their annual report and accounts.
- 2 Institutions must comply with the accounts direction in the preparation of their annual report and accounts in accordance with the Financial Memorandum with the Scottish Funding Council (SFC) or the Regional Strategic Body (RSB) (for assigned colleges).
- 3 Incorporated colleges and Glasgow Colleges' Regional Board are also required to comply with the Government Financial Reporting Manual 2020-21 (FRM) where applicable.
- 4 Incorporated colleges and Glasgow Colleges' Regional Board are reminded that they must send two copies of their annual report and accounts to the Auditor General for Scotland by 31 December 2021.
- 5 The annual report and accounts should be signed by the chief executive officer / Executive Director and by the chair, or one other member of the governing body.
- 6 Incorporated colleges and Glasgow Colleges' Regional Board should reproduce this Direction as an appendix to the annual report and accounts.

Scottish Funding Council  
3 June 2021