

Date: 6 June 2017

Time: 10:30am

Room: Stranraer

A G E N D A

**Presented
by**

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|-----|---|------------|----|
| 1 | Welcome and Apologies for Absence | | BJ |
| 2 | Declaration of Interest | | BJ |
| 3 | Minute of Meeting of 7 March 2017 | (attached) | BJ |
| 4 | Matters Arising | | |
| 4.1 | Learner Journey Marketing Campaign | (verbal) | CT |
| 4.2 | Committee Membership Update | (attached) | AW |
| 4.3 | Academic Structure Update & Voluntary Severance Scheme Update | (attached) | CT |
| 4.4 | Student Engagement and Student Association | (verbal) | BJ |
| 4.5 | Senior Independent Member Report | (attached) | DH |

Matters for decision

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|-----|--|------------|----|
| 5 | National Bargaining Update | (attached) | CT |
| 6 | Strategic Risk Register | | |
| 6.1 | Strategic Risk Register - Approved by Audit Committee on 15 May 2017 | (attached) | CT |
| 6.2 | Updated Strategic Risk Register - as at 26 May 2017 | (attached) | CT |
| 7 | College Funding Allocation | (attached) | CT |
| 8 | 2017-18 Budget | (attached) | CT |
| 9 | Stranraer Strategy Update | (attached) | CT |

Matters for discussion

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|----|-------------------------------------|------------|----|
| 10 | Regional Chair's Report | (attached) | BJ |
| 11 | Principal's Report | (attached) | CT |
| 12 | Students' Association Update Report | (attached) | CT |
| 13 | Key Performance Indicators 2016-17 | (attached) | CT |
| 14 | Agenda items for next board meeting | (verbal) | BJ |

Matters for information

- | | | |
|------|--|------------|
| 15 | Student Satisfaction and Engagement Survey 2015-16 | (attached) |
| 16 | Employee Engagement Survey | (attached) |
| 17 | Approved Committee Minutes | |
| 17.1 | Audit Committee of 21 February 2017 | (attached) |
| 17.2 | Learning & Teaching Committee of 28 February 2017 | (attached) |

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|------|--|------------|
| 17.3 | Finance & General Purposes Committee of 29 November 2016 | (attached) |
| 17.4 | Finance & General Purposes Committee of 14 March 2017 | (attached) |
| 17.5 | Board Development Committee of 18 October 2016 | (attached) |
| 17.6 | Remuneration Committee 5 April 2016 | (attached) |
| 18 | Decision re: Approval of New Board Member | |
| 19 | Any Other Business | |
| 20 | Date and Time of Next Meeting | |

Board Meeting – Tuesday 10th October @ 2pm

Stranraer Graduation – Thursday 15th June 2017

Dumfries Graduation Ceremony - Wednesday 23rd August 2017

Minute of meeting of the Board of Management of Dumfries and Galloway College held on Tuesday 6 June 2017 at 2 pm in Room G31 of the Stranraer campus

Present:

Brian Johnstone (Chair)	
Delia Holland	Pat Kirby
Carol Turnbull	Janet Brennan
Stuart Martin	Kenny Henry
Ros Francis	Emma Curtis (item 1 only)
John Henderson	Naomi Johnson
Rob Orr	Robbie Thomas (Observer)
Robert Higgins (Observer)	

In attendance: Helen Pedley, Director of Organisational Development and Facilities
Ann Walsh, Secretary to the Board of Management

Minute Taker: Heather Tinning, Executive Team Assistant

1 Welcome and Apologies for Absence

The Chair welcomed all to the meeting, in particular Robbie Thomas as an Observer at this stage, Robert Higgins (Vice-Chair of D&GHP) as an observer and Ann Walsh, Secretary to the Board, attending her first Board of Management meeting.

Apologies for absence were intimated on behalf of Ian White, Barry Graham, Hugh Carr, Vice Principal Andy Wright and new Vice Principal Andy Glen.

The Secretary to the Board confirmed the meeting was quorate with enough members present to allow decisions to be made.

The Chair advised that Student Association Vice President Emma Curtis was currently on sick leave, however she wanted to attend her last Board Meeting to thank Members for their support during her term in office and therefore had kindly made a special effort to attend. On behalf of the Board, the Chair thanked Emma for her enthusiastic contribution and attendance at the Board Meetings. Members agreed that it was important to hear the student voice and wished Emma well for the future.

(Emma Curtis left the meeting)

The Chair welcomed introductions round the table and asked Members to briefly share with the meeting one issue which they were passionate about before discussions commenced.

2 Declaration of Interest

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

3 Minute of Meeting of 7 March 2017

The Minute of the Board of Management meeting held on 7th March 2017 was approved.

4 Matters Arising

4.1 Learner Journey Marketing Campaigns

The Principal advised that a meeting arranged with herself and Barry Graham to discuss Parent Engagement did not take place. Moving forward the meeting will be re-scheduled to progress discussions. The Principal reported on a Planning for your Future event arranged for next week, to be led by Crichton Campus Leadership Group (CCLG) specifically for school pupils, many of the sessions being held in the college.

Action: The Principal to report on meeting with Barry Graham at next meeting

4.2 Committee Membership Update

The Secretary to the Board spoke to the revised Summary of Board Committee members and the Chair thanked new Board members for joining some of the Committees and advised that Board members are welcome to attend any of the Committee meetings. Following discussion in terms of the small number of members making up the Grievance and Appeals Committee, Janet Brennan and Karen McGahan volunteered to join the committee to ensure a sufficient quorum, should any members not be able to attend a meeting.

Decision: Board Members approved the new Membership of the Grievance and Appeals Committee

Action: The Board Secretary to circulate an amended version of the Board Committee Membership to Members

4.3 Academic Structure Update and Voluntary Severance Scheme Update

The Principal provided an update on the Academic Structure, now consisting of:

- Three Vice Principals
- Two Heads of Curriculum
- Eight Curriculum Managers
- One Stranraer Campus Manager

The Principal advised a proposal had been approved at a previous Board Meeting to consider a new structure, and also approve the opening of the Voluntary Severance Scheme at the same time.

In terms of the Voluntary Severance Scheme, the Director of Organisational Development and Facilities advised that there were twenty-seven formal requests, with three curriculum leaders, ten support staff and one lecturer staff approved for the Scheme and no compulsory redundancies. Some staff that had applied for the VSS, were declined on the basis that their position would need to be replaced on a like for like basis. Following advice from the Scottish Funding Council, a budget of up to £278,000 Depreciation money was identified to fund the Scheme. The total redundancy costs have come in under that amount, at £251,847, with £104,564 savings to re-invest elsewhere and go towards funding some of the operational plan requests that were put forward.

A Curriculum Development Advisor has been employed to advise on potential future curriculum pathways to inform the future shape of the Stranraer Campus role. The position of Stranraer Campus Manager will be advertised following the completion of this. In terms of the Creative Industries role, Interviews are taking place on Friday 9th June. In answer to a question with regards responsibilities for the Two Heads of Curriculum, the Principal advised that June Holland will be responsible for Access and Inclusion and Janet Weir will have responsibility for Attainment and Progression, along with other cross-college roles.

(At this point, the Chair asked members to acknowledge the minute silence to remember victims and relatives in the recent London Attacks)

The Principal advised that all staff are now aware of the new Academic Structure. The updated structure will be added to the college website and AdminNet for information. Throughout the process, the Principal advised that she and the Director of Organisational Development and Facilities had met with Union representatives regularly. In terms of the Executive Team and Point of Contact for each committee, the Principal advised that the only changes are:

- Finance & General Purposes Committee – Director of Organisational Development and Facilities
- Learning and Teaching Committee – Vice Principal Learning and Skills and Vice Principal Performance and Planning

In terms of the new Curriculum Managers, the Principal advised that staff development will be put in place to support this new role going forward, including Psychometric Testing and a bespoke development plan. Members discussed the proposal to provide mentor support for individual Curriculum Managers.

Decision: The Board Members agreed in principle to act as a mentor support for the new Curriculum Managers

Action: The Principal and the Director of Organisational Development and Facilities to prepare a more detailed paper to bring back to the next Board meeting

The Chair thanked the Principal and the Director of Organisational Development and Facilities for their update.

4.4 Student Engagement and Student Association

The Chair reported that following discussion at the last Board meeting, members agreed to establish a sub group to look at the Staff Association contribution to the Board. This group has been formed, to include the Chair, Vice Chair, Barry Graham and Pat Kirby. The group has met and agreed action points to take forward. The second meeting of the sub group will be arranged for August. The Chair reported on a meeting with the Principal, Vice Principal, Quality Manager and Student Engagement Officer to progress better links with the class reps and to review support for the two new Student Association Members.

The Principal confirmed that following the elections the new Student Association President and Student Association Vice President commence their positions from 1st July 2017. Meetings will be arranged with the Board Chair and Vice Chair to look at an induction programme. Documents including the Student Association's Constitution and Development Framework will be included at the next Learning and Teaching Committee Meeting and the next Board Meeting.

Actions: The Principal advised that Documents including the Student Association's Constitution and Development Framework will be included at the next Learning and Teaching Committee Meeting and the next Board Meeting

The Chair advised that a full report from the sub group findings will be provided for the next Learning and Teaching Committee meeting and the next Board meeting

4.5 Senior Independent Member (SIM) Report

At the last Board meeting it was agreed to bring discussion back to the Board for a decision regarding the SIM role. The Vice Chair reported on the importance of this role. The Chair had previously welcomed all Board Members to come forward for the role as the SIM. Members agreed that Delia Holland should be the nominated SIM for the College.

Decision: The Vice Chair, Delia Holland, to continue as the Senior Independent Member, length of term, one year

5 National Bargaining Update

The Director of Organisational Development and Facilities tabled a paper for information and discussion. The purpose being to provide the Board with a summary of the potential costs of the recent pay negotiations with EIS in line with ongoing discussions regarding terms and conditions, as part of National Bargaining.

Strike action has been postponed pending the outcome of ongoing discussions and a national Working Group has been set up to discuss a common set of terms and conditions. If all of the current proposals were to be agreed, the annual cost impact on the college will be £651,294 by the end of a three-year migration period. In addition to this a further cost of £157,302 would be required to cover the cost of reduced class contact time (will be one hour per full time equivalent lecturer, if agreed).

Members agreed this is a real concern for us as a smaller college. At present, no indication has been given from the Scottish Government that costs will be funded. Although Scottish Government are committed to working with the Sector, they will also be expecting efficiencies to assist in funding the gap. The Principal reported that following a meeting with John Swinney, the Employers Association have asked for some firm commitment regarding funding of the additional costs.

The Director of Organisational Development and Facilities advised that Support Staff negotiations are now ongoing. Part of the discussions are around harmonisation across the sector which may incur additional costs.

The Chair thanked all in the college, on behalf of the Board, for keeping the college open whilst strikes were ongoing.

6 Strategic Risk Register

6.1 Strategic Risk Register – approved 15th May 2017

Updated Strategic Risk Register – 25th May 2017

The Principal spoke to the Strategic Risk Register, approved on 15th May 2017 at the Audit Committee and the Strategic Risk Register discussed at Executive Management Team meeting on 25th May 2017, advising that the Risk Register is reviewed at EMT meetings and updated as deemed necessary. Following discussions members approved the Updated Strategic Risk Register.

The Chair thanked the Principal for the update

7 College Funding Allocation

The Principal reported that the college has received the final allocation of the Grant Funding for 2017/18. She advised that we have an increase in our credit activity which has to be used to support additional childcare activity, and have been working closely with Education Services in terms of their needs going forward. As a result, there are additional HN level student places for the college to train.

Members noted the final allocation of funding.

8 2017-18 Budget

The Principal spoke to the report on the 2017-18 budget. John Henderson, Chair of the Finance and General Purposes Committee advised that at this present time with the cost and funding implications of pay negotiations still uncertain, the Committee were uncomfortable

recommending a budget deficit to the Board, but in the current circumstances there appeared to be no alternative, therefore following discussion at the last F&GP committee meeting, members recommended the 2017-18 Draft Budget for approval by the Board, with a caveat to aim for a balanced budget.

During discussion on the budget and concerns over the budget showing a deficit, the Principal advised that the deficit is linked to migration costs on the assumption that we will not receive additional funding. The Principal asked members to note that the figures shown are based on the worst case scenario with an aim to move towards a balanced budget. In terms of Commercial Income, we have increased the target for Commercial Income for next year, target of which is included in our Regional Outcome Agreement.

The Principal advised that the money in the ALF fund will be used for the Stranraer Engineering Equipment as the current equipment is becoming out of date.

Action: A summary on opportunities for Commercial Income to be brought to the next Board meeting

9 Stranraer Strategy Update

The Principal spoke to the report which had been issued, advising that Eva Milroy has been appointed as Curriculum Development Advisor to look at Employers needs and demands and provision in this area, meeting with key local authority staff, DYW and Schools. Eva has built up a network in terms of Employers, having previously worked in college on a South of Scotland business project. In answer to a question on the Windfarm, the Principal advised that discussion is still ongoing. Wind Turbine courses have taken place in college, although job opportunities are quite low. We have also worked with a number of Developers including Lebrax who have verbally committed approximately £200,000. The Chair and the Principal have also met with the Stranraer Waterfront developer.

Actions: The Job Description to be circulated to Members for information

A Draft Strategy for Stranraer, and a report on findings will be brought to the next Board meeting

10 Regional Chair's Report

The Chair spoke to the report which had been issued, on recent activity and meetings that he had attended, focusing on the Enterprise and Skills Review and Learner Journey. In terms of the Enterprise and Skills Review, the college is a key part of the skills agenda. Phase 3 of the Review will continue over the summer. With regard to the Learner Journey, the Chair reported on the recent Event held at the College with Scottish Government on the Learner Journey, in terms of awareness of pupils at school level, options and parent input. The Chair advised that Pat Shearer has been appointed by the Local Authority to consult with Stakeholders on the Bridge learning hub. The Chair and the Principal have met with Mr Shearer to discuss the Bridge moving forward. The Chair had suggested that a group, including college representation, be formed to specifically take forward governance of the new institution. The Chair advised that he had recently been appointed as a Board Member of the CDN Board.

11 Principal's Report

The Principal spoke to the report which had been issued, advising that a lot of time had recently been spent on National Bargaining discussions. She asked that we formally note thanks to the Director of Organisational Development and Facilities, who has also spent a lot of time involved in the discussions. Both the Principal and the Director of Organisational Development and Facilities are the college representatives on the Employers' Association.

The Principal reported on key activities that she had been involved in, including the restructure which is now complete. The Principal attended a recent meeting with the UWS, who are still

reviewing their portfolio, and advised that UWS are to discuss options on Partnership and Co-location at their Executive meetings.

The Principal advised that the new Vice Principal for Performance and Planning, Andy Glen, had started on 29th May. He is focusing on developing the new Quality Framework and is a key link with the Learning and Teaching Committee going forward. Following the changes in the Management Team, the Principal advised that she would maintain responsibility for the Regional Outcome Agreement and Strategic Risk Register in the meantime.

The Chair thanked the Principal and the Director of Organisational Development and Facilities for their commitment and hard work during this time.

12 Students' Association Update Report

The Principal reported that a new Student Association President and Vice President had been appointed. Leah Thomas, a student of the college, has been appointed as a full-time paid President, and new Vice President is student Tony Conlon. Both Leah and Tony have been invited to attend the Board Development day on 4th July. Moving forward we will look at development for both Student Association Members, to assist with their roles.

The Chair thanked the Principal for the Update provided on behalf of the Student Association

13 Key Performance Indicators 2016-17

The Principal spoke to the report which had been issued, advising that the College is on course to achieve its credit activity target for 2016-17 and no clawback is anticipated. In answer to a question on reaching our target, the Principal advised that the Heads of Faculties looked at where we could deliver courses that would be eligible.

Members discussed the retention figures, and the work being undertaken to improve them. The college does not have a selection process for courses and therefore has a wide range of students undertaking courses, this can make it more difficult to achieve retention targets. Staff are aware of the targets and work towards achieving them. An example is by introducing a new course this year, Level 3 Passport to College, from October.

Following the last Education Scotland review, the Principal spoke of the four Short Life Working Groups that were set up, of which some Board Members had taken part in the discussions. The Principal advised that the work of these groups is complete, with only some actions regarding induction to take place at the beginning of the next session. A final report will be provided to the Learning and Teaching Committee, and also at the next Board meeting.

Action: A revised Learning and Teaching Strategy and reports noted above, to be prepared for the next Learning and Teaching Committee meeting and the next Board meeting

14 Agenda items for next board meeting

The Chair asked members to consider additional Agenda items for the next Board meeting. Key Messages/Key Facts will be brought to the next meeting arranged for 15th October. The Chair advised that another joint meeting with Borders College will be organised and a date confirmed with members. The Deputy Director of Scottish Government, Paul Smart, will be invited.

Action: Members to forward items for inclusion on the Agenda for 10th October to the Chair or Secretary to the Board

15 Student Satisfaction and Engagement Survey 2015-16

The Principal spoke to the Student Satisfaction and Engagement Survey 2015-16 which had been issued, advising that the college had benchmarked favourably with the sector. Following better alignment of the Student Association, look to encourage more engagement. Members noted a high level of satisfaction in the results.

The Chair thanked the Principal for the Update.

16 Employee Engagement Survey

The Principal spoke to the Employee Engagement Survey, which had been discussed at the Human Resources Committee. Some of the issues around the structure in terms of Leadership and Direction, formed part of the rationale behind the revised curriculum structure. The survey is undertaken every 2-years, and the next survey will be monitored through the HR Committee.

Members found that the statement “50% confirmed that they understood the role of the Board of Management with 20% disagreeing” was disappointing. The Chair advised that he will attend the All Staff Session on 24th August to provide an overview of the Board of Management.

With regards to Areas of Development, the Principal advised that Short Life Working Groups have been set up to look at this. In terms of Quality Improvement, the Principal advised that we will be moving forward with the Self Evaluation Process. John Bowditch, Education Scotland attended yesterday to sit in on Self Evaluation meetings.

The Chair thanked the Principal for the Update.

17 Approved Committee Minutes

17.1 Audit Committee of 21 February 2017

Stuart Martin, member of the Audit Committee, reported that Scott Moncrieff were appointed to undertake the Audit for the College and that the new Auditors attended the last meeting. The Audit Fee has been fixed, with an increase of 13.8% from 2015/16. Audit Members advised that the Quality of the Internal Reports prepared for the Audit Committee Meetings were outstanding.

17.2 Learning and Teaching Committee of 28 February 2017 (draft)

The Chair of the Committee, Delia Holland, advised that the Minute had now been approved at the Committee meeting on 30th May 2017. An agreement to defer actions on the Committee remit, to be taken forward at a later date. Two new Board Members have joined the Committee, Naomi Johnson and Rob Orr and attended their first meeting on 30th May. At that meeting the Heads of Faculties presented their draft 2018-2023 Curriculum Plans on areas of development and shrinkage.

Action: The Principal to prepare a summary on the draft 5-year Curriculum Plans for the Board

17.3 Finance and General Purposes Committee of 29 November 2016

17.4 Finance and General Purposes Committee of 14 March 2017

The Chair of the Committee, John Henderson, reported on the area of concern over the budget as previously discussed. In terms of the Catherinefield funds, the Principal advised that the funds were used for Op Planning Purposes. Some requisitions have been funded from Teams in terms of Op Planning, i.e. Stranraer Heating System.

17.5 Board Development Committee of 18 October 2016

The Chair reported that recruitment of new Board Members had been very successful. A Development Event has been arranged for 4th July, to review the Development Plans for 2016/17 and to start formulating the plan for 2017/18. Members discussed the value in the Board getting

together outwith the College. The Chair advised that this will be continued and another date will be arranged for a Social event.

17.6 Remuneration Committee of 5 April 2016

The Chair advised that no meeting had taken place since the 5th April 2016. Another meeting has not been arranged at this time as discussion on National Bargaining is still ongoing.

(Robbie Thomas left the meeting to allow Members to discuss agenda item 18)

18 Decision re: Approval of New Board Member

The Chair reported on an extra vacancy following the initial round of recruitment for new Board Members. The Chair, Stuart Martin and Rona Gunnell recommend Members to approve Mr Thomas' appointment as a new Board Member following interview, improving the gender balance and increasing the level of diversity with regard to age and range of skills and knowledge. The Chair provided some background information on Mr Thomas including skills and work experience, and felt that he would be a great asset to the Board.

Decision: Board Members approved the appointment of Robbie Thomas as a new Board Member, subject to Ministerial Approval.

Action: The Chair and Secretary to the Board to submit a letter to Scottish Government seeking approval of the new Appointment

(Robbie Thomas re-joined the meeting and was informed of this decision)

19 Any other business

19.1 Henry Duncan Building

Discussed earlier in the meeting - in answer to a question, the Principal provided an update on the current position of the Henry Duncan Building, in terms of usage. The purpose of the building was for research purposes and business support. Although staff proposals have been received, the Principal advised that discussions on usage of the building are still ongoing.

19.2 Process of Approving Minutes

The Secretary to the Board advised that we are looking at a process of approving minutes quicker to allow recommendations and actions from meetings to be seen quicker.

19.3 Input from Robert Higgins

The Chair invited feedback from Robert Higgins, who attended as an Observer. Mr Higgins noted that the meeting was conducted harmoniously. He advised that DGHP Committees approve their own minutes and also the actions within these meetings; they are not required to be taken to their Board for approval. The Chair advised that our Sub Committees also approve their own minutes, but some actions and approvals are recommended to the Board for approval by the Board at the Board Meeting.

20 Date and time of next meeting

The next meeting of the Board of Management will take place on Tuesday 10th October 2017, 2pm–6pm, to be held at the Dumfries Campus. Lunch will be provided at 1pm

- Stranraer Graduation Ceremony: Thursday 15th June 2017
- Dumfries Graduation Ceremonies: Wednesday 23rd August 2017
- Joint Meeting with Borders College: Monday 20th November 2017 (10am - 3pm)

Following the meeting, Members were provided with a Tour of the Stranraer Campus.

Board of Management

Minute of meeting of the Board of Management of Dumfries and Galloway College held on
Tuesday 7 March 2017 at 2 pm in Room 2097 of the Dumfries campus

Present:

Brian Johnstone (Chair)	Pat Kirby
Delia Holland	Janet Brennan
Carol Turnbull	Ian White
Stuart Martin	Kenny Henry
Ros Francis	Emma Curtis (by VC)
Hugh Carr	John Henderson
Naomi Johnson	Barry Graham
Rob Orr	

In attendance: Jannette Brown, Vice Principal, Corporate Services & Governance and Board Secretary
Helen Pedley, Director of Organisational Development and Facilities

Minute Taker: Heather Tinning, Executive Team Assistant

1 Welcome and Apologies for Absence

The Chair welcomed all to the meeting, in particular Naomi Johnson and Rob Orr, new members. Apologies were received from Karen McGahan and Andy Wright.

Hugh Carr introduced his colleague from DGHP, who was attending as an observer. The Chair advised members that the report on the review of board effectiveness proposed it was good practice to observe other organisations board meetings and for others to observe ours.

The Secretary to the Board confirmed the meeting was quorate with enough members present to allow decisions to be made.

The Chair advised members that this was the last board meeting that Jannette Brown, Vice Principal Corporate Services & Governance will attend before leaving the College. On behalf of the Board, the Chair thanked her for her commitment and dedication to the College and wished her well with her future plans.

2 Declaration of Interest

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

3 Minute of Meeting of 6 December 2016

Members asked for the minute to be amended to reflect the full name of 'Wallacehall Academy' under item 8 of the minute. The Minute of the Board of Management meeting held on 6th December 2016 was approved.

4 Matters Arising

4.1 Learner Journey Marketing Campaigns

The Principal reported on the Learner Journey marketing campaign that included a demonstration of social media (Twitter and Facebook) and the College website. Marketing banners promoting

courses are displayed at all internal and external events. Case studies are also published on the college website and in the college newsletter. The college website was re-designed 18-months ago with the input from a creative industries student. The College has recently launched a 'live chat' facility on its website to enable students to ask questions as they complete their application form. Board Members thanked the Principal for the demonstration and agreed that the college website was user friendly, and included good graphics and colours.

Discussion on other promotion pathways included the use of Instagram and other media, promoting outcomes of student satisfaction surveys and promoting the Student Association. The Principal advised that the college is looking to promote the Learner Journey as a route to employment. Barry Graham also suggested the College should consider engaging with Parents, as well as students. The Principal advised that a 'Meet the Boss' event had taken place in Stranraer recently where local employers offered information and advice.

Action: The Principal and Barry Graham to take forward discussion on how best to engage with Parents

Emma Curtis joined the meeting, by VC

4.2 Stranraer Campus Development

The Principal reported on a recent meeting that she and the Chair had with Billy McKinney, the developer for the Stranraer Waterfront Development. The meeting was very positive and ended with Mr McKinney asking the college to provide him with high-level cost of developing a facility on the waterfront. The Principal advised that the College is looking at opportunities in the West of the Region to determine future campus needs. She advised that a project post is being considered to work with stakeholders, students, employers and schools to identify training and skills needs of the west of the Region to inform future plans.

The Principal advised that we are still looking to develop engineering provision at Stranraer, plans and detailed costs should be available for consideration at the June board meeting. The Principal reported that discussions had recently taken place with Larbrax Wind Farms who have offered sponsorship, which could be used to purchase engineering equipment for the campus.

5 Minute of Meeting of 24 January 2017

The Minute of the Board Development meeting held on 24th January 2017 was approved.

6 Matters Arising

6.1 New Board Member Approval

The Chair reported that Scottish Ministers had approved the appointments of board members Naomi Johnson and Rob Orr.

7 Strategic Risk Register

The Vice Principal Corporate Services and Governance spoke to the report, which had been issued. She confirmed that the Audit Committee were recommending approval to the Board. She highlighted three new risks had been added including a risk relating to the potential delay in appointing to post of the Vice Principal. The Principal advised that the College has engaged the services of Aspen People to handle the recruitment process. The closing date for applications is 13th March. Shortlisting will take place prior to Easter with interview likely to take place in late April. The Director of Organisational, Skills & Development is in discussion with Aspen. There has

been a lot of interest so far but feedback from potential candidate suggests the location is not attractive. However, they are positive about the role and the College.

With regard to the EIS position, the Principal advised that the outcome of the EIS indicative ballot was support for industrial action, on the basis that the pay award was not implemented as agreed in 2016. EIS will now move to a formal ballot. A further meeting of the Management Side & NJNC is taking place in coming weeks.

Following earlier report on the Stranraer Campus Development, discussions included whether Stranraer Campus should be included on the Risk Register at this point. It was agreed to keep under review.

Decision: The Board approved the Strategic Risk Register.

8 Review of Committee Remits and Membership

The Secretary to the Board spoke to the report that had been issued asking members to review committee remits and membership. The Chair advised that the changes proposed were to ensure compliance with the Code of Good Governance. Discussions on further changes to remits will continue and come back to the Board at a later date. The Chair advised that he would like the Board Development Committee to consider this after a settling in period for the new Secretary.

The Secretary to the Board asked the Board to consider a new committee, titled the Grievance/ Appeals Committee, to comply with the Colleges current staff grievance, disciplinary and capability procedures.

The Chair asked members to contact the Secretary to the Board to note their interest in joining a committee. The Chair of the Learning and Teaching (L&T) Committee advised that there is a need for additional non-executive members to join the L&T committee and welcomed further discussion from any member that may be interested in joining. She advised that in terms of a review of the L&T Committee, the review of committee remits and membership should be considered as a whole, and not in isolation.

Action: Members to advise the Secretary to the Board if they wish to join a committee.

Decision: The board approved the Grievance / Appeals committee and approved the changes to committee remits.

9 2017-20 Regional Outcome Agreement

The Vice Principal Corporate Services and Governance spoke to the report on the draft 2017-20 Regional Outcome Agreement, explaining that this is a live document and will be added to as new developments, such as the Stranraer developments are identified. The Vice Principal advised that the funding figures included in the Outcome Agreement are indicative at this stage. The agreement will be updated to reflect final funding once it has been announced. Members discussed the Colleges proposed outcomes relating to gender imbalance; equality & diversity; school / college partnership; senior phase and the developing young workforce. The output from the Board strategic day had been incorporated by the Executive in drafting.

The Principal advised that the Crichton Campus Development Manager is co-ordinating the Consolidated Outcome Agreement on behalf of the Joint Academic Strategy Group and the consolidated agreement will come to the June board meeting. Key developments from the College outcome agreement will be included in the consolidated agreement. Members asked about future plans for the Henry Duncan Building. The Principal confirmed that she had met with

Dame Barbara Kelly to discuss its use. The Principal advised members that some internal reconfiguration might be required in order to make better use of the space.

Decision: The board approved the regional outcome agreement.

10 Equality & Diversity

10.1 Equal pay statement

The Director of Organisational Development and Facilities advised members that under the Equality Act 2010 and the Public Sector Equality Duty the College is required to publish an equal pay statement by 30th April 2017. The Director advised that the College is also required to publish Gender Pay Gap information on the college website, and the Government Website.

Decision: The board approved the Equal Pay Statement.

10.2 Draft Equalities Outcomes

The Director of Organisational Development and Facilities spoke to the report, which had been issued regarding the proposed Equality Outcomes for 2017-2021. She advised that there would be an Action Plan to underpin each of the outcomes. The Director advised that we recruit on an open basis for staff and students, but still have to report under the Equality Act. In terms of under-representation, the Director advised that the college is planning to ring-fence student places in under-represented curriculum areas. The Director advised that disclosure of protected characteristics is improving.

Decision: The board approved the Equalities Outcomes.

11 Regional Chair's Report

The Chair spoke to the report, which had been issued highlighting some of the key messages. The Chair reported on the Enterprise and Skills Review, a review by the Government on Scottish Enterprise, SFC and Skills Development Scotland, now in Phase 2 for completion 30th April 2017. The Chair advised that meetings are ongoing in terms of agreeing the Vehicle for the South of Scotland, and encouraged members to contribute their views to him and to consider writing to their MSPs. The key areas include Boundary, Functions, Governance, Organisation, and Future Steps.

Action: The Chair to provide key points to board members to be used when writing to MSPs and others.

The Chair advised that he had also taken part in the Scottish Funding Council (SFC) Strategic Dialogue Meeting last week, with board members Barry Graham and Pat Kirby. The Principal has prepared a paper for the SFC on rural challenges prior to the visit. Representatives of the SFC met with the Executive Management Team and board members as well as staff and student groups. SFC are holding meetings across the sector to look at College's strategic issues. Members noted the Regional Chair's Report.

Action: The Principal to circulate to members the paper on rural challenges.

12 Principal's Report

The Principal spoke to the report, which had been issued. She advised that a meeting with the University of West of Scotland is planned to take place on 4th April. The Principal advised that a further meeting has yet to be arranged to continue discussions with the Scotland's Rural College (SRUC). The Principal reported that the College has been notified of its indicative funding for next session, which shows a small increase overall but this will not cover increased pay costs or future pay awards.

The Director of Organisational Development and Facilities reported that consultation on the proposed academic structure has ended. The final structure has now been issued and ongoing meetings are taking place with affected staff to discuss options. The closing date for the eight Curriculum Managers and Campus Manager vacancies is 13th March. The Voluntary Severance Scheme (VSS) is open for formal applications and will close on 31st March. In general, the Director advised that positive comments on the proposed structure had been received. The Principal reported the SFC has responded to the request for additional funding for the VS Scheme giving the college authorisation to use £278,000 from depreciation cash to cover the costs. Members noted the report.

13 Vice President of the Students' Association Report

Emma Curtis, the Student Association Vice President, provided an update on the Students' Association activities. She advised members that both the Student Association President and the Vice President at the Dumfries Campus had resigned, as had the two Executive Officers from the Dumfries Campus. All sighting other commitments as the reason. She advised that she has been given additional hours to spend time at the Dumfries Campus. She will also be undertaking classroom visits to promote the Students' Association, in particular, the forthcoming elections for two full-time paid positions, President and Vice President. Other executive roles will be offered on a voluntary basis. It is hoped that progress on the review of the constitution, partnership agreement, self-evaluation and development plan will be made once the new officers are elected. Members noted the report and thanked Emma for her commitment to the Students' Association.

14 Student Engagement and Student Association

The Chair spoke to the report, which had been issued. Janet Brennan commented on her admiration for the work of the Students' Association and the range of organised events. Specific questions posed in the report were discussed. Member discussed ways to improve the link between students and the Board. The Principal reminded members that they receive assurance on Learner Engagement in so many ways, including student satisfaction surveys, complaint statistics, learner voices, the national articulation report recently presented to the Learning and Teaching Committee and the SFC Strategic Dialogue meeting held last week. It was agreed that the Chair and the Principal would meet separately to map out the variety of ways the board gets information on the student experience and engagement for further discussion at the June board meeting. It was also agreed that a small focus group of board members would be formed to consider the report, and in particular to provide responses to the questions raised in the report. Members were invited to contact the Chair if interested in serving on the group.

Actions: Student Engagement and Student Association discussion paper to be added to the June board meeting agenda. Small focus group to be established.

(Kenny Henry left the meeting)

15 External Review of Board Effectiveness

The Secretary to the Board spoke to the report that had been issued, on governance effectiveness following an external review by Polley Solutions. The Chair advised that the report demonstrated good governance, leadership and accountability. The Secretary to the Board advised that the Board is required to publish and send to SFC, the report, along with the board evaluation and development plan, by the end of March 2017. The Chair reported that Jan Polley is already using a number of our good practice ideas when she is speaking to other boards. Members noted the report.

16 Key Performance Indicators 2016-17

The Vice Principal, Corporate Services and Governance spoke to the report, which, had been issued. She confirmed the key indicators the board monitors, highlighting meeting the credit target might be a challenge. Curriculum and Business developments teams are currently considering additional courses that could be delivered in order to make up the shortfall. The Chair raised concern on the potential funding clawback and not meeting credit target in previous two sessions. The Vice Principal advised that given this point in the session a further 400 credits will be achieved leaving a likely shortfall of 400 credits. Once discussions on additional courses have been concluded, the Executive Management Team will re-assess the likely shortfall ensuring provision for potential clawback is reflected in the accounts. The Principal reported that the college sector is struggling to achieve credit target. More young people are staying on at school rather than come to college, then moving directly to University then last year. She advised that we are continuing to work with schools to raise the profile of the college and encourage young people to study at college. Members noted their concern and recognition that the college is doing what they can.

The Vice Principal highlighted to members the decrease in retention of full-time higher education students. Retention was also discussed at the recent learning and teaching committee. The Vice Principal advised members of three courses where retention was below 80%. They are:

- HNC Social Care
- HNC Electrical Engineering
- HND Beauty Therapy

The Vice Principal reported following an analysis there are a variety of reasons why students on these courses left early, such as financial, health and obtained job.

Members noted the report.

Ian White and Barry Graham left meeting

17 Senior Independent Member

The Vice Chair spoke to the paper that had been issued, advising that she had attended a meeting in December, in her capacity as senior independent member, to consider the role of senior independent member (SIM). The SIM is responsible for providing advice and guidance to the Board Chair. She advised that as per the Code of Good Governance, it is a condition of Funding that the board has SIM in place. The Vice Chair reported that one of the recommendations at the meeting was for the Vice Chair of the Board to undertake the position of Senior Independent Member.

The Chair thanked Delia for the report and advised that as some members had already left the meeting, the role of Senior Independent Member be discussed further at the June board meeting.

Action: The Senior Independent member report to be add to the agenda for the June board meeting.

18 Agenda items for next Board Meeting

The Chair advised members that following the external review process it had been highlighted as good practice for members to be given the opportunity to suggest agenda items for future board meetings. The Secretary to the Board advised another good practice highlighted following the review was the changed running order of the board agenda and the clear distinction on what items are for decision, discussion and information only.

The Principal advised that one item to include is the colleges' five year curriculum plan which will be presented to the next learning and teaching committee before coming to board in June.

19 Review of Learning and Teaching Committee

The chair of the Learning and Teaching committee provided an update on the review under agenda item 8 – Review of Committee Remits and Membership

20 National Bargaining Update

The Principal provided an update on national bargaining under agenda item 7 – Strategic Risk Register.

21 Approved Committee Minutes

21.1 Audit Committee of 21st November 2016

Members noted the minute.

21.2 Learning & Teaching Committee of 13th December 2016

Members noted the minute.

22 Any Other business

22.1 Board Secretary Interviews

The Chair advised that the panel had this morning interviewed five candidates for the Board Secretary position. Once an appointment has been made, he will advise members.

23 Date and time of next meeting

The next meeting of the Board of Management will take place on Tuesday 6th June, to be held at the Stranraer Campus starting at 10:30am.

Board of Management

BOARD OF MANAGEMENT	
Membership	Brian Johnstone (Chair), Carol Turnbull (Principal); Delia Holland (Vice Chair), Hugh Carr, John Henderson, Barry Graham, Ros Francis, Stuart Martin, Karen McGahan, Pat Kirby, Janet Brennan, Kenny Henry, Ian White, Rob Orr, Naomi Johnson, SA President (vacant) and Emma Curtis
In attendance:	The Executive Management Team:
Quorum	6 members
AUDIT COMMITTEE	
Membership:	Hugh Carr (Chair), Delia Holland, Stuart Martin, Pat Kirby and Naomi Johnson
In attendance:	Internal auditors; External auditors; Principal; Vice Principal (Planning & Performance); and Finance Manager
Quorum:	3 members
FINANCE AND GENERAL PURPOSES COMMITTEE	
Membership	John Henderson (Chair), Carol Turnbull (Principal), Kenny Henry, Karen McGahan and Ros Francis
In attendance:	Director of Organisational Development and Facilities and Finance Manager
Quorum	3 members
HUMAN RESOURCES COMMITTEE	
Membership	Stuart Martin (Chair), Carol Turnbull (Principal), Ian White, Janet Brennan; Rob Orr and Ros Francis
In attendance:	Director of Organisational Development and Facilities
Quorum:	3 members
LEARNING AND TEACHING COMMITTEE	
Membership:	Delia Holland (Chair), John Henderson, Carol Turnbull (Principal), Ian White, Kenny Henry, Barry Graham, Rob Orr, Naomi Johnson, Emma Curtis and SA President vacancy
In attendance:	Vice Principal (Learning and Skills); Vice Principal (Planning & Performance); Vice President (Dumfries) of Students' Association; and 4 members of staff (representative of each Faculty) – Peter Woods, David Denholm, Jim Maginess and vacancy
Quorum:	3 members
REMUNERATION COMMITTEE	
Membership:	Brian Johnstone, Delia Holland (Chair), John Henderson and Ian White
Quorum	3 members
BOARD DEVELOPMENT COMMITTEE	
Membership:	Brian Johnstone (Chair), Delia Holland (Vice Chair), Hugh Carr (Chair of Audit), John Henderson (Chair of F&GP) and Stuart Martin (Chair of HR)
Quorum	3 members
Grievance / Appeals Committee	
Membership:	Brian Johnstone (Chair), Stuart Martin (Chair of HR) and Ros Francis
Quorum	3 members

Board of Management

Academic Restructure

1 Purpose of the Report

The purpose of the report is to advise members of the outcome of the revised Academic Structure recently undertaken.

2 The Report

2.1 Background

Over the past 4-5 years some structure changes have been implemented in response to a number of factors relating to the resignation and retirement of staff and significant new developments.

Taking account of Scottish Government national priorities, (particularly in relation to Access & Inclusion, Attainment, and Developing Young Workforce) a College regionalisation reform agenda and the recent changes in College Curriculum Management, it was appropriate to review our executive and curriculum structure to build upon what has undoubtedly been a successful period for the college to take us further on our journey to becoming an outstanding College.

2.2 Objectives

In arriving at the revised structure a number of key objectives were identified:

- To build on what works well. Rather than seeking a whole scale reorganisation, the aim is to build on the existing structures.
- To respond to internal and external feedback. This includes comments made during external reviews, such as those by Education Scotland, external stakeholders and internally, through the College Conversations. These have provided information that confirms that much in our current structure is working very well, but there are areas where further change is needed.

The main purpose of the revised structure is to ensure that we are able to respond to a changing environment and continue to improve our service to learners and the sustainability of the college.

This was not approached as a cost reduction exercise but to ensure we are responsive, effective and that authority, accountability and empowerment are placed as close to the learner as possible.

2.3 Process

A draft structure was developed in consultation with existing Heads of Faculty and then circulated to staff for further consultation. Union representatives were also invited to comment and a number of meetings were held. The structure now in place takes account of the feedback received. In general, staff welcomed the proposal and felt that the changes proposed would be of benefit to the college, learners, external stakeholders and staff themselves.

Board of Management

A suggestion was put forward regarding whether there was the need for further support for Curriculum Managers, such as that of a course tutor role, and it was agreed that these discussions would continue once the Curriculum Managers were in post.

A recruitment process was implemented and, initially, this was limited to internal applicants only. Shortlisting of applicants and interviews were subsequently held with 7 of the 9 posts advertised filled. The posts of Stranraer Campus Manager and Curriculum Manager Creative Industries remained vacant.

The post of Curriculum Manager Creative Industries has subsequently been advertised externally (and internally) and 11 applications were received. Shortlisting and interviews are ongoing.

Following the appointment of a Curriculum Advisor (Stranraer and The Rhins) EMT decided to postpone the appointment of the Stranraer Campus Manager post until this piece of work is completed, as it may identify that a different type of role is required.

2.4 Structure

A diagram illustrating the revised structure is attached (Appendix 1). Names of current post holders have been included for information.

2.4.1 Executive Team Roles

Following the resignation of one Vice Principal a review of Executive Team roles and responsibilities was undertaken. It was agreed to retain 3 posts with some minor changes to responsibilities (as attached).

2.4.2 Heads of Curriculum Roles and Responsibilities

The previous structure included 4 Heads of Faculty with responsibility for cross-college and faculty operations. The revised structure retains 2 Heads of Faculty (renamed Heads of Curriculum) with no changes to job description but with more of a focus on cross-college themes. As there were 2 existing, permanent Heads of Faculty in post, they were job matched to the roles.

Head of Curriculum – Access & Inclusion

Responsible for line managing 4 curriculum managers

Cross college responsibility for supporting Executive team in implementing strategies and initiatives relating to:

- Access & Inclusion
- School-College Transition
- Care Experienced Young People
- Gender Imbalance

Head of Curriculum – Attainment & Progression

Responsible for line managing 4 curriculum managers

Board of Management

Cross college responsibility for supporting Executive team in implementing strategies and initiatives relating to:

- Retention and Attainment
- Progression and Articulation
- Enterprise
- Employer Engagement

2.4.3 Curriculum Manager Roles and Responsibilities

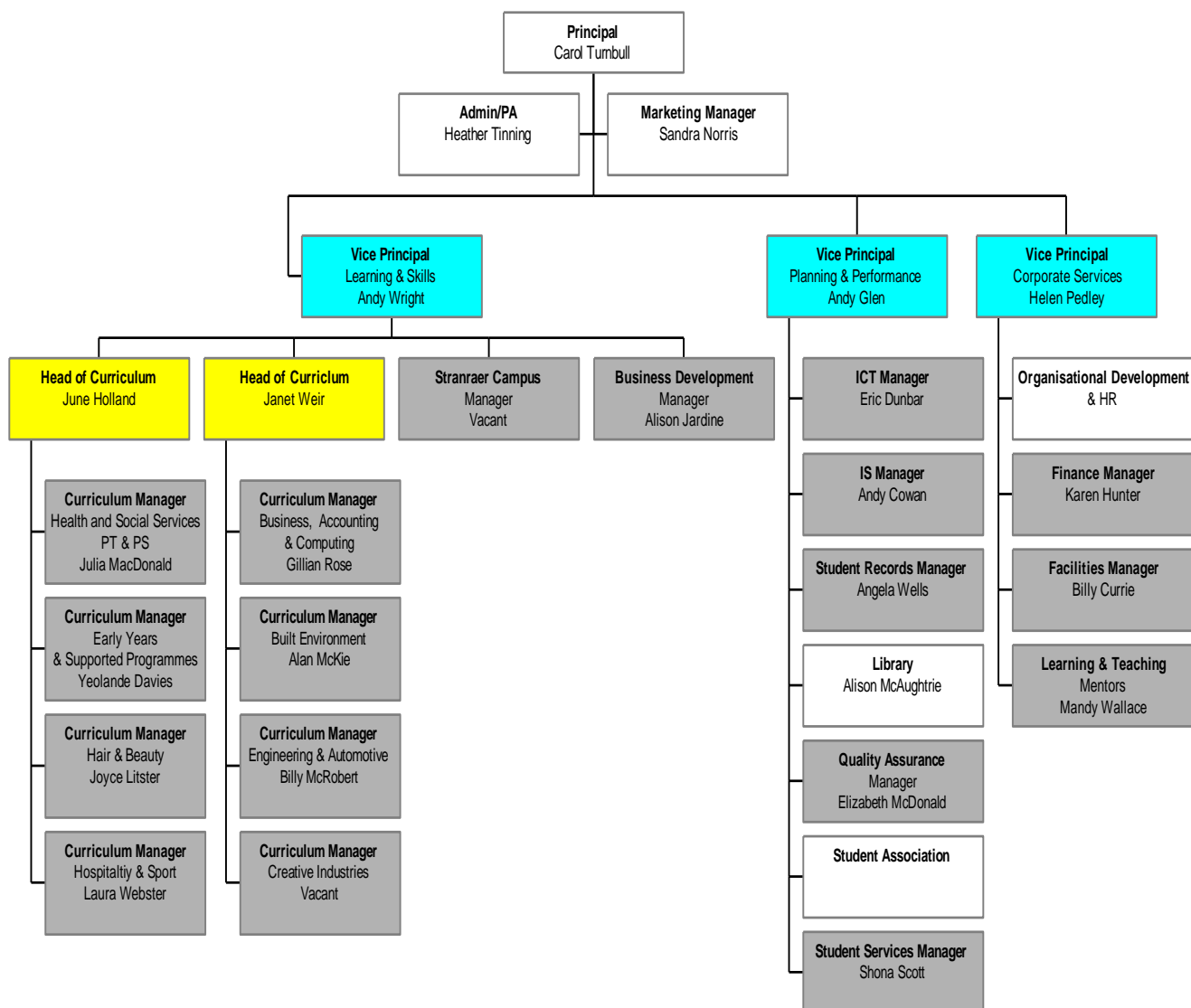
Curriculum Managers are responsible for ensuring their curriculum area meets the strategic aims, objectives and targets of the College through the effective and efficient management, control and development of the curriculum staff and other resources within the curriculum area. They have responsibility for student welfare, student discipline and for the staff they line manage.

3 Recommendation

Members are asked to note the update on College Structure.

Carol Turnbull
Principal

Board of Management



Board of Management

VOLUNTARY SEVERANCE SCHEME

The following paper was presented at Finance and General Purposes Committee on Tuesday 23 May and it was agreed by the Committee that it would be useful to circulate this to all Board members for their information. At the Committee meeting it was also confirmed that all staff who are leaving the College through VS have signed the Settlement Agreement and returned to the College.

1 PURPOSE

The purpose of this report is to provide the Finance and General Purposes Committee (F&GP) with a summary of the expenditure related to the Voluntary Severance Scheme and actions taken.

2 INTRODUCTION

Following a review of the curriculum structure and subsequent consultation period the proposed new structure was agreed. This resulted in the reduction to two Heads of Faculty, the introduction of the post of Curriculum Manager (CM) and the removal of the role of Curriculum Leader (CL). The current CLs were therefore at risk of redundancy. The Board of Management at a meeting in December 2016 approved the opening of a Voluntary Severance Scheme (VSS) which would be open to all staff to apply subject to identifying appropriate budget. A budget of up to £270,000 was identified to fund the Scheme. The purpose of the VSS was to avoid compulsory redundancies and identify any changes to working practices which would increase efficiency and release funding to be invested elsewhere in the College. The Scheme closed for applications on 31 March 2017.

3 VOLUNTEERS

27 formal requests were received for voluntary severance. As per the College procedure on the Operation of Severance Payments the Principal has delegated authority to agree a severance package for any individual below £40,000. Any total package over this value is required to be approved by the Remuneration Committee. No individual package totalled over £40,000.

In reviewing the requests for Voluntary Severance the Executive Management Team considered the cost of the redundancy package for each individual, including strain on funds where appropriate, and if the post would not need to be replaced. A payback period of 3 years was used as a guide when determining the cost/savings benefit. However, this was only a guide as the intention was not to make cost savings but to release funding to invest elsewhere within the College.

In summary the following decisions were taken:

- 3 requests from Curriculum Leaders were accepted therefore avoiding compulsory redundancies;
- all of the requests from lecturing staff, with the exception of 1, were refused as the role would need to be replaced with the same hours, skill set etc.
- 10 volunteers from support staff were accepted therefore allowing for changes in working practices and structures within departments to gain efficiencies; and
- 7 requests from support staff were refused as they would need to be directly replaced with the same hours and skill set etc.

Board of Management

The total with regard to redundancy costs was £251,847, including any strain on funds costs.

The total funding released was £104,564 to reinvest elsewhere. The salary released from the Curriculum Leaders was reinvested in the new curriculum structure.

4. RECOMMENDATION

The Committee is asked to note the update on the Voluntary Severance Scheme.

Helen Pedley
Director of Organisational Development & Facilities

Board of Management



CONCLUSIONS OF NETWORKING EVENT FOR SENIOR INDEPENDENT MEMBERS - 7TH DECEMBER 2016

The following SIM role description was agreed –

The Senior Independent Member is appointed by the Board as a whole to provide advice and guidance to the Board Chair, as required and on its members' behalf, in order to support good standards of corporate governance and the maintenance of collective responsibility. Situations in which that advice and guidance may be required include

- a) Leading the annual appraisal of the Board Chair, alone or in conjunction with the Vice Chair, including ensuring
 - i. All board members have an opportunity to express their views on the Chair's performance over the last year and areas for development over the coming 12 months
 - ii. The Chair is given the opportunity to understand and discuss the collective views with the SIM
 - iii. An annual development plan is agreed with the Chair and the SIM ensures the board is informed of its content
 - iv. If required, the SIM facilitates the provision of information from the appraisal process to the Chair's appointing body (Scottish Government or the Regional Strategic Body)
- b) Intervening with the Chair, on behalf of the Board, if board members, the board secretary or senior staff are concerned that the Chair's actions are undermining good standards of corporate governance and the maintenance of collective responsibility, including if the Chair
 - i. Is unable to fulfil the responsibilities set out in the letter of appointment
 - ii. Fails to make pertinent information available to the Board as a whole
 - iii. Undermines the collective responsibility of the Board as a whole
 - iv. Acts in a manner which brings the Board into disrepute, including failing to address personal conflicts of interest
 - v. Is unable to work with the Principal to ensure that the staff of the organisation provide the Board with the service required, including adequate sources of information and assurance and delivery of performance
- c) Acting as a sounding board for the Chair in pursuit of good standards of corporate governance and collective responsibility.

Should a SIM ever have serious concerns about the propriety, regularity or governance of the college, and these cannot be resolved satisfactorily with the Chair, they should inform the Scottish Funding Council or, in the case of an assigned college, the relevant Regional Strategic Body.

Board of Management

Attributes of a SIM

It was agreed that when appointing a SIM, Boards should give careful consideration to the personal attributes required of that postholder. The following attributes were suggested –

- Seen as having personal integrity and being independent of the Chair and Principal
- Experienced in and knowledgeable of the requirements of good governance and collective responsibility
- Respected by all board members and able to engage constructively with all concerned
- Ability to consider matters calmly and constructively, striking an appropriate balance between support and challenge

It was agreed that it should be for each Board to decide whether the SIM also holds other senior roles e.g. Vice Chair, Chair of Audit but, in doing so, Boards must satisfy themselves that any additional roles will not undermine the individual's ability to fulfil the role of SIM – the role of SIM is set out in the Code of Good Governance and is therefore a condition of grant.

When appointing the SIM, Boards may wish to give consideration to how long the appointment should last.

5th January 2017

Delia Holland,
SIM,
February 2017

Strategic Plan 2016-2017 Risk Register

Risk No.	Risk Description	Inherent Risk			Controls in Place	Assurances	Internal/ External	Residual risk			Further Action	Risk Owner
		Likelihood	Impact	Total				Likelihood	Impact	Total		
1	National Pay Bargaining	4	4	16	1. Detailed financial planning undertaken and approved by Finance and General Purposes Committee to ensure "affordability" of any offer. 2. National negotiation processes in place with recognised unions. 3. Government public sector pay guidance for 2017-18 is for maximum 1%, College budget will reflect this.	1. Feedback to EMT and the Board 2. Included in budget which is monitored and reported through F&GP and Board 3. Sound internal planning and monitoring to ensure service continuity in event of industrial action	Internal/ External	4	4	16	Likely dispute with EIS re 2017-18 pay award and national bargaining	EMT
6	Failure to achieve attainment targets	4	4	16	1. Real time monitoring systems in place 2. Strategies in place to improve retention. 2. Strategies in place to improve student success 3. Poorly performing programmes removed from the curriculum.	1. Monitored at course level and review by Vice Principal (Learning and Skills) 2. Monitored through self evaluation process and reported to ET and L&T committee	Internal/ External	4	4	16	Moving forward achieving attainment targets agreed with the SFC in the Regional Outcome may be a condition of grant. Low attainment can also be detrimental to college reputation. April 2017 - industrial action by the EIS due to failure to reach agreement on national pay award will cause major disruption to students achieving their qualification / progressing to University.	EMT
3	Governance issues: Reclassification and other changes to governance reduce the flexibility of the College to manage financial and estates issues and meet targets in the Outcome Agreement.	4	4	16	1. Executive Management Team and Finance Manager representation at relevant briefings and ongoing monitoring of changes 2. External audit advice	1. Appropriate and robust internal planning and monitoring arrangements 2. Regular liaison with Scottish Funding Council	Internal/ External	3	4	12	Seeking financial support from Scottish College Foundation to support College's continuing development. SFC Guidance on Depreciation, Deficits and transferring funds to ALFs	EMT
12	Potential disruption due to time delay in recruiting to the post of Vice Principal	4	4	16	1. Finance moving to another experienced EMT member 2. Interim arrangements in place - Principal to assume portfolio	1. Continuity of strategic finance 2. Experienced operational managers 3. Seek experienced staff from sector for FES return if required	Internal	3	2	6	VP starting w/c 29 May 2017	EMT
5	University of West Of Scotland - Review of property and provision in Dumfries.	4	3	12	1. Principal continue to discuss with Senior Management of UWS. 2. Principal and Vice Principal on the Joint Academic Strategy Group. 3. Regular reporting and discussion at EMT as information becomes available.		Internal/ External	2	3	6	Continue dialogue with UWS. Keep SFC informed of potential loss of contribution to college overheads from UWS for shared accommodation. Also potential loss of articulation opportunities for College students if UWS provision if reduced. Recent discussion indicate UWS not near making a decision at this point in time.	EMT
2	Public sector funding cuts - forecast for session 2017-18	4	4	16	1. Scenario planning undertaken and measures to offset reduction identified which is then used to inform curriculum planning. 2. Annual review of provision undertaken through planning and budgetary process to ensure match of income and expenditure.	1. Curriculum plans approved by EMT and L&T 2. Budget approved by the Board	Internal	1	4	4	Indicative funding received Feb 2017. Slight increase in funding but insufficient to meet increase in pay costs. Continue to look for opportunities to increase non SFC income.	EMT

Strategic Plan 2016-2017 Risk Register

Risk No.	Risk Description	Inherent Risk			Controls in Place	Assurances	Internal/ External	Residual risk			Further Action	Risk Owner
		Likelihood	Impact	Total				Likelihood	Impact	Total		
7	Implications following the implementation of 'needs-led' funding model, in particular ELS and rural funding	4	4	16	1. Principal member of College Sector Funding Group. 2. Continuous review of curriculum and delivery by ET to ensure that adverse impact minimised.	1. Feedback to ET and Board meetings 2. Reports to L&T Committee	Internal	2	2	4	College to develop an access and inclusion strategy detailing how ELS funding is used	EMT
8	Disruption to business continuity due to Influenza pandemic, terrorism, fire or other disaster	2	4	8	1. Business continuity plan in place 2. Reflect after each incident re lessons learned	1. Reviewed by ET and report to Board 2. After each incident reflection on incident, identify lessons learned	Internal / External	2	2	4		EMT
13	Cyber attack	2	4	8	1. Janet network (via JISC) provides secure connectivity. 2. Regular reporting at ET. 3. Constant scanning to identify potential attacks/network vulnerabilities. 4. VP CS&G and IT Manager meets regularly with JISC account Manager	1. Janet secure network provides a high speed, highly reliable and secure, world-class network, enabling national and international communication and collaboration to the UK research and education community. 2. Regular updates from JISC on potential attacks/network vulnerabilities 3. EMT meetings/minutes 4. Internal Audit 2016/17	External/ Internal	1	4	4	Jisc's Security Operations centre is responsible for monitoring and resolving any security incidents (detect, report, investigate) that occur on the network. They also provide an enhanced service for the detection and mitigation of Denial of Service (DoS) attacks that occur across the network.	EMT
4	Unable to achieve credit (activity) target	3	3	9	1. Real time monitoring system. 2. Contingency plans in place to offer additional provision as required. 3. Annual review of staffing and provision to rebalance areas of growth with areas of decline. 4. Annual review carried out by internal audit	1. Reviewed by EMT on a weekly basis 2. Curriculum areas looking to run additional courses to address shortfall. 3. KPI reported and discussed at each board meeting 4. Provision made in accounts for clawback 5. Marketing strategies for 17/18 recruitment	Internal / External	1	3	3	Early warning strategies to be implemented to improve early retention. From 2017-18 18yrs to received bursary rather than EMA. Current dispute with EIS could impact on retention	EMT
9	Prevent Duty – disruption due to threat of extremism / risk of external influences	3	4	12	1. Vice Principal attendance at local multi-agency CONTEST group 2. Regular reporting of Prevent issues at EMT. 3. Constant scanning to identify new potential threats.	1. College Prevent Action Plan 2. CONTEST meetings/minutes 3. EMT meetings/minutes 4. 80% staff trained by Sept '17	External/ Internal	1	2	2	Vice Principal leading on Prevent Action Plan, any issues would be identified through regular reporting at EMT. Immediate concerns to be raised with contact within Police Scotland. Review of evacuation procedures in relation to 'stay safe' has taken place	EMT
10	Imbalance between demand for student support funds/bursaries and funds available	2	3	6	1. Detailed analysis and monitoring of spend undertaken on an ongoing basis by Finance Manager, discussed monthly with VP (CS&G) who updates ET. 2. Allocation and amounts reviewed on an annual basis to ensure funding constrained within amount available. 3. Annual review carried out by internal audit	1. ET meetings/minutes 2. ET meetings/minutes 3. Internal audit report presented to audit committee	Internal / External	1	2	2	Last 2 years underspend. Policy change in 17-18, 18yrs old to be paid bursary instead of EMA (improve retention strategy).	EMT
11	Loss of collaborative partnership arrangements	2	3	6	1. Policy of limiting dependence on any one partnership. 2. Regular reporting of partnership issues at EMT. 3. Constant scanning to identify new potential partnerships.	1. Currently not specifically reviewed 2. EMT meetings/minutes	Internal	1	2	2	No further action. Although policy not specifically reviewed, any issues would be identified through regular reporting at ET.	EMT

Strategic Plan 2016-2017 Risk Register

Risk No.	Risk Description	Inherent Risk			Controls in Place	Assurances	Internal/ External	Residual risk			Further Action	Risk Owner
		Likelihood	Impact	Total				Likelihood	Impact	Total		
1	National Pay Bargaining	4	4	16	1. Detailed financial planning undertaken and approved by Finance and General Purposes Committee to ensure "affordability" of any offer. 2. National negotiation processes in place with recognised unions. 3. Government public sector pay guidance for 2017-18 is for maximum 1%, College budget will reflect this.	1. Feedback to EMT and the Board 2. Included in budget which is monitored and reported through F&GP and Board 3. Sound internal planning and monitoring to ensure service continuity in event of industrial action	Internal/ External	4	4	16	Likely dispute with EIS re 2017-18 pay award and national bargaining. EIS Strikes currently suspended pending final agreement. No definitive offer of additional funding to cover costs of implementation received to date. 2017-18 Budget currently showing deficit, risk of financial instability due to costs of implementing agreement	EMT
6	Failure to achieve attainment targets	4	4	16	1. Real time monitoring systems in place 2. Strategies in place to improve retention. 3. Poorly performing programmes removed from the curriculum.	1. Monitored at course level and review by Vice Principal (Learning and Skills) 2. Monitored through self evaluation process and reported to ET and L&T committee	Internal/ External	4	4	16	Moving forward achieving attainment targets agreed with the SFC in the Regional Outcome may be a condition of grant. Low attainment can also be detrimental to college reputation. April 2017 - industrial action by the EIS due to failure to reach agreement on national pay award will cause major disruption to students achieving their qualification / progressing to University. EIS strikes currently suspended. Mechanisms in place to support learners to complete.	EMT
3	Governance issues: Reclassification and other changes to governance reduce the flexibility of the College to manage financial and estates issues and meet targets in the Outcome Agreement.	4	4	16	1. Executive Management Team and Finance Manager representation at relevant briefings and ongoing monitoring of changes 2. External audit advice	1. Appropriate and robust internal planning and monitoring arrangements 2. Regular liaison with Scottish Funding Council	Internal/ External	3	4	12	Seeking financial support from Scottish College Foundation to support College's continuing development. SFC Guidance on Depreciation, Deficits and transferring funds to ALF.	EMT
7	Implications following the implementation of 'needs-led' funding model, in particular ELS and rural funding	4	4	16	1. Principal member of College Sector Funding Group. 2. Continuous review of curriculum and delivery by ET to ensure that adverse impact minimised.	1. Feedback to ET and Board meetings 2. Reports to L&T Committee	Internal	2	2	4	College to develop an access and inclusion strategy detailing how ELS funding is used. Access & Inclusion Strategy submitted as part of ROA and received positive feedback from SFC.	EMT
8	Disruption to business continuity due to Influenza pandemic, terrorism, fire or other disaster	2	4	8	1. Business continuity plan in place 2. Reflect after each incident re lessons learned	1. Reviewed by ET and report to Board 2. After each incident reflection on incident, identify lessons learned	Internal / External	2	2	4		EMT
2	Public sector funding cuts - forecast for session 2017-18	4	4	16	1. Scenario planning undertaken and measures to offset reduction identified which is then used to inform curriculum planning. 2. Annual review of provision undertaken through planning and budgetary process to ensure match of income and expenditure.	1. Curriculum plans approved by EMT and L&T 2. Budget approved by the Board	Internal	1	4	4	Indicative funding received Feb 2017. Slight increase in funding but insufficient to meet increase in pay costs. Continue to look for opportunities to increase non SFC income. Final funding letter received in May 2017. College Budget currently shows deficit but under continuous monitoring.	EMT

Strategic Plan 2016-2017 Risk Register

Risk No.	Risk Description	Inherent Risk			Controls in Place	Assurances	Internal/ External	Residual risk			Further Action	Risk Owner
		Likelihood	Impact	Total				Likelihood	Impact	Total		
13	Cyber attack	2	4	8	1. Janet network (via JISC) provides secure connectivity. 2. Regular reporting at ET. 3. Constant scanning to identify potential attacks/network vulnerabilities. 4. VP CS&G and IT Manager meets regularly with JISC account Manager	1. Janet secure network provides a high speed, highly reliable and secure, world-class network, enabling national and international communication and collaboration to the UK research and education community. 2. Regular updates from JISC on potential attacks/network vulnerabilities 3. EMT meetings/minutes 4. Internal Audit 2016/17	External/ Internal	1	4	4	Jisc's Security Operations centre is responsible for monitoring and resolving any security incidents (detect, report, investigate) that occur on the network. They also provide an enhanced service for the detection and mitigation of Denial of Service (DoS) attacks that occur across the network.	EMT
5	University of West Of Scotland - Review of property and provision in Dumfries.	4	3	12	1. Principal continue to discuss with Senior Management of UWS. 2. Principal and Vice Principal on the Joint Academic Strategy Group. 3. Regular reporting and discussion at EMT as information becomes available.		Internal/ External	1	3	3	Continue dialogue with UWS. Keep SFC informed of potential loss of contribution to college overheads from UWS for shared accommodation. Also potential loss of articulation opportunities for College students if UWS provision if reduced. Recent discussion indicate UWS not near making a decision at this point in time. Remove from Risk Register	EMT
4	Unable to achieve credit (activity) target	3	3	9	1. Real time monitoring system. 2. Contingency plans in place to offer additional provision as required. 3. Annual review of staffing and provision to rebalance areas of growth with areas of decline. 4. Annual review carried out by internal audit	1. Reviewed by EMT on a weekly basis 2. Curriculum areas looking to run additional courses to address shortfall. 3. KPI reported and discussed at each board meeting 4. Provision made in accounts for clawback 5. Marketing strategies for 17/18 recruitment	Internal / External	1	3	3	Early warning strategies to be implemented to improve early retention. From 2017-18 18yrs to received bursary rather than EMA. Current dispute with EIS could impact on retention. Currently on target to achieve credit target.	EMT
9	Prevent Duty – disruption due to threat of extremism / risk of external influences	3	4	12	1. Vice Principal attendance at local multi-agency CONTEST group 2. Regular reporting of Prevent issues at EMT. 3. Constant scanning to identify new potential threats.	1. College Prevent Action Plan 2. CONTEST meetings/minutes 3. EMT meetings/minutes 4. 80% staff trained by Sept '17	External/ Internal	1	2	2	Vice Principal leading on Prevent Action Plan, any issues would be identified through regular reporting at EMT. Immediate concerns to be raised with contact within Police Scotland. Review of evacuation procedures in relation to 'stay safe' has taken place. College is member of DGC Counter Terrorism team & received regular updates and implements actions as advised/appropriate.	EMT
10	Imbalance between demand for student support funds/bursaries and funds available	2	3	6	1. Detailed analysis and monitoring of spend undertaken on an ongoing basis by Finance Manager, discussed monthly with VP (CS&G) who updates ET. 2. Allocation and amounts reviewed on an annual basis to ensure funding constrained within amount available. 3. Annual review carried out by internal audit	1. ET meetings/minutes 2. ET meetings/minutes 3. Internal audit report presented to audit committee	Internal / External	1	2	2	Last 2 years underspend. Policy change in 17-18, 18yrs old to be paid bursary instead of EMA (improve retention strategy).	EMT
12	Potential disruption due to time delay in recruiting to the post of Vice Principal	4	4	16	1. Finance moving to another experienced EMT member 2. Interim arrangements in place - Principal to assume portfolio	1. Continuity of strategic finance 2. Experienced operational managers 3. Seek experienced staff from sector for FES return if required	Internal	1	2	2	VP starting w/c 29 May 2017 Remove from Risk Register	EMT

Strategic Plan 2016-2017 Risk Register

Risk No.	Risk Description	Inherent Risk			Controls in Place	Assurances	Internal/ External	Residual risk			Further Action	Risk Owner
		Likelihood	Impact	Total				Likelihood	Impact	Total		
11	Loss of collaborative partnership arrangements	2	3	6	1. Policy of limiting dependence on any one partnership. 2. Regular reporting of partnership issues at EMT. 3. Constant scanning to identify new potential partnerships.	1. Currently not specifically reviewed 2. EMT meetings/minutes	Internal	1	2	2	No further action. Although policy not specifically reviewed, any issues would be identified through regular reporting at ET.	EMT

Board of Management

Updated Strategic Risk Register

1. Introduction

Item 6.1 Strategic Risk Register was approved by Audit Committee on 15 May 2017. EMT have subsequently reviewed the Risk Register in light of recent developments and Board members are invited to review the updated College Strategic Risk Register.

2 The Report

- 2.1 In accordance with the College's Risk Management Policy any risk with an inherent rating of 12 or above must have mitigating controls in place and where the residual rating remains above 12 should be reviewed at least quarterly in order to identify if any further actions could be taken to reduce the residual rating to below 12. For completeness all risks are included in the attached register, in order of high to low ratings.
- 2.2 The Principal and Executive Management Team routinely review the Strategic Risk Register to reflect the risks the College is facing and the mitigation that will be applied to each risk. There are currently 13 strategic risks, three of which are rated 12 or above.
- 2.3 No new risks have been added but changes have been made to the following:
- **Risk No 1** – 'National Pay Bargaining'. EIS have currently suspended strike action while talks to achieve a final agreement are ongoing. No definitive offer of additional funding to cover costs has been received. 2017-18 Budget currently showing deficit and risk of financial instability due to costs of implementing agreement. Residual Risk of 16 remains
 - **Risk No 6** – 'Failure to achieve attainment targets'. Residual Risk was increased to 16 due to recent industrial action and although EIS have suspended strike action and mechanisms are in place to support learners to complete, it is anticipated there will be a negative impact on retention and attainment, therefore Residual Risk of 16 remains.
 - **Risk No 7** – 'Implications relating to needs-led funding'. Access and Inclusion funding (previously known as ELS) confirmed for 2017-18. Review of rural funding ongoing.
 - **Risk No 2** – 'Public Sector funding cuts – forecast for session 2017-18'. Final funding letter received. College Budget currently shows deficit but under continuous monitoring.
 - **Risk No 5** – 'University of West of Scotland – Review of property and provision in Dumfries. Residual Risk of 6. UWS not close to making a decision. It is recommended to remove this risk at the present time.
 - **Risk No 4** – Unable to achieve Credit (activity target). It is anticipated that the College will achieve the Credit target for 2016-17 and there will be no subsequent clawback of funding.
 - **Risk No 9** – This was reviewed in light of recent events but the College is a member of the local PREVENT team and is kept updated and appropriate action taken. It is recommended not to change the residual risk at this time.

Board of Management

- **Risk No 12** – ‘Potential disruption due to time delay in recruiting to the post of Vice Principal’. Vice Principal commenced 29 May 2017. It is recommended to remove this risk.

3. Recommendation

It is recommended that the Board of Management consider and, if so minded, approve the updated Strategic Risk Register.

Carol Turnbull
Principal
25 May 2017

Board of Management

College Funding Allocation 2017-18

1 Introduction

The purpose of this paper is to provide the Board of Management with an update on the College Funding Allocation for 2017-18.

2 The Report

Scottish Funding Council recently published its Outcome Agreement Funding for Colleges – Final Allocations for AY 2017-18.

For Dumfries and Galloway College the headline figures are:

- Credit target for 2017-18 is 30,336, which is an increase of 268 for increased childcare provision.
- Figures show a 2.2% increase (£192,590) in core funding but a decrease in capital funding of £85,740 reduces this to an overall increase of £107,850 (1.2%).

Table showing SFC Teaching Grant and Capital Funding from 2014-15

	Credits	Teaching Grant	Capital	Total SFC Funding	Increase on 16/17
2017-18	30,335	£8,783,907	£373,918	£9,157,825	£107,850
2016-17	30,067	£8,591,317	£458,658	£9,049,975	
2015-16	30,371	£8,413,961	£378,942	£8,792,903	
2014-15	30,070	£8,330,655	£506,553	£8,837,208	

Full details can be found at:

<http://www.sfc.ac.uk/communications/Announcements/2017/SFCAN082017.aspx>

3. Recommendation

Members are invited to note and accept final allocation of funding.

Carol Turnbull

Principal

Board of Management

BUDGET FOR 2017/18

1. PURPOSE OF REPORT

The purpose of this report is to approve the budget for the 2017/18 financial year.

2. REPORT

The Scottish Funding Council have provided the final allocations of grant funding for 2017/18, including core grant and student support funding. The grant allocations include additional core grant of £37,947 and 268 additional credits for childcare activity.

The draft budget shows an underlying deficit of £113,000. Prudent assumptions have been used in preparing the draft report, which includes an estimate of costs of £191,000 for migration to new pay scales for lecturers and promoted lecturing posts. The net out-turn will be monitored and revised as further information is available, with the aim of achieving an underlying break-even position for the year to July 2018.

The budget is based on the forecast out-turn for the current academic year, with adjustments made for developments and other changes planned. A summary of the income and expenditure is attached, which shows the 2016/17 forecasts and the draft budget for 2017/18.

The 2017/18 budget has been prepared taking into account the operational supplies, services and support required in order to deliver the same level of services as the current year. Detailed discussions have been held with all College budget holders in order to assess any changes planned for next academic year, and the effect on related income and expenditure for each area. The main changes have been noted in this report.

SFC have indicated that the priorities for depreciation cash grant will be the same in 2017/18 as the current year, and the draft budget includes planned expenditure from those funds.

Student support income and expenditure is shown separately, as those funds are ring-fenced, and can only be used in accordance with rules set by the Scottish Funding Council and the Student Awards Agency for Scotland. Any changes in demand will be highlighted and reported to the Executive Management Team and this Committee.

The budget will be reviewed on an ongoing basis, with income, expenditure and projections monitored and reported back to the Executive Management Team in order to make adjustments to meet targets and re-align plans where necessary.

Board of Management

Key Assumptions

The key assumptions made for the draft budget are as follows:

Income

SFC Grant Allocation

The indicative allocation of core grant was £8,783,907 which represents a 2.2% increase from 2016/17. The credit target has increased to 30,336, an increase of 0.89%.

SFC Projects

The budget for SFC Project income is in line with the current year as follows:

	2016/17	2017/18
ESOL	34,000	34,000
EMA Admin	<u>12,000</u>	<u>12,000</u>
Total	<u>£ 46,000</u>	<u>£ 46,000</u>

Capital maintenance

Capital maintenance grant of £373,918 has been included in the grant allocation from SFC. Maintenance grant of this amount will be £84,560 lower than the amount received in 2016/17, which included additional grant of £178,030.

Other Income

Other income has been included in the budget as follows:

	2016/17	2017/18
SAAS fees	£570,000	£570,000
SDS contracts	300,000	205,000
CTS fees	230,000	240,000
SVQ fees	110,000	120,000
UWS teaching hours	80,000	80,000
UWS re-charges	80,000	80,000
Salary re-charges	34,000	0
Other partnership working	80,000	80,000

Board of Management

Expenditure

Salaries

Salary costs have currently been estimated at £8,446,000. The budget includes gross pay, national insurance, and pension costs for each current member of staff, with assumptions made for vacancies, development posts, pay awards and costs of migration to new pay scales as set out below.

The budget includes salary costs at scale point 12 for lecturing vacancies, budget of £10,000 to cover additional national insurance relating to joint posts, and a contingency of £30,000.

Of the estimated payroll costs for the year, £80,000 has been allocated against depreciation cash grant which equates to ongoing costs of the 2015/16 pay award.

Pay Award

The payroll budget includes £82,000 which would be needed to cover a 1% pay award for all staff, together with £107,000 for migration of lecturer's salaries to the new pay scales, and £84,000 for migration to the new scales for promoted lecturing posts.

Terms and conditions including teaching hours and annual leave entitlements are still being discussed as part of the ongoing negotiations, and the impact of those changes will require to be costed when details are available.

Property costs

The budget is expected to cover core costs for ongoing estates maintenance and repairs.

Energy costs are expected to decrease due to recent developments including the installation of energy-efficient lighting, and changes to heating systems.

Any future developments will require to be costed and assessed against budget available.

Telephones

The budget for telephone charges reflects the expected decrease in the costs of calls due to the changes implemented during 2016/17.

Board of Management

Operational Plan

£250,000 has been set aside to meet operational plan developments. Total requests for resources and staffing developments in 2017/18 amount to £332,000 and some budget has been set aside in 2016/17 to meet some of the costs. The remaining requests are expected to be met from funding released from the recent staff redundancies, which has not been included in the budget projections.

Other expenditure

Supplies and services forecasts are based on 2016/17 budget levels, with minimal changes made following budget holder meetings.

Depreciation Cash Grant

Net depreciation costs for 2017/18 are forecast to be £354,000.

Costs have been allocated to these funds as follows:

Consolidated pay award for 2015/16 - £80,000

Operational Plan/ developments - £250,000

Those costs have been shown separately in the budget summary as 'depreciation cash expenditure'.

Arms Length Foundation

The budget for 2017/18 does not include any income or related expenditure from the Scottish Colleges Foundation.

Student Support Funding

Student support grant funding reflects the SFC allocation which was £2,039,137. EMA expenditure and related income has been estimated as £250,000 and SAAS funding for HE Discretionary funds is estimated to be £44,000 in line with the current year. The projections are based on nil overspend for the year.

Assets

Depreciation and the corresponding release of deferred capital grants have been calculated based on the fixed assets at 31 March 2017. Any changes to fixed assets will impact on depreciation costs.

Board of Management

Contingency

No general contingency has been included in the budget at this time.

Out-turn for the period

The draft budget shows an underlying net deficit of £113,000 for the year.

3. RECOMMENDATION

The Finance and General Purposed Committee reviewed and approved the 2017/18 budget at its meeting on the 23rd May 2017. Members are asked to accept the Finance and General Purposes Committee recommendation to approve the budget for 2017/18.

Board of Management

APPENDIX

		Academic Year 2016/17	Academic Year 2017/18	
Budget Summary:		Forecast August 2016 to July 2017	August 2017 to July 2018	Change from 2016/17 forecast
Income		£'000	£'000	£'000
Grant Income		(9,143)	(9,239)	(96)
Release of deferred capital grant		(758)	(758)	0
Fee Income		(1,790)	(1,691)	99
Other Income		(50)	(58)	(8)
Total Income		(11,741)	(11,746)	(5)
Expenditure				
Total Pay Costs		7,984	8,366	382
Property Costs		680	654	(26)
Supplies and Services		565	545	(20)
Other Employee Costs		161	149	(12)
Telephones and Computing		446	420	(26)
Refectory		21	9	(12)
Other		379	313	(66)
Registration costs		195	210	15
Depreciation		1,195	1,193	(2)
Contingency		115	-	(115)
Total Other Costs		3,757	3,493	(264)
Total Expenditure		11,741	11,859	118
Underlying Operating Surplus/ (Deficit)		(0)	(113)	113

Board of Management

		Academic year 2016/17		Academic Year 2017/18	
		Forecast August 2016 to July 2017		August 2017 to July 2018	<i>Change from 2016/17 forecast</i>
		£'000		£'000	£'000
Depreciation cash expenditure		354		330	(24)
Overall Operating Surplus/ (Deficit)		(354)		(443)	(89)

		Academic year 2016/17		Academic Year 2017/18	
		Forecast August 2016 to July 2017		August 2017 to July 2018	<i>Change from 2016/17 forecast</i>
		£'000		£'000	£'000
Student Support:					
Income		2,278		2,333	55
Expenditure		2,278		2,333	55
Net costs		0		0	0

Board of Management

Stranraer Campus

1 Purpose of the Report

To provide members with an update on key actions that will contribute to the development of a Stranraer Campus Strategy.

2 The Report

2.1 Curriculum Development Advisor (*Stranraer and The Rhins*)

Following a recruitment and interview process which involved College and Education Services (DGC) representatives, Eva Milroy has been appointed to the above post. Eva commenced on 23 May 2017 and will report directly to the Principal, but also provide regular update reports to the Steering Group (Chair and Principal – Dumfries and Galloway College; Head of Economic Development and Head of Education Services – Dumfries and Galloway Council). A copy of the job description for this post is attached for information.

2.2 Waterfront Development

Meetings with a representative from the McKinney Group (appointed as Developer for Stranraer Waterfront) have been held to gain an understanding of their plans for the site. The aim is to have a mixture of retail, leisure and care accommodation located on the site and the skills needs of these sectors will be incorporated as part of the research work undertaken above.

Space has been allocated on the draft plans for a college campus building, should the Board decide to pursue that route, and some early discussions have been held with Scottish Funding Council regarding the process that would need to be undertaken. However, until the research work identified above is complete, it is not clear what the future requirements of the college are and, therefore it is too soon to commit to a specific course of action.

2.3 Development of Engineering Facilities

The Board previously agreed the development of engineering facilities at the Stranraer campus, subject to funding availability. At present, due to the uncertainty regarding the cost and funding of agreements arising from National Bargaining, this has been put on hold until the position is clearer. It would also be prudent to delay a final decision until the outputs from the research undertaken in 2.1 above are known.

2.4 Stranraer Campus Estate

A full condition survey of the Stranraer campus will be undertaken in June 2017 as part of the Scottish Funding Council's capital work programme. A report will be presented to Finance and General Purpose Committee of the Board in due course. Results from the survey will be considered and incorporated into the development of the final Strategy.

Board of Management

3 Summary

A variety of key actions are being undertaken, the outputs from these will inform the development of a Stranraer Campus Strategy for 2017-2021 for the Board to consider at a future meeting (hopefully, October 2017).

4 Recommendation

Board members are invited to note progress to date and comment on the update in respect of Stranraer campus.

Carol Turnbull
Principal

Board of Management

Report to the Board by the Regional Chair

1 Introduction

The purpose of this report is to update the Board of Management on recent developments in the Further Education sector, the Region, as well as feedback from various meetings, and to encourage further discussion.

2 Colleges Scotland/Sector/Regional Chair's Group

- 2.1 On 9th June 2017, I attended the CDN Marketing Awards in Edinburgh. I was delighted and very proud to see our Team win not only the Category Award, but also the overall 'Grand Prix' of the event.
- 2.2 Enterprise and Skills Review Phase 2 – I have attended meetings with the Scottish Funding Council, Scottish Government and Crichton Campus Leadership Group representatives, and with the Chair of the Highlands and Islands Enterprise in relation to the Government's intention to establish a 'vehicle' for the South of Scotland. I have been working closely with Tony Jakimciw, Chair of Borders College. I have circulated some of our written submission to Board Members, and I look forward to further discussion on this important topic at our meeting.
- 2.3 I attended the colleges Scotland Residential Conference on 30th March. This provided an update on operational activities over the past year, with some focus and discussion on the importance of getting a sector message broadcast to stakeholders. There were update presentations from the Chair of the SFC, Scottish Government Directorate and address by the Minister for Further Education, Higher Education and Science, Shirley-Anne Somerville. Disappointingly Colleges Scotland strategic sessions were cut short, however new dates have been set to pursue these.
- 2.4 I attended a CDN Development Committee meeting at Colleges Scotland Board meeting on 15th May, and a CDN Board Meeting on 31st May. I will report on these at our meeting.

3 Regional Business

- 3.1 I Developing Young Workforce Regional Board and Group – I have attended various meetings regarding our regional group with Board Colleagues and with Chamber of Commerce members. Currently a process to appoint a new Executive Lead for the DYW group is taking place, and I understand that this is now progressing well. I attended the CDP Strategic Board meeting on 17th March.
- 3.2 I was involved with Stuart Martin in the interview panel for our new Vice Principal. As you know the process resulted in recruitment of Andy Glen, who I am delighted to welcome to the College.
- 3.3 I have met with both Colin Grant, Director of Learning and Young People and with Pat Shearer who has recently been appointed by the Council, to discuss the Bridge. I drew attention at these meetings the importance of having regard for the Wider Learner Journey work which is being carried out by the college sector and by the Scottish

Board of Management

Government at present, and emphasised that we would want to see duplication with college provision being avoided.

3.4 I met with the SRUC Vice Chair Alistair Marshall and Chief Executive Wayne Powell following the public launch of SRUC Strategic Plan. We recognised that there are a number of opportunities for our respective organisations to ensure working together. SRUC have appointed someone to take forward stakeholder engagement locally.

3.5 I have been involved in Board Induction and meetings with our new board members. I was delighted to receive approval from the Scottish Government to the re-appointment of Janet Brennan to our Board.

3.6 I have attended various College Board Committee meetings over the period.

3.7 I will attend the CCLG meeting on 1st June, and will report on this at our meeting.

4 Recommendation

It is recommended that the Board note the contents of this report, and members are invited to comment and discuss.

Brian Johnstone
Regional Chair
May 2017

Board of Management

Principal and Chief Executive Report: March – May 2017

1 Purpose of the Report

To provide members with an update on key college activities.

2 The Report

2.1 *University of the West of Scotland – Partnership & Co-location*

A meeting was held on Tuesday 4 April 2017 at University of West of Scotland, Paisley with representatives from UWS, Principal from Dumfries and Galloway College and John McGee on behalf of NHS. Unfortunately, UWS were still unable to provide clarity regarding future plans for Dumfries campus – both in terms of portfolio and location. No further meetings are scheduled.

2.2 *SRUC – Partnership & Co-location*

There has been no further communication since the meeting with Scottish Funding Council but the Principal attended the launch of the SRUC Strategy consultation at Barony Campus. The Principal will contact SRUC again after the summer break to get an update for the Board.

2.3 *National Bargaining*

A significant amount of Executive team time has been spent attending meetings relating to National Bargaining and managing the strike days. Some classes were able to run but there was significant disruption. EIS have currently suspended strike action and the focus is on supporting students to complete their programme of study.

2.4 *Vice Principal Recruitment*

Applications for the above post were of high quality and following a panel interview process, Andy Glen, VP Shetland College was appointed. Andy commenced employment with the College on Monday 29 May 2017.

2.5 *Academic Restructure*

Following an internal recruitment exercise 7 of the 9 posts have been filled. Please refer to separate paper for more information.

2.6 *Visit Scotland*

The Hospitality team hosted a visit from Visit Scotland who were in the region to promote key initiatives and activities. The team met current students and pupils from local secondary schools who are undertaking an activity tourism module at the College. The visitors were very impressed and highlighted the visit in an article in DG Life in which they stated these young people are the future of tourism in the region.

Board of Management

2.7 *Annual Women of Dumfries lunch*

The Principal and some Board members attended the annual Women of Dumfries lunch organised by the Crichton Foundation and enjoyed 2 entertaining guest speakers and (singer) Fiona Kennedy Clark and Kirsty Walk.

2.8 *Scottish Government 15-24 Learner Journey Review - Engagement for Regional Stakeholder Event*

The College hosted the above event on behalf of Scottish Government and a range of internal and external partners were invited. Sandra Gunn, SG representative commented that D&G had the most diverse group from the events hosted so far with representatives from the Board of Management, College Management Team, Universities, Schools, and Skills Development Scotland. A wide ranging and interesting discussion was held with key challenges and opportunities discussed. These events are being held across Scotland and SG will gather views and ideas as part of policy development.

3 Recommendation

Members are asked to note the update on key College activities.

Carol Turnbull
Principal

Board of Management

Board of Management

Report to the Board of Management on behalf of the Student Association

1 Introduction

The purpose of this report is to an update on recent developments relating to learning and teaching involving the Student Association and Class Representatives.

2 President and Vice President Election

Campaigning for the role of President of the Student Association took place during March 2017 and voting took place the week commencing Monday 27th March. Four candidates stood from across both campuses. The voting was extremely close and the winner Leah Thomas was declared on Monday 3rd April.

Candidates were requested to come forward for the role of Vice President by Friday 28 April, and only one candidate, Tony Conlon, stood. Campaigning then followed and voting took place the week commencing Monday 8th May. Tony Conlon was declared as the successful candidate on Friday 12th May.

Leah and Tony have both accepted the posts which start on the 1st July 2017.

3 NUS Training

NUS new executive officer training is taking place on the 10th and 11th July at West Lothian College in Livingston. Leah and Tony have both confirmed they will attend this.

4 Scottish Parliament Visit

Students from both campuses attended the 'Your Scottish Parliament' event in Edinburgh on Friday 24th March. The students that attended are all members of the Student Association executive or class reps, Emma Curtis and Jay McCulloch from the Stranraer campus and Ailsa Paton and Daniel James from the Dumfries campus, and were accompanied by the Student Engagement Officer. The event was specially designed for students from Scotland's colleges to see how Parliament affects everyday life and to inspire them to become active citizens involved with the political process. The event was well organised, informative and all of the students from the college thoroughly enjoyed it. As a result of the visit, the Scottish Parliament Outreach Education Service have agreed to visit the college in the next session to host an education session about the Parliament for our newly elected class reps.

5 Framework for the Development of Strong and Effective Students' Associations in Scotland

Work is currently ongoing to self-evaluate the Student Association against the Framework taking into account guidance provided by the Scottish Funding Council and Education Scotland in their documents 'Arrangements for assuring and improving the quality of provision and services in Scotland's colleges' and 'How good is our college?'

Leah and Tony have been provided with a copy of the Framework for the Development of Strong and Effective Students' Associations in Scotland, and will continue to develop the Student Association self-evaluation in line with the new quality framework once in post.

Board of Management

6 Class Reps System

It is proposed to introduce a new class rep system next session in order to build closer links between the Student Association and Class Reps. Discussion is currently underway to determine how the new system could provide the maximum benefit to students in relation to the new quality framework and at the same time inform the student engagement self-evaluation framework. More information will be provided at the next meeting.

7 Industrial Action

Meetings between the current Student Association executive, the President and Vice President elect for next session and Class Reps, took place with the Principal on the 15th and 16th May. The Principal had invited student representatives to meet with her to discuss the impact of the industrial action taken by college lecturers. As a result, the Principal issued a briefing to all students covering general points and issues affecting students across the college. Issues and questions raised that were specific to particular groups of students were passed to Quality to progress within the college.

Student Association Executive

Date: 24 May 2017

Board of Management

Key Performance Indicator Report

1 Introduction

The purpose of this paper is to provide the Board of Management with an update on the Colleges Key Performance Indicators (KPI).

2 The Report

One of the many duties of the board is to ensure satisfactory delivery of the College's performance targets (including financial) and to monitor progress against target. Where there is a likelihood that a target will not be achieved the Board needs to be satisfied that it understands the reason for this and agrees actions to address it.

The Board has agreed four Key Performance Indicators (KPIs) to monitor and review at each board meeting. The KPIs are: Activity; Retention (both early and further); Student Outcomes, and Income & Expenditure. Where relevant and known sector figures have now been included in the report.

2.1 Activity

2.1.1 Credits

The Scottish Funding Council (SFC) provides grants to colleges who undertake to deliver a specified volume of activity measured in credits (One credit is equivalent to 40 hours of learning).

The table below shows actual activity against target. Activity for session 2016-17 is the current position (25 May 2017) which includes a forecast to the end of the session. There is growing interest from Scottish Government in Full Time Equivalent (FTE) funded places delivered by colleges. FTE figures have now been added to the table below:

	Target	Actual	Variance	Projected Further Credits	Projected Total	Potential /actual Claw back	FTE
2016-17	30,067	30,296	229	0	30,296	none	2019.5
2015-16	30,371	29,871	(500)	n/a	n/a	£106,634	1990.5
2014-15	42,529	42,413	(116)	n/a	n/a	£22,806	n/a
2013-14	42,529	42,761	232	n/a	n/a	none	n/a
2012-13	38,711	39,014	303	n/a	n/a	none	n/a

The College is on course to achieve its credit activity target for 2016-17 and no clawback is anticipated.

Board of Management

2.1.2 Enrolments

Whilst enrolment figures do not form part of the Board KPIs, the College reports them for information. The table below shows the total enrolment for session 2016-17 to date (25 May 2017) compared to final audited enrolment figures for the previous four sessions.

Enrolments	Full-time					Part-time	Total
	HE Dfs	HE Str	FE Dfs	FE Str	Total		
2016-17	514	28	799	219	1,560	4,394	5,954
2015-16	456	24	895	225	1,600	4,874	6,474
2014-15	470	35	895	215	1,615	4,090	5,705
2013-14	393	none	984	255	1,632	4,098	5,730
2012-13	373	none	958	285	1,616	3,938	5,554

2.2 Retention

There are two retention KPIs the Board monitors:

- Early Student Retention – a measure of the number of students that meet the required retention date for Credit funding purposes (1st November for all full-time courses) as a percentage of total enrolments; and
- Student Retention – a measure of the number of students who complete the course as a percentage of total enrolments.

2.2.1 Early Student Retention

The table below shows early student retention figures for session 2016-17 to date (25 May 2017), compared to final retention figures for the previous four sessions. Early retention of full-time further education students is below the sector average. Early retention of full-time Higher Education students is in line with sector average.

	Full-time Further Education		Full-time Higher Education	
	Actual	Sector	Actual	Sector
2016-17	90	-	92	-
2015-16	88	91.0	95	95.4
2014-15	91	91.4	96	95.6
2013-14	92	92.3	94	95.5
2012-13	91	91.6	94	94.4

The College has short-life working groups looking at long-term strategies to improve early retention.

Board of Management

2.2.2 Student Retention

The table below shows the student retention figures for session 2016-17 to date (25 May 2017) compared to final audited retention figures for the previous four sessions. Retention of full-time further education students is below the College target and below the sector average. Retention of full-time Higher Education students was above College target and slightly above the sector.

	Full-time Further Education			Full-time Higher Education		
	Actual	Target	Sector	Actual	Target	Sector
2016-17	71	76	-	83	85	-
2015-16	70	75	74.5	83	82	82.8
2014-15	70	74	74.6	84	81	82.7
2013-14	74	74	77.3	82	81	84.2
2012-13	73	74	76.9	80	80	82.3

The College has short-life working groups looking at long-term strategies to improve retention.

2.3 Student Outcomes

The student outcome measures the percentage of successful students as a percentage of total enrolments. This measure is analysed at the end of each session. Sector figures have now been included in the table below. The sector figures for 2015-16 will be available in September 2017. Headline student outcomes for the past five sessions are as follows:

	Full-time Further Education			Full-time Higher Education		
	Actual %	Target %	Sector%	Actual %	Target %	Sector%
2015-16	61	70	65.5	71	76	72.2
2014-15	64	67	64.0	71	74	71.4
2013-14	64	65	65.9	71	72	71.3
2012-13	63	63	65.5	70	73	70.3
2011-12	61	61	63.5	70	61	68.9

In session 2015-16 college student outcome rate for further education full-time learners was 4.5% below the sector rate and 1.2% below sector average for high education full-time learners. The College has short-life working groups looking at long-term strategies to improve student outcomes.

The Scottish Funding Council has targeted colleges to further increase the success rate for full-time further education students to 69% by 2016-17.

Board of Management

2.4 Income and Expenditure

Monitoring of income and expenditure against budget forecast is also undertaken by the Finance and General Purposes Committee and reported regularly to the Board.

Income and expenditure	PERIODS 1 TO 6 (April '17)		FORECAST TO JULY 2017		
	Actual	Budget	Forecast	Budget	Variance
	£000	£000	£000	£000	£000
Income (1)	8,924	8,959	11,720	11,755	-35
Staffing Costs (2)	6,045	6,047	8,063	8,068	5
Other Costs (3)	3,090	3,095	4,012	4,042	30
Total Expenditure	9,135	9,142	12,075	12,110	35
Operating Surplus/(Deficit)	(211)	(183)	(355)	(355)	0
Underlying Operating Surplus/ (Deficit) – net of depreciation cash expenditure	124	152	0	0	0

3. Recommendation

Members are invited to discuss the contents of this report and agree any actions.

Carol Turnbull

Principal

Learning and Teaching Committee

Student Satisfaction and Engagement 2015-16

1 The Purpose of the Report

The purpose of the report is to provide members with an update on the Sector Student Satisfaction and Engagement survey 2015-16.

2 The Report

As previously reported to the committee, the Scottish Funding Council (SFC), in partnership with colleges, have developed a national Student Satisfaction and Engagement Survey as a means to evaluate and enhance college provision in Scotland. The SFC recently published sector findings for session 2015-16 and this now makes it possible for the College to benchmark its findings with the sector.

The findings are summarised in the following tables, split into three discreet groupings: full-time students, part-time students and distance learning students. Against each question is the sector finding along with the College findings as follows:

Summary question results for full-time students	% Satisfied College	% Satisfied Sector
Overall, I am satisfied with my college experience	89.8%	90.1%
Staff regularly discuss my progress with me	89.8%	80.5%
Staff encourage students to take responsibility for their learning	97.6%	94.2%
I am able to influence learning on my course	88.6%	85.6%
I receive useful feedback which informs my future learning	93.4%	83.9%
The way I am taught helps me learn	88.0%	84.7%
My time at college has helped me develop knowledge and skills for the workplace	91.0%	88.8%
I believe students suggestions are taken seriously	78.9%	74.1%
I believe all students at the college are treated equally and fairly by staff	88.6%	82.0%
The College Student's Association influences change for the better	58.4%	59.4%

Learning and Teaching Committee

Summary question results for part-time students	% Satisfied College	% Satisfied Sector
Overall, I am satisfied with my college experience	92.9%	93.1%
Staff regularly discuss my progress with me	96.4%	86.0%
Staff encourage students to take responsibility for their learning	92.9%	95.8%
I am able to influence learning on my course	96.4%	90.4%
I receive useful feedback which informs my future learning	96.4%	87.6%
The way I am taught helps me learn	92.9%	89.6%
My time at college has helped me develop knowledge and skills for the workplace	96.4%	91.0%
I believe students suggestions are taken seriously	89.3%	76.1%
I believe all students at the college are treated equally and fairly by staff	92.9%	89.9%
The College Student's Association influences change for the better	82.1%	60.1%

Summary question results for distance learning students	% Satisfied College	% Satisfied Sector
Overall, I am satisfied with my college experience	100%	88.1%
Staff regularly discuss my progress with me	100%	72.2%
Staff encourage students to take responsibility for their learning	100%	90.7%
I am able to influence learning on my course	88.9%	82.5%
I receive useful feedback which informs my future learning	100%	82.4%
The way I am taught helps me learn	66.7%	81.5%
My time at college has helped me develop knowledge and skills for the workplace	66.7%	84.9%
I believe students suggestions are taken seriously	100%	79.7%
I believe all students at the college are treated equally and fairly by staff	88.9%	86.4%
The College Student's Association influences change for the better	44.4%	39.9%

Learning and Teaching Committee

With the exception of two areas in each of the above groupings, the College benchmarks higher than the sector. It is important to note that student participation was low both at college and sector level. This could be attributed, in part, to the time of year the survey took place and also that the survey is in the early stages of implementation.

Going forward the College will be looking at ways to encourage more students to participate, perhaps using the class representative system to highlight the importance of the survey as an opportunity to influence change within the College and now within the Sector.

3 Recommendation

The Committee is asked to note the report.

Board of Management

EMPLOYEE ENGAGEMENT SURVEY

Introduction

The purpose of the paper is to prove the Committee with the results from the recent Employee Engagement Survey conducted as part of the HR Strategy in April 2016.

The Survey

The College undertook a staff survey in 2009 but due to the time lapse and difficulties in analysing the data previously, a new survey was designed. This therefore means that no comparisons can be made. The purpose of the survey is to provide a baseline picture of the organisational culture and elicit staff opinions. Discussion and agreement took place with Trade Union Representatives regarding the questions prior to issue to staff. It was agreed not to include any free text boxes as this created difficulties when analysing the data and also difficult to respond to anonymous comments. Discussion also took place regarding the use of a neither agree nor disagree option and concerns that respondents would mainly use this option. It was agreed to include this option as this may encourage staff to complete the survey when they feel that they did not have a strong opinion for a response. It was agreed that this would be reconsidered prior to the next survey.

The survey consisted of the following eight sections:

- About the individual
- Your Role
- College Performance
- Effectiveness of Teams and Working Relationships
- My Manager
- Organisational Leadership (staff were asked to relate these to the Executive Management Team)
- Staff Morale
- Impact and Achievement

The first section was about the individual completing the survey and would allow for deeper analysis of the results e.g. part time v full time, temporary staff v permanent staff. All staff were invited to complete the survey (excluding the Executive Management Team) on line via an email link with reminders issued at regular intervals to encourage responses. The survey was completed anonymously. A few staff were unable to complete on line and were provided with hard copies to complete (cleaners).

Results

58% of staff completed the survey (174 out of a possible 300) with all staff groups represented and responses from both Campus. The results have provided information which highlights positive areas as well as areas for organisational development to contribute to the success of the College and to enhance and support a culture of continuous improvement.

The responses suggested a positive connection from staff to their role, their team and their line manager with 94% feeling they are trusted to do a good job. 82% of respondents indicated that the College is a friendly place to work with 78% being proud to work at the College. Over 82% of

Board of Management

respondents feel the College ensures learners are the priority with 835 feeling the College is successful in supporting learner from all backgrounds.

Areas highlighted where improvements can be made are:

- Information and Communication;
- Feedback;
- Training and Development; and
- Wellbeing

These are all areas which require further exploration with staff as to why they feel less positive and how we can improve. Working groups consisting of a broad selection of staff will be formed to look at each of these areas and an action plan devised. The survey has been circulated to all staff with some suggestions regarding areas to be reviewed. Future reports to the Committee will provide updates regarding progress in these areas.

A full report of the results is attached.

The survey will be issued again in 2 years to identify where improvements have been made, or sooner if deemed appropriate.

Recommendation

Members are asked to note the attached results.

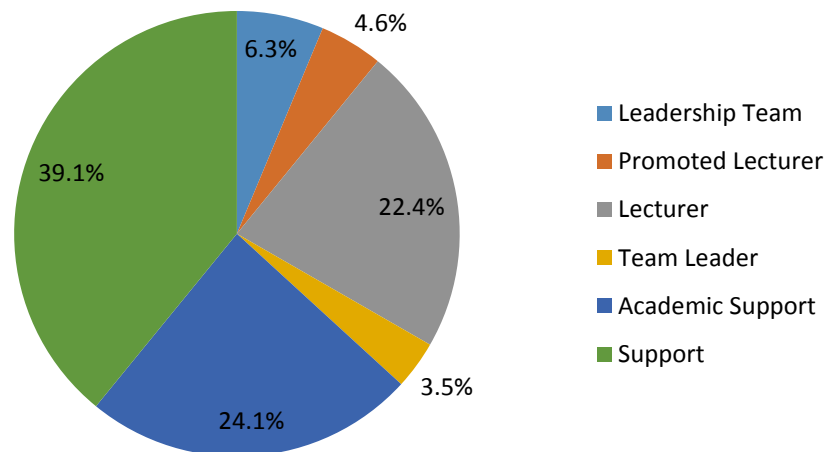
Board of Management

EMPLOYEE ENGAGEMENT SURVEY

Introduction

This report presents the findings of the 2016 staff survey which 58% (174 out of a possible 300) of staff completed.

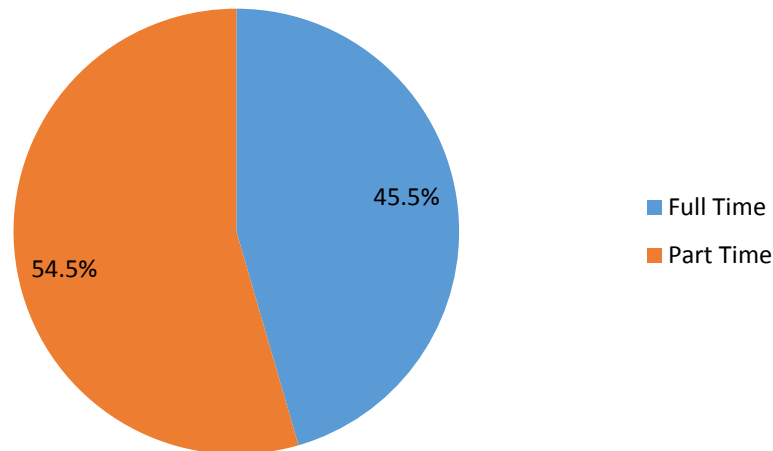
Responses were received from each of the staff groups identified as follows:



From each Campus we received 11.5% from Stranraer and 88.5% from Dumfries which is a reflection of the number of staff at each Campus with 14.7% of staff employed at Stranraer and 85.3% at Dumfries. Approximately 17% of staff are employed on a temporary basis but these only accounted of 9.8% of the responses.

Board of Management

More part time staff responded than full time staff but this is a reflection of the staffing at the College with 69% of staff employed on a part time/term time basis.



The following report is split in to the sections as per the original survey:

- Your role
- College Performance
- Effectiveness of Teams and Working relationships
- My Manager
- Organisational Leadership (Executive Team)
- Staff Morale
- Impact and Achievements

Each section has a graph of the full statistics (%) and a summary of the findings outlining what areas require development. Further work will take place with staff during the next session to develop and implement an action plan to address the key findings.

Board of Management

Your Role

Over 50% of respondents indicated “strongly agree” or “agree” to the 17 statements in this section with the exception of the following:

- I receive regular praise for my work;
- I feel the views of staff at all levels are treated with respect;

The majority of responses in relation to role clarity indicate that staff are clear about their role and their role within the team, 93% and 87% respectively, with 68% indicating that they receive sufficient information to operate effectively. 67% stated they had a regular staff development review; however 17% indicated that they did not have clear objectives, with 13% indicating that their CPD requirements were not met.

Only 45% stated that they receive regular feedback on their performance with 24% stating they did not.

31% of staff indicated that they feel that the views of staff are not treated with respect.

The majority of responses indicated that they feel trusted to do a good job (94%) however 10% feel that they are not given the opportunity to work to their strengths.

On average 20% of respondents neither agreed nor disagreed with the statements.

Areas for development:

- Staff development review process;
- Staff development programme;
- Explore how we can improve the mechanisms for staff to feedback.

Board of Management

	Strongly Agree %	Agree %	Neither agree nor disagree %	Disagree %	Strongly disagree %
I understand what is expected of my role	51.72	40.8	4.02	2.87	0.57
I have a clear role within my team	44.25	42.53	8.62	4.02	0.57
I am trusted to do a good job	55.75	38.51	4.02	1.15	0.57
I receive regular praise for my work	20.11	32.18	32.18	12.64	2.87
I receive a regular staff development review/career review	26.44	40.8	18.97	7.47	6.32
I have clear staff development objectives/career review objectives	18.39	41.95	22.99	10.92	5.75
My CPD requirements have been met.	18.39	33.33	35.63	7.47	5.17
I am encouraged to learn and develop my skills	24.14	35.63	24.71	9.77	5.75
I am given the information I need to operate effectively	18.39	49.43	21.84	8.62	1.72
I have an opportunity to work to my strengths	23.56	42.53	22.41	8.62	2.87
I receive regular feedback on my performance	14.37	31.03	31.03	19.54	4.02
I have a good work-life balance	21.84	43.1	18.97	11.49	4.6
I find my work challenging and motivating	22.99	47.13	20.11	8.05	1.72
I have guidance and support in my role	27.01	39.08	22.41	8.05	3.45
I understand how my work contributes to delivering the College's goals	34.48	47.13	14.37	2.3	1.72
I feel the views of staff at all levels are treated with respect	14.94	31.61	22.41	20.11	10.92
I feel I can talk openly about my problems or concerns	19.54	34.48	24.14	14.94	6.9

Board of Management

College Performance

Respondents indicated an understanding of the College's purpose, vision, strategies, goals and challenges faced by the College however on average 23% of staff neither agreed nor disagreed with the statements regarding vision, strategies and performance. Although 65.5% indicated that they receive regular information regarding the College's performance, 44.8% indicated they would like more. 59% stated they were confident in the College's future but 12.6% did not agree with this statement and 28% neither agreed nor disagreed. More work is required to identify why staff feel this way.

50% confirmed that they understood the role of the Board of Management with 20% disagreeing.

On average 26% of staff responded "neither agree nor disagree" with the statements.

Areas for development:

- Explore how we can improve on information sharing with staff at all levels.
- More information to all staff regarding the role of the Board of Management and members;
- Explore how we can improve communication.
- Explore why staff are concerned regarding the College's future.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
There is a clear vision for the future of the College	14.37	52.3	24.14	6.9	2.3
I understand the purpose of the College	27.59	60.34	9.77	2.3	0
I understand the strategies and goals of the College	16.09	55.17	23.56	3.45	1.72
I receive regular information about the performance of the College	12.07	53.45	24.71	8.62	1.15
I would like more information about the College's performance	10.34	34.48	48.28	5.17	1.72

Board of Management

I understand the challenges our College currently faces	15.52	56.32	22.41	5.75	0
I am confident about the future of the College	12.64	46.55	28.16	8.05	4.6
I understand the role of the Board of Management	10.92	39.08	30.46	16.09	3.45

Effectiveness of Teams and Working Relationships

From the responses there is a clear indication that teamwork is effective in individual teams (83%) and that teams regularly review their own effectiveness (74%). There is however an indication that further work is required regarding communication between teams with 35% stating they “disagree” or “strongly disagree” with this statement. Although 56% stated they feel there are good working relationship between support and teaching teams, 16% disagreed and 28% neither agreed nor disagreed. Further exploration is required regarding as to why some staff feel this is not the case.

On average 21% of staff responded “neither agree nor disagree”.

Areas for development:

- Explore methods to share good practice and improve inter-team communication.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
There are good working relations between teaching and support teams	16.9	39.66	28.16	10.34	5.75
My immediate colleagues and I work effectively as a team	50.57	32.18	10.34	5.17	1.72
My team regularly reviews our effectiveness and takes action to improve this	33.33	40.23	12.64	10.34	3.45
I understand the roles of most other teams in the College	11.49	51.72	21.26	13.22	2.3
The College has effective communication systems for sharing good practice between individuals and teams	7.47	22.99	34.48	27.59	7.47

Board of Management

My Manager

Over 70% indicated they had a good relationship with their manager in terms of being treated as an individual, feeling motivated and valued, confident to raise concerns and that they will receive feedback. 61% stated that they receive clear guidance from their manager on how to improve performance and 68% are confident that their manager will take action upon feedback. Conversely respondents were less positive in relation to: fair and transparent decision making; effective communication; staff are briefed honestly/fully about major College issues; and that staff do not feel confident challenging management views with only an average of 38% providing positive responses.

On average 21% responded that they neither agreed nor disagreed with the statements in this section.

Areas for development:

- Explore how we can improve on communication;
- Explore why staff feel unable to challenge views and decisions.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
My manager treats me as an individual	43.6	38.51	12.07	2.3	2.87
My manager motivates me to do a good job	39.08	35.06	17.24	6.32	2.3
I feel valued by my manager	41.38	35.63	14.94	4.6	3.45
My manager recognises my life outside work	39.08	34.48	17.82	5.75	2.3
I receive clear guidance from my manager on how to improve my performance	26.44	34.48	28.16	6.32	4.02
My manager asks for and considers my views and ideas	33.91	39.66	14.37	8.62	2.87
I feel confident that my manager will take action upon feedback given	31.03	37.93	18.97	7.47	4.02
I feel that I can raise any issues or concerns with my manager	36.78	38.51	13.79	7.47	3.45
I get an honest response from my manager to any question I raise	36.21	36.78	15.52	7.47	3.45
I feel decision-making within the College is fair and transparent	6.90	29.89	32.18	16.09	14.37
The management of the College communicates effectively	9.20	28.16	32.18	20.11	9.77
I feel staff are briefed fully and honestly about major College issues	10.92	32.76	28.16	17.24	8.62
I feel comfortable challenging their views	7.47	28.16	28.16	22.99	10.92
I am confident that honest feedback will be given by College management	9.77	32.76	33.91	12.64	8.62
I am confident that discussion with my manager are treated I confidence	34.48	40.23	14.94	6.9	3.45

Board of Management

Organisational Leadership

52% indicated that they were confident that management provided clear leadership however 18% did not agree with this statement. Responses to the remaining 8 statements were similar to that of the previous section with an average of 40% responding positively and an average of 25% responding negatively.

On average 34% responded “neither agree nor disagree”.

Areas for development:

- Explore how we can improve on communication from and to the Executive Team.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
I am confident that management provide clear leadership	10.92	41.38	29.89	13.22	4.60
I feel decision-making within the College is fair and transparent	7.47	26.44	38.51	20.11	7.47
The management of the College communicates effectively	8.62	32.18	36.21	16.67	6.32
I feel staff are briefed fully and honestly about major College issues	13.22	31.03	35.63	13.79	6.32
Management actively seek views and ideas from staff about the College	7.47	36.21	30.46	17.24	8.62
I feel confident in speaking up about issues affecting the College	11.49	27.59	35.63	18.97	6.32
I feel comfortable challenging their views	7.47	29.31	29.89	24.71	8.62
I am confident that management evaluate all suggestions and give feedback in a timely manner	5.75	31.61	36.21	17.24	9.20
I am confident that honest feedback will be given by College management	9.77	32.18	36.78	12.64	8.62

Board of Management

Staff Morale

Over 82% indicated that the College is a friendly place to work with 78% being proud to work at the College, however only 51% felt valued by the College. Almost 65% feel confident in the College's future.

When asked about mutual respect between staff at all levels over 50% responded positively however 20% disagreed. Almost 75% of staff agreed that staff are treated equally regardless of gender, age, ethnicity etc.

On average 58% of respondents feel they are encouraged to learn from each other and are encouraged to be innovative with almost 72% indicating that customer care is at the heart of what we do.

Only 54% believe the need to improve quality of our work is a shared value with nearly 17% disagreeing with this statement.

43% feel the College offers a wide variety of benefits with only 42% agreeing that the College promotes health and well being to staff. 25% disagreed with this last statement.

On average 24% neither agreed nor disagreed with the statements.

Areas for development:

- Explore further why 49% did not feel that they could respond positively to feeling valued by the college.
- Explore further why 46% do not feel that staff have a shared value of continuous quality improvement.
- Review the staff benefits offered to ensure that all staff are aware of the packages and have access.
- Identify how excellence and innovation can be recognised and supported.

Board of Management

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
The College is a friendly place to work	31.61	50.57	11.49	5.17	1.15
There is a mutual respect between staff at all levels of the College	16.67	40.8	21.26	17.82	3.45
I feel all staff are treated equally - irrespective of their gender, age, ethnicity, etc.	23.56	51.15	12.07	9.77	3.45
I feel staff are encouraged to learn from each other	14.37	45.4	29.31	9.77	1.15
I feel staff are encouraged to be innovative	16.67	40.23	26.44	11.49	5.17
I feel that high quality customer service is at the heart of what we do	27.59	44.25	18.39	7.47	2.3
The need to constantly improve the quality of our work is a value shared by all staff	10.92	43.1	29.31	13.79	2.87
I feel that my colleagues in other departments in the College recognise and support my work	9.77	33.33	38.51	14.37	4.02
The College offers a wide variety of staff benefits	7.47	35.63	33.91	19.54	3.45
The College promotes health and wellbeing to staff	6.32	36.21	31.61	18.39	7.47
I feel valued by the College	11.49	39.66	27.01	12.64	9.2
I am proud to be an employee of the College	33.33	44.83	14.94	5.75	1.15
I have confidence in the College's future	20.69	44.25	22.99	6.9	5.17

Board of Management

Impact and Achievement

On average 64% responded positively to each question in this section with over 82% feeling that the College ensures that the students are the priority and 83% feeling the College is successful in supporting learners from all backgrounds. 60% of respondents feel that the College has a good reputation with students.

With regard to external reputation with local employers, schools and businesses an average of 54% responded positively with 18% disagreeing that the College has a good reputation with local employers.

61% feel that the college is respected overall within the local community however 14% disagreed.

68% feel that the College recruits high quality staff.

On average 25% of responses neither agreed nor disagreed with the statements.

Areas for development

- Review how we seek views from external clients;
- Explore why some staff feel that the College does not have a good reputation externally.

	Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
Overall I feel the College ensures students are the priority	25.29	56.9	10.92	5.17	1.72
Overall I feel the College looks after its business clients/employers well	12.07	47.13	31.61	5.17	4.02
Overall I feel the College has a good reputation with local schools	12.07	39.66	38.51	8.62	1.15
Overall I feel the College has a good reputation with local employers	9.77	41.95	29.89	14.94	3.45
Overall I feel the College has a good reputation with students	12.07	47.7	28.16	10.34	1.72
Overall I feel the College is successful in supporting learners from all backgrounds	24.71	58.62	12.07	3.45	1.15
Overall I feel the College is respected in the community overall	11.49	49.43	25.29	12.07	1.72
Overall I feel the College recruits high quality staff	16.67	51.15	25.29	4.02	2.87

Board of Management

Minute of the Meeting of the Audit Committee of the Board of Management of Dumfries and Galloway College held on 21 February 2017 at 2 pm in Room 1074b

Present: Hugh Carr (Chair) Pat Kirby
Stuart Martin

In attendance: Carol Turnbull, Principal Karen Hunter, Finance Manager
David Eardley (Scott-Moncrieff) Georgina Philp (Scott-Moncrieff)
Jannette Brown, Board Secretary, Vice Principal Corporate Services & Governance
Brian Johnstone, Chair of the Board of Management

Minute Taker Heather Tinning, (Executive Team Assistant),

1 Apologies

The Chair welcomed members to the meeting, in particular David Eardley and Georgina Philp from Scott-Moncrieff. Apologies for absence were intimated on behalf of Delia Holland.

The Secretary to the Board confirmed the meeting was quorate with enough members present to allow decisions to be made.

2 Declaration of Interest

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

3 Minute of Meeting of 21 November 2016

The committee asked for a typo to be corrected then approved the Minute of meeting held on 21 November 2016.

4 Matters Arising

In response to a question about the College's published annual accounts the Vice Principal Corporate Services & Governance advised that a press release would be issued once the College had been advised to publish accounts.

5 Scott Moncrieff Introduction

David Eardley and Georgina Philp spoke to the report which had been issued, providing an overview for Scott-Moncrieff Accountants, and asked for it to be noted that they were delighted to be appointed to undertake the audit for the college. David will lead the external audit for the college and Georgina Philp will manage the onsite audit team.

In answer to a question on courses and updates on governance, DE reported that he would advise the college of any planned events, and reported that at present Scott-Moncrieff are

Board of Management

looking to roll out non-executive forums involving plenary sessions, allowing sharing of experience and good practice across the sector.

In terms of the next steps, DE advised that he would look to set up a formal meeting with the College to pull together the External Audit Plan, which will be brought back to the Audit Committee meeting in May. There will be an interim visit to the college to look at the college's systems and processes and a final visit to audit the accounts and the financial statements, for presentation at the November Audit Committee meeting to take forward to the Board of Management at the December meeting.

6 Internal Audit Reports

6.1 Progress Reports

The Vice Principal Corporate Services & Governance spoke to the Internal Audit Progress Report which had been issued, assuring members that the college is on course to progress the audits planned for next year. Planned audits on Cyber Risk and Income Generation took place in w/c 13 February. The Vice Principal Corporate Services & Governance advised that the next interim report will be presented to the Audit Committee at the May meeting, together with the Audit Plan for 2017/18.

Members noted the Internal Audit Progress Report.

7 Strategic Risk Register

The Vice Principal Corporate Services & Governance spoke to the circulated Strategic Risk Register, highlighting the new risks. Discussion took place on the vacancies for both the Board Secretary and the Vice Principal Corporate Services & Governance positions. The Principal re-assured the Board Members that the recruitment process had started for both. The Principal will assume the Vice Principal's portfolio in the interim. She advised that there were experienced managers under the Vice Principal. The Principal confirmed that experts Aspen People will deal handle the recruitment of the Vice Principal, and interviews planned to take place at the end of April. The Principal confirmed that she had emailed all board members with a link to the vacancy.

In answer to a question on the rating of risk 8, business continuity due to Influenza pandemic, terrorism, fire or other disaster, the Vice Principal Corporate Services & Governance advised that the procedure was last invoked when the College being flooded. Staff training had recently taken place in line with PREVENT duties. Feedback from the recent audit of Cyber Security does not indicate that the rating should be increased.

Decision: Members approved the Strategic Risk Register.

Board of Management

8 Audit Scotland Statutory Fees Letter

The Vice Principal Corporate Services & Governance spoke to the Letter which had been issued, providing notification of the college's statutory fees for 2016/17 Audits. Discussion surrounded the expected fixed fee increase of 13.8% from 2015/16.

Members noted the contents of the letter.

9 Any other Business

9.1 College Strategic Risk Register

In response to a question in terms of the Auditors' views on the college's Strategic Risk Register, DE advised that the format, layout and number of risk identified are in line with good practice. He also advised that it was important to discuss the Risk Register at Board Committee meetings. Members noted that the Risk Management Policy was reviewed last June.

9.2 Vice Principal Corporate Services & Governance

On behalf of the Audit Committee, the Chair thanked the Vice Principal Corporate Services & Governance (Board Secretary) for her dedication and commitment and wished her well in her future plans.

10 Date and Time of Next Meeting

The next meeting of the committee is to take place on Tuesday 16 May 2017, at 2 pm.

Board of Management

Minute of meeting of the Learning and Teaching Committee of the Board of Management held at the Dumfries Campus on Tuesday 28 February 2017 from 2.00 pm in Room 1074b.

Members present: Delia Holland (Chair) Carol Turnbull (Principal)
Ian White Kenny Henry
Emma Curtis

Faculty representatives: Peter Woods David Denholm

In attendance: Jannette Brown, Secretary to the Board and Vice Principal Corporate Services & Governance
Brian Johnstone, Chair of the Board of Management

Minute Taker: Heather Tinning, Executive Team Assistant

Item 3 only June Holland, Head of Faculty for Education, Health & Social Studies

1 Welcome and Apologies for Absence

The Chair welcomed members to the meeting, in particular Brian Johnstone, Jannette Brown as Board Secretary and Heather Tinning. Apologies for absence were intimated on behalf of John Henderson, Barry Graham and Andy Wright.

The Chair asked to record thanks on behalf of the Committee, to Kay Bird, Board Secretary, for her hard work over the last few months. Also, thanks to Scott Hardie, the Student Association President, for his commitment to the Committee.

The Secretary to the Board confirmed the meeting was quorate with enough members present for decisions to be made.

2 Declaration of interest

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

3 Presentation – Access to FE New Programme

The Head of Faculty for Education, Health and Social Studies spoke to the report, which had been issued on the new Access to FE Programme. Her presentation highlighted the need for a transition course for disengaged young people. A project based course designed to motivate and build confidence. The course would be levelled at SCQF 3, enabling learners, on completion, to progress onto college courses at SCQF 4 level. It is planned to offer the course early in session 2017-18. Members engaged in a discussion about the content of the course, likely demand and previous experience of engaging with disengaged learners. The committee asked the Head of Faculty to keep them updated on the development of the course.

Members noted the report and thanked Head of Faculty June Holland for the presentation.

Board of Management

4 Minute of Meeting of 13 December 2016

The Minute of the Meeting of 13 December 2016 was approved.

5 Matters Arising

Reports: The Chair asked for all reports to include the name of the author in future.

5.1 Review of Learning & Teaching Committee Remit

The Chair reported that following discussion with the Chair of the Board, it had been agreed to defer the Working Group, until a later stage, and advised that it is important not to undertake the review of one committee in isolation. The Chair commented on the need to encourage more non-executive board members to join the Learning & Teaching committee. Members noted that two new board members had just been appointed to the Board who may be interested in joining.

6 Student Association Update

Emma Curtis, the Student Association Vice President provided an update on the Student Association. She advised the committee that she would be spending more time at Dumfries campus owing to the resignation of the President. Emma advised that she would be undertaking classroom visits to help promote the Student Association and the forthcoming elections for President and Vice President. The VP C&G confirmed that they have been working with NUS on office bearers and how to take the Student Association forward in future. Following these discussions, it has been agreed to have two full-time paid positions, President and Vice President. Other executive posts would be offered on a voluntary basis. The committee stressed the importance of a marketing campaign to raise awareness of the Student Association, in particular testimonials from existing student association members.

The Chair advised members that a discussion paper was going to the Board on the 7th March, on how the board might better engage with the student Association.

Action: The chair asked for the Board discussion paper to be circulated to L&T committee members and to let her have comments which could be fed into the Board discussion.

7 Key Performance Indicators Update

The Vice Principal Corporate Services & Governance spoke to the KPI report, which had been issued. The Board has remitted the monitoring of KPIs on retention, progression (leaver destinations) and outcomes to this committee. Vice Principal Corporate Services & Governance reported that the Short Life Working Group established following the last Education Scotland visit has been tasked with developing strategies to improve retention and attainment. The committee expressed concern about the retention of full-time higher

Board of Management

education courses and asked for more information on this to be made available at the next committee meeting.

Action: To provide the committee with details on retention of full-time higher education courses.

Further discussion surrounded the high College target set for full-time further education Student Outcomes compared to actual achieved. The Vice Principal C&G advised that the targets are set at the start of the 3-year Regional Outcome Agreement process, and that the Scottish Funding Council (SFC) encouraged colleges to be aspirational when setting targets. She advised the committee that this was also a sector issue and the SFC had tasked all colleges to achieve a success rate of 69% by 2016-17. The Vice Principal Corporate Services & Governance, advised that the Learner Destination data should be available for discussion at the next meeting in May. Members noted that the Early Retention figures for Full-time Further Education have increased by 2%.

The Chair of the committee acknowledged the effort made by staff to improve retention.

Members noted the report.

7 Vice Principal (Learning and Skills) Update

The Principal spoke to the report, which had been issued. The Principal reassured the committee on the various strategies used to improve retention and attainment such as increasing teaching hours, increasing tutorial time and a variety of different delivery methods. The Principal advised that the Faculty Heads are attending the Executive Management Team on the 8th March to present their Five-year curriculum plans. The five-year College curriculum plan will be presented to this committee for consideration, at its next meeting, before going to board for approval.

Members noted the contents of the report.

9 New Quality Framework

9.1 How Good is Our College/Quality Arrangements

The Vice Principal Corporate Services & Governance spoke to the report, which had been issued, advising that the documents relate to the new Quality Framework from Education Scotland and the arrangements set by Scottish Funding Council. The 'How Good is Our College?' framework encompasses the whole learner experience. She advised members that Education Scotland are planning a series of engagement visits including the Board. The new framework is designed to integrate with self-evaluation of the Regional Outcome Agreement and quality annual self-evaluation into a single report to include action for improvement and an overall grade. The SFC consider this year to be the developmental year with full

Board of Management

implementation from 2017-18. The annual self-evaluation report will be considered by this committee, before going to the full board for approval, in the same way as under the previous framework.

Members noted the reports.

10 National Articulation Report

The Principal spoke to the report which had been issued, providing information to the Committee on articulation from college to University, in particular the increased number of students articulating with advanced standing. The Principal reported that the College has a number of formal articulation arrangements with Universities, allowing the students to move directly into a second or third year programme. The articulation numbers now form part of our Regional Outcome Agreement, which the SFC use to report to the Government providing vital information in terms of the Learner Journey.

Members noted the report.

11 Education Scotland Review Progress Report

The Vice Principal Corporate Services & Governance spoke to the report, which had been issued, advising that overall good progress has been made. One of the Short Life Working Groups has been asked to focus on reviewing the Learning & Teaching Strategy and the Student Retention and Attainment Strategy. Once these strategies have been agreed, a series of action plans will be developed to support them. The Chair requested that the L&T Committee be kept updated of the progress.

Members noted the report.

12 Quality Audit Reports/Surveys

12.1 Complaints Handling Statistics

The Vice Principal Corporate Services & Governance spoke to the report, which had been issued, reminding members that the Board has remitted monitoring of complaints to this committee. The VP C&G advised that awareness training had recently taking place on how to deal with complaints which explains the overall increase in complaints. However, the complaints are spread over a range of categories and therefore no conclusion can be drawn at this stage in the academic year. The VP C&G advised that with all colleges now using the same categories, in future benchmarking with the sector will be possible and reported to this committee.

Members noted the report.

Board of Management

12.2 Student Satisfaction and Engagement 2015-16

The Vice Principal Corporate Services & Governance spoke to the report, which had been issued. She reported that information on student satisfaction is one of the many ways this committee monitors the quality of the learner experience. The Vice Principal Corporate Services & Governance reminded members that the committee had considered student satisfaction data at its meeting in October 2016. However, benchmarking with the sector is now possible following recent publication of sector data. Overall, the College benchmarks favourably with the sector with no areas for concern at this time. The VP C&G advised that the L&T Committee and Board can take great assurance from this level of satisfaction. She reported there is still work to be done to encourage more students to participate in the annual survey and that class reps and personal tutors will be asked to promote the survey and have their voice heard. The VP advised that data from this survey is used to further improve the students experience and address any areas of concern.

Members discussed the remit of the L&T Committee, which includes monitoring of quality in relation to learning and teaching and student engagement.

Members noted a positive report.

13 Any other Business

13.1 Events

Peter Woods reported on events that may be of interest to Committee members, including:

- Education Show at NEC, on the 16th, 17th and 18th of March. There is no cost to this event
- Scottish Learning Festival at the SECC, taking place in September

Although, it was agreed that some of the events might not be appropriate for members, the Chair advised that it was very useful to receive such information. Pete Woods also reported that College Development Network offer a Teach Meeting on new Teaching ideas and Technologies. The Principal advised that the Staff Development Process should be followed, in terms of attending such events.

Action: The Principal to look at Promoting Awareness of these events.

13.2 Vice Principal

The Chair thanked Jannette Brown, Vice Principal, for her dedication to this committee and hard work as both the Board Secretary and the Vice Principal Corporate Services and Governance, and wished her well for the future. The Principal advised that responsibility for the Quality Framework would lie with her until the new Vice Principal was in post.

14 Date and time of the Next Meeting

The next meeting of the committee is to take place on 30th May, at 2 pm.

Board of Management

Minute of the Meeting of the Finance and General Purposes Committee of the Board of Management of Dumfries and Galloway College, held on Tuesday 29 November 2016 at 2.00 pm in Room 1074b, Dumfries Campus.

Present: Karen McGahan (Acting Chair) Ros Francis
Kenny Henry
Carol Turnbull

In attendance: Jannette Brown, Vice Principal Corporate Services & Governance
Karen Hunter, Finance Manager
Helen Pedley, Director of Organisational Development and Facilities
Brian Johnstone, Chair of the Board of Management
Kay Bird, Secretary to the Board/Minute Taker

1 Welcome and Apologies for Absence

The Acting Chair welcomed members and the Chair of the Board of Management to the meeting. Apologies were intimated on behalf of John Henderson.

The Secretary to the Board confirmed the meeting was quorate with enough members present to allow decisions to be made.

2 Declaration of Interest

Members agreed to declare any declarations of interest as appropriate throughout the meeting.

3 Minute of Previous Meeting

The Minute of the Finance and General Purposes Committee held on 27 September 2016 was amended to make reference at matter 4.1, to DM Hall's valuation. The Minute was approved.

4 Matters Arising

4.1 Sale of Catherinefield

The Director of Organisational Development and Facilities verbally reported the sale had not yet concluded, the solicitors for the purchaser had raised some requisitions which had been attended to and requested new plans which had been drawn up. It was hoped that missives would be concluded prior to Christmas.

Board of Management

4.2 Draft Annual Finance & GP Committee Report

The Finance Manager spoke to the draft report which had been circulated. The Members discussed the report and agreed to an amendment to include a caveat that the College's inability to set aside cash was a technical deferment.

Decision: The Members approved the Report.

4.3 Update on Lennartz Ruling

The Finance Manager spoke to the report which had been circulated and advised this was a follow on from the previous report. She advised three colleges had submitted claims to HMRC and their claims have been rejected. Ernest & Young have advised that HMRC will defend their position strongly and Ernest & Young are taking a step back. EMT's recommendation is that no further action is taken regarding the College's Lennartz agreement, subject to any further advice from Scott Moncrieff who are waiting to hear further from HMRC. The Members discussed this recommendation.

Decision: It was agreed by the Members that based on the advice received there would be no further action taken and that the funds set aside for Lennartz be re-budgeted.

5 2015-16 Financial Statements

The Finance Manager spoke to the report which had been circulated and summarised the main points. She emphasised the changes in the reporting requirements, the changes in the accounting policies for pension adjustments and depreciation cash spend and confirmed that there would have been a small surplus had these new accounting policies not been put in place. A narrative had been included at the beginning of the Statements to highlight what had happened in the College over the period with some comparisons with the previous year. The Acting Chair congratulated the Finance Manager on the narrative.

The Finance Manager advised spoke to the accounts which now included a statement of comprehensive income and the Members commented that the accounts were not as differently presented as they would have first thought. The Acting Chair and Ros Francis congratulated the Finance Manager on a well presented performance report. The Chair of the Board of Management asked for a one page bulletin to be produced to emphasise the key highlights and the Vice Principal Corporate Services & Governance confirmed this had been drafted.

Action: The Vice Principal Corporate Services & Governance confirmed the one page bulletin would be circulated to Board Members forthwith.

Decision: Members recommend for approval the Financial Statements for the year ended 31 July 2016 to the Board.

6 Revised Health and Safety Policy

The Director of Organisational Development and Facilities spoke to the report which had been circulated and advised the policy was revised every three years or earlier if required. She confirmed the H&S Committee have reviewed the H&S Policy together with the Fire

Board of Management

Policy which now formed a separate document. The H&S Policy had been simplified and recent changes incorporated. The Members discussed the report and it was agreed that point 1.1.8 on page 23 of the Policy, the word “expects” on the first line would be changed to “required” to strengthen the emphasis and it was confirmed this policy forms part of the employee’s job description and therefore is mandatory.

The Chair to the Board of Management commented that the policies were very detailed and Board Members could not be expected to know whether the policies conform to current legislation, and how the Board satisfies itself in this regard. The Director of Organisational Development and Facilities gave assurances that the Fire Authority had approved the Fire Policy and the College’s H&S Officer was responsible for checking the Policy was compliant. The Principal gave the Committee further assurance that the Policy is compliant and that routine H&S audits take place. The Acting Chair advised that John Henderson, the Chair was in agreement to recommend the two policies to the Board of Management.

Action: The Director of Organisational Development and Facilities to make the change to point 1.1.8 on page 23 of the Policy.

Decision: The Members recommend for approval the H&S Policy and the Fire Policy to the Board of Management.

The Director of Organisational Development and Facilities left the meeting.

7 Financial Update (inc Management Accounts)

The Finance Manager spoke to the report which had been circulated and confirmed there were no big changes to the budget however it was still early in the academic year. The forecasts will be reviewed when November’s figures are available. The Finance Manager advised the format of the accounts and reports will be reviewed to ensure they provide the correct information at the right level for EMT and Board purposes. The Members discussed the budget changes and the Finance Manager asked the Members to approve the changes. Ros Francis raised that there was an underspend on projects and the Finance Manager and Vice Principal of Corporate Services & Governance confirmed that a number of projects were to start in the near future and EMT would be keeping an eye on this and they gave assurance to the Board that unless there were significant budget changes, when a revised budget would be presented, minor budget changes would be brought to the Committee in this way

Decision: The Members approved the budget changes.

8 Aged Debt Report

The Finance Manager spoke to the report which had been circulated and reported that there was only one proposed write-off which was a Bursary from last year. This debt had been put in the hands of a debt collection agency but as the student had no means of repaying the Bursary it would have to be written off. The aged debt balance as at October 2016 was highlighted. The Members discussed the report and the Acting Chair commented that there were very few write-offs which was good practice. The Acting Chair enquired whether write-offs are reported to the SFC and the Finance Manager advised write offs are reported on the Financial Memorandum.

Board of Management

Decision: The Members approved the proposed write-off and noted the aged debt balances as at October 2016.

9 Cash Flow Forecasts

The Finance Manager spoke to the report which had been circulated and advised the report updated the 2016-17 Cash Flow Forecasts. The bank balances for every month are presented to the Committee and the College aims to maintain a minimum amount of £1M. The Members discussed the report and the Chair of the Board of Management asked whether the College had an overdraft facility and the Finance Manager advised that there is no overdraft facility in place due to the fact that there is never a need to use this facility and a fee is charged for this facility.

Members noted the report.

10 Any Other Business

The Chair of the Board of Management raised Audit Scotland's recommendation for a five year strategy for the College being in place and when EMT expect to achieve this. The Vice Principal Corporate Services & Governance advised this strategy will be drafted and will come to this Committee prior to going to the Board of Management; but not prior to March 2017. She advised there is no timescale to adhere to as it is a good practice recommendation.

The Chair of the Board of Management thanked the Finance Manager and her team for all their hardwork.

11 Date and Time of Next Meeting

The next meeting of the Committee will take place on Tuesday 28 February 2017 at 2pm.

Board of Management

Minute of the Meeting of the Finance and General Purposes Committee of the Board of Management of Dumfries and Galloway College, held on Tuesday 14 March 2017 at 2.00 pm in Room 1074b, Dumfries Campus.

Present: John Henderson (Chair) Ros Francis
Karen McGahan Carol Turnbull
Kenny Henry

In attendance: Jannette Brown, Vice Principal Corporate Services & Governance and Secretary to the Board
Karen Hunter, Finance Manager
Helen Pedley, Director of Organisational Development and Facilities
Brian Johnstone, Chair of the Board of Management

Minute Taker: Heather Tinning, Executive Team Assistant

1 Welcome and Apologies for Absence

The Chair welcomed members to the meeting, and thanked Karen McGahan for Chairing the last meeting on his behalf.

The Secretary to the Board confirmed the meeting was quorate with enough members present to allow decisions to be made.

2 Declaration of Interest

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

3 Minute of Previous Meeting

Members asked for item 4.2 of the minute to be amended to 'The College's inability to set aside cash for future developments. The Minute of the Finance and General Purposes Committee held on 29 November 2016 was then approved.

4 Matters Arising

4.1 Sale of Catherinefield

The Director of Organisational Development and Facilities reported that the missives had now been concluded and payment received for the sale of Catherinefield.

4.2 Five-year Financial Strategy

The Vice Principal Corporate Services & Governance reported that the College Sector Finance Directors Steering Group are looking to develop a template for the sector to use which can then be tailored for individual colleges. The strategy will come to this committee for consideration prior to going to the full board.

Board of Management

4.3 Update on Lennartz Ruling

The Vice Principal Corporate Services & Governance advised that no change in the information relating to Lennartz since the committee last met. However, the College will continue to keep this under review and update the Committee if the situation changes.

5 Climate Change Action Plan Update

The Director of Organisational Development and Facilities spoke to the report, which had been issued providing members with progress on the actions, detailed in the plan. The Director confirmed that the College was on target to achieve the reductions planned over the five-year period. The College is in the process of agreeing tenders to replace the boilers at the Stranraer campus, new energy efficient gas boilers have been installed at the Dumfries Campus, as well as replacement to and upgrading of lighting. The Director reported that early indications show cost savings in energy bills when compared to the same period last year. A college wide Sustainability Working Group including student reps and the college's climate change officer, had been set up to help meet the Scottish Government's aim to transition to a low carbon economy.

Members noted the report.

6 Indicative Funding 2017-18

The Vice Principal Corporate Services & Governance spoke to the report, which had been issued, on indicative funding allocation for next year. The Vice Principal highlighted the differences from last year to this, and whilst there is a slight increase overall the increase will not cover the increased pay costs.

The Principal provided members with an update on the current EIS situation following an Employers Association meeting she and the Director of Organisational Development and Facilities had attended.

Members noted the report.

7 Financial Update (inc Management Accounts)

The Finance Manager spoke to the report, which had been issued. The February Accounts had been updated to reflect the sale of Catherinefield. She reported that the College is on target to achieve an underlying operating break-even position. She also reported that the forecast deficit includes planned 'depreciation cash' expenditure of £355k to meet the 2015-16 consolidated pay award and estimated voluntary severance scheme costs.

Members noted the report.

8 Aged Debt Report

Board of Management

The Finance Manager spoke to the report, which had been issued, providing members with an update on debtor balances and bad debts arising since 31 October 2016. She advised that there were no debts to write off and asked members to note the position.

Members noted the report.

9 Cash Flow Forecasts

The Finance Manager spoke to the report, which had been issued, summarising the cash flow forecasts up to 31st July 2017. She advised that all capital maintenance projects to be paid by the end of March and Voluntary Severance Scheme Payments to be paid by the end of July.

Members noted the report.

10 Any Other Business

10.1 College Banking

The Chair of the Board advised members that the College is on course to switch to government banking with the Royal Bank of Scotland by the agreed 1st April deadline.

10.2 Vice Principal Corporate Services & Governance

To conclude, the Chair of the Finance and General Purposes committee thanked Jannette Brown for all her help and commitment over the years. He advised that she was a great pillar of support and knowledge, and wished her well with her plans for the future.

11 Date and Time of Next Meeting

The next meeting of the Finance and General Purposes Committee will take place on Tuesday 23 May 2017 at 2 pm.

Board of Management

Minute of the Meeting of the Board Development Committee of the Board of Management of Dumfries and Galloway College held on 18 October 2016 at 2:00 pm in Room 1074b

Present: Brian Johnstone (Chair) Delia Holland
Stuart Martin Hugh Carr
John Henderson

In attendance: Kay Bird, Secretary to the Board/Minute Taker

1 Welcome and Apologies

The Chair welcomed all to the meeting. All chairs were present.

The Secretary to the Board confirmed the meeting was quorate with enough members present for decisions to be made.

2 Declaration of Interest

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

3 Minute of Meeting

The minute of the meeting of the Board Development Committee of 26th April 2016 and the minute of the Board Development Lunch Meeting of 20th September 2016 were both approved.

4 Matters Arising

4.1 Length of Appointment - extension

The Chair confirmed Karen McGahan's extension had been approved by the Cabinet Secretary and her term of appointment extended until 31 July 2020.

4.2 Education Scotland Review – Working Groups

Delia Holland advised she and John Henderson were members of the Working Groups which had been formed to look at issues raised as a result of the Review. Delia Holland advised she was finding these Working Groups very interesting, particularly noting on how board decisions impact on the operation of staff. The Working Groups are made up of in-house volunteers, and are led by Faculty Heads. John Henderson advised it was beneficial to hear the views of the students and comments being fed back were the students had little confidence in the class rep system and the introductory week was not well structured and did not motivate students. The Chair commented that the Board should be satisfied that the Working Group have a timeline and are addressing the points raised by Education Scotland.

Board of Management

5 Board Recruitment

The Board Secretary spoke to the report which had been issued. Stuart Martin expressed concern regarding the four months timeline. The Board Secretary advised that the College's HR recruitment policy and procedure was being adopted and the fact that Christmas and New Year fell within the period extended the timeline. Board approval is also required and this has to be factored into the timeline. The members discussed the annexes to the report as follows:

Annex A – The members discussed the Skills Audit which had been complied by the Board Secretary and agreed there were no apparent gaps in the skills of the Board. Delia Holland expressed a desire to see an educationalist with first-hand knowledge of the education sector. The Board Secretary advising that the college will advertise on the CDN website which is linked with the college sector. The members discussed protected groups and diversity and Hugh Carr commented that such groups should be made to feel welcome to apply. The Chair will contact some of the heads of these groups to encourage applications and the Secretary to the Board will research contact details. Delia Holland enquiring if members of the Board could identify people who would support the college that they should be apply, the Chair welcomes all applications and encourages diversity. Stuart Martin commented that care in the interview process needs to be taken to avoid conflicts of interest if applicants are known to any members of the interviewing panel.

Annex B – The Committee approved this document as drafted.

Annex C – The Committee approved this document as drafted.

Annex D – The draft advert was discussed by members and revisions were suggested and approved to the third paragraph and 'disabled people' in the last paragraph would be revised to people with disabilities.

Annex E – Stuart Martin suggested that the advert should be placed on the Health Board's noticeboard and distributed to Chamber of Commerce, these suggestions were approved by the members.

Decision: The Members approved the recruitment procedure and documentation.

Action: The Board Secretary will revise the recruitment documentation and proceed with Board Member recruitment.

5.1 Term of Appointment for Board Members

The Board Secretary spoke to the report which had been issued. Term of Office for Board Members is spread and will need to be considered for the new Board Members. Janet Brennan is the next Board Member whose term of office ends on 31 July 2017. The Members noting an appointment can be extended for one single period only. The members noted the report.

Action: The Chair will speak to Janet Brennan to ascertain whether she would like to extend her term of office.

Board of Management

6 Independent Reviewer and External Validation

The Board Secretary spoke to the report which had been issued. Stuart Martin and John Henderson both commented that Board Members felt patronized by the Governance coming in, and the introduction of an external reviewer was another example. The Chair responded that he believes the Board has a good structure and good procedures in place and we will have opportunities to demonstrate this as well as take advice. The Board has also spent a good amount of time on board development. Hugh Carr commented that it could be seen as an assurance for the Board, any problems will have the route of bad governance.

Members asked for their concerns on the cost of this exercise to be minuted.

Decision: The Committee approved the timeline and the fees proposed in the report.

7.1 Board Evaluation and Development Process

The Chair spoke to the report which had been issued. This highlighted common themes from the one-to-one meeting held with Board Members. The Chair confirmed his one-to-one with Vice Chair had taken place today and the Chair had two outstanding one-to-one assessments to carry out with the staff members. The Chair has to have a one-to-one with the Government and it was not known if the College would be given any feedback on this meeting. Delia Holland commented that the two assessments should be linked and the Government should receive feedback from the College.

Action: The Chair will check the position with feedback from his Government one-to-one assessment which has yet to be arranged.

7.2 Board Evaluation 2015-16

The Board Secretary spoke to the report which had been issued. The Chair sought members' views on the prompts in the Individual Effectiveness Criteria, which is the last section to be completed to enable the documentation to be completed. Delia Holland advised she was disappointed with the number of Board Members who attend the training events and that it is always the same people. The Chair commented that while it was difficult for working Board Members to take time to attend a balance must be found. The Board Secretary reminded member the Induction Training for Board Members is now compulsory and once new dates have been released these will be circulated. The on-line equalities and diversity training is also compulsory for all Board Members to undertake by the end of December 2016.

Decision: The Committee approved the wording as draft and approved the signing off, of the document.

Action: The Board Secretary will finalise the Board Evaluation 2015-16 document.

7.3 Board Development Plan 2016-17

The Chair spoke to the report which had been issued and reminded members that the various areas for development had come out of the strategic training session with Jan Polley last year, and these areas were the prioritised areas. Stuart Martin commented they were a

Board of Management

good representation. The Chair advised that this document will be reviewed over the year. The members noted the report.

Action: The Chair and Board Secretary to continually review the Board Development Plan and report to the Committee.

The Board Secretary gave a verbal update advising she had been working with the Vice Principal of Corporate Services and Governance on the revised Code of Good Governance and will be producing a report for the Board Meeting in December. The report will highlight the revised areas of Code of Good Governance and how the changes will be implemented in the College. The Board Secretary also advised there was new on-line training to be undertaken by members of the Remuneration Committee and when this was available she would be contacting the relevant committee members.

Action: The Board Secretary will report to the Board at the Board meeting in December.

8 Any other Business

8.1 Stuart Martin asked for a Board Meeting once a year to be held at the Stranraer Campus so the staff felt included.

Action: The Board Secretary to discuss with the Chair.

8.2 Delia Holland would like to have a more informal Board Member meeting, for example, a dinner with stay over to strengthen board relations.

Action: The Chair will consider this request.

8.3 The Committee, with regard to the Board papers being dispatched, agreed that assumption should be made that Board Members will attend unless they give their apologies.

Action: The Board Secretary will revise the standard form of letter advising Board Members need only email a response if they cannot attend the Standing Committee or Board Meeting.

8.4 Stuart Martin and John Henderson extended thanks to the Board Secretary for her hard work and hoped she was settling into and enjoying the position.

9 Date and Time of Next meeting

To be advised.

Board of Management

Minute of the Meeting of the Remuneration Committee of the Board of Management of Dumfries and Galloway College held on Tuesday 5 April 2016 at 11 am in Room 1074b

Present: Delia Holland (Chair) Brian Johnstone
John Henderson Ian White

Agenda items 4.1 and 4.2 only Carol Turnbull, Principal

In attendance: Jannette Brown, Secretary to the Board

Minute Taker: Heather Tinning, Executive Team Assistant

1 Welcome and Apologies for Absence

The Chair of the Remuneration Committee welcomed all to the meeting, in particular Ian White to his first Remuneration Committee meeting. No apologies were intimated. The Secretary to the Board confirmed the meeting was quorate with enough members present to allow decisions to be made.

2 Declaration of Interest

Members agreed to indicate declarations of interest as appropriate throughout the meeting.

3 Minute of Previous Meeting

The Minute of the Remuneration Committee held on 26 January 2016 was approved.

4 Matters Arising

There were no matters arising.

The Principal joined the meeting at this point.

4.1 Executive Team Pay Award Update

The Principal advised that the Board approved the pay award for the Executive Management Team as recommendation by the Remuneration Committee. She reminded members it had been approved on the proviso that should an improved offer be made to other college staff, this will be extended to the Executive Management Team (including the Principal).

The Principal advised that a revised pay offer had been agreed by the NJNC and the EIS. The EIS will recommend the offer to their members and are in the process of preparing to ballot them. The outcome of the ballot should be known on the 20th April. The NJNC are now in discussions with support unions to agree any adjustments for 2015-16 and agree a pay

Board of Management

award for 2016-17. It was agreed that the Remuneration Committee could meet sooner than next planned meeting should it be required.

4.2 Succession Planning for the Executive Management Team

The Secretary to the Board advised the Chair that because she is also a member of the Executive Team she would leave the meeting for this agenda item so that her presence did not inhibit discussions.

The Principal presented the paper which had already been issued. She advised that following the last Remuneration Committee members asked her to undertake a further piece of work and bring back to the Committee. Members discussed the changes to the number and responsibilities of members of the Executive Management Team since the Principal took up post. The Principal confirmed that the Executive Management Team report directly to her, with strategic responsibility for key functions of the college. At the last meeting it was established that the Executive Management Team are paid below the rest of the sector. The Principal advised that should recruitment to the Executive Management Team be required, it is likely the College would need to recruit externally for at least 2 of the 3 posts and this may be difficult to recruit given the current salary.

Members agreed the Principal's proposal to align Executive Management Team salary to that paid in colleges of similar size. The Committee agreed to defer the recommendation to pay Executive Management Team the sector average until future funding is known.

The Chair asked that the Principal pass on thanks to the Executive Management Team for all their hard work.

Action: The Committee to make recommendation to the Board at its June meeting to align Executive Management Team salary to that paid in colleges of similar size, effective from 1st April 2016.

The Principal left the meeting and the Secretary to the Board re-joined the meeting.

5 Principal's Performance Review Process

The Regional Chair presented the report which had been issued. The paper proposed a process for setting and monitoring the Principal's performance. Much of the proposal reflected the current informal process. The Secretary to the Board advised members that it was the aim of the Sector for each region to follow the same process. However, a sector wide process is still being developed and in order for the Board to comply with the Code of Good Governance the Board should look to put a robust process in place meantime.

Board of Management

The Regional Chair explained the two parts to his report; one seeking views and agreement on the process to be adopted and the other seeking views on the objectives to be agreed. He confirmed that the Principal had successfully achieved targets up to the end of the calendar year 2015. The involvement of students and staff in the process was also discussed. The Secretary to the Board reminded the Committee that the College seeks student views at various points throughout the year, for example Self Evaluation, Learner Voice. Seeking views on the College performance could be achieved by the Regional Chair meeting small focus groups of staff and students or by meeting with the staff and student board members.

Members approved the proposed performance review process and agreed to review it again once the process had been completed to ensure the process works well for all involved.

6 Any other Business

The Regional Chair spoke to the Committee reminding them that at its last meeting the Committee asked for information on the sector average salary for Principals, which had now been provided. The Regional Chair advised that the Principal is now involved at National level for example, Colleges Scotland Principal Group, Good Governance Steering Group, Finance and Funding Group, Reclassification Implementation Group.

Members discussed the Principal's salary in relation to salaries of Principals of colleges of similar size and the sector average of Principals salaries.

Members agreed that the Principal's salary should be aligned to that paid in colleges of similar size. The Committee agreed to defer the recommendation to pay the Principal the sector average until future funding is known.

Action: The Committee to make recommendation to the Board at its June meeting to align the Principal's salary to that paid in colleges of similar size, effective from 1st April 2016.

7 Date and Time of Next Meeting

The next meeting is planned to take place on Tuesday 7th February 2017.