Dumfries & Galloway College

# Board of Management
# Board Development Committee

**Date: Monday 26 November 2018**

**Time: 2pm**

**Room: 2009**

## A G E N D A

| | | | Presented by |
|---|---|---|---|
| 1 | Welcome and Apologies | | BJ |
| 2 | Declaration of Interest | | BJ |
| 3 | Minutes of the meeting held on 6 March 2018 | (attached) | BJ |
| 4 | Matters Arising | | |
| | 4.1 Board Links | (verbal) | BJ |
| | 4.2 Partnership Working with Wallace Hall | (verbal) | AW |
| | 4.3 Requirements when recruiting a Committee Chair | (verbal) | AW |
| 5 | SOSEP Projects | (verbal) | BJ |
| 6 | Board Evaluation and Development | | |
| | 6.1 Draft Board Evaluation 2017-18 | (attached) | AW |
| | 6.2 Draft Board Development Plan 2018-19 | (attached) | AW |
| 7 | Succession Planning | (attached) | BJ |
| 8 | Strategic Risk Register | (attached) | BJ |
| 9 | Any Other Business | | |
| 10 | Date and Time of Next Meeting: Tuesday 5 March 2019 at 2pm | | |
| | Next Board Development Event: Tuesday 22 January 2019, 10am – 3pm | | |

# Board Development Committee

**Minute of the Meeting of the Board of Management of Dumfries and Galloway College at its Board Development Committee held on 26 November 2018 at 2 pm in 2009**

**Present:** Brian Johnstone (Chair) Delia Holland (Vice Chair)
Hugh Carr Pat Kirby

**In attendance:** Ann Walsh, Secretary to the Board and Minute Taker

**1 Welcome and Apologies**

The Chair welcomed all to the meeting, in particular to Pat Kirby who joins the committee in her role as Chair of the Learning & Teaching Committee. Apologies had been intimated on behalf of Stuart Martin and Ros Francis.

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

As Ros Francis has taken over as chair of the Finance and General Purposes Committee from John Henderson, he is no longer a member of this Committee. The Chair extended thanks to John Henderson, for all of his input to this committee, which has been very much appreciated.

The Chair started the meeting by reminding Members of the purpose of the committee, and adding that he felt it beneficial for the Chairs/Vice Chair to have the opportunity for discussion that this meeting affords.

**2 Declaration of Interest**

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

**3 Minutes of the Meeting held on 6th March 2018**

Approved

**4 Matters Arising**

**4.1 Board Links**

Board Links model developed and approved by the Board of Management. This was implemented in September, with all curriculum areas having a linked Board Member. First meetings are underway. Three members of the committee have had their first meetings and gave feedback. They have found the college staff they have met to be enthusiastic and welcoming. The meetings have been informative.

**4.2 Partnership Working with Wallace Hall**

Last year's Student Association President attended a function at Wallace Hall to make links and provide information about the college. This was a positive initiative that would be useful to share with the current SA President.

**Action:** Secretary to the Board of Management to inform the current Student Association President

### 4.3 Requirements when Recruiting a Committee Chair

Secretary to the Board confirmed that the Board are required to approve the appointment of committee Chairs, and also the appointment, and co-opted appointments of members to standing committees.

## 5 SoSEP Project

The Chair summarised the background which has previously been reported to the Board. The project was approved following a tripartite bid between Borders College, Dumfries and Galloway College and the Scottish Funding Council. Funding will be channelled through SFC.

He stated that matters of operating and how funds are drawn down will be for the Principal and her team, but there are four areas that the Board would wish to consider:

**Governance and Oversight:**

The Chair tabled the SoSEP project management structure and remit outline. He confirmed that funding will come through the colleges and that the Project Board reports to both Boards. Reporting will cover the entirety of the project to both College Boards. In addition. Within this college the Finance & General Purposes (F&GP) Committee will receive reports and monitor budgets and the Learning and Teaching (L&T) Committee will receive reports and monitor the impact on teaching and learning.

There was some discussion about whether there should be Board Members on the Project Board. The Chair was comfortable about this as there will be reports from the Project Board coming to both college boards.

It was noted that the project will be judged as a whole and so it is important to be informed regarding the whole project.

It was also noted that a formal offer of grant from SFC has not yet been received. A business plan is also required, this will be completed by the Principals once the offer of grant has arrived.

**Progress of the Projects:**

Updates will be provided at Board Meetings. Members requested:

- Minutes of the Project Board Meetings to be included in the Project updates to the Board
- A Business Plan with Timescales
- A Risk Map within the Business Plan

Members noted the high level of input required for the project from the Principal and the Vice Principals.

**Risks Monitoring:**

Is included in the College Strategic Risk Register

It was noted that having a dedicated Project Manager will help in managing risk

**Appropriate interest by Board Committees:**

As agreed, this will be through F&GP and L&T Committees

## 6 Board Evaluation and Development

### 6.1 Draft Board Evaluation 2017-18

The secretary to the Board talked through the draft Board Evaluation 2017-18. When approved by the Board this will be submitted to the SFC.

**Decision:** Approved, for recommendation to the Board at the meeting on 11 December 2018

**6.2 Draft Board Development Plan 2018-19**

The secretary to the Board talked through the plan, asking for confirmation and additions in some areas. The plan to be amended to reflect the discussion and be submitted to the Board for approval.

**Decision:** The draft plan was approved, subject to the agreed amendments being made, for recommendation to the Board at the meeting on 11 December 2018

**Actions:**

The Secretary to the Board will amend the plan as discussed

**7 Succession Planning**

The Chair talked to the paper issued, the main consideration for Members being the decisions required regarding the five non executive Board Members whose term of office ends in March 2019. Each are eligible to have their terms extended and all have been contacted and their potential extension discussed.

It was noted that Stuart Martin had decided not to have his term of office extended, but would wish to remain involved and support the college. It was also noted that Ros Francis would consider extending her term of office, but would not be able to commit to remaining as Chair of F&GP after March 2019 due to other commitments

A skills assessment of Board Members was undertaken earlier in November 2018 and the results discussed and considered prior to consideration of extending terms of office. It was noted that there was a good spread of skills, identified as good to strong skills, across the complete range of skills considered.

- Delia Holland left the room

Taking due consideration of the information provided, Members agreed the following to be recommended to the Board:

- Delia Holland and John Henderson to be extended for three years
- Barry Graham and Ros Francis to be extended for four years
- Recruitment to fill the vacancy created by Stuart Martin retiring from the Board

- Delia Holland returned to the meeting and was informed of the decisions

Other issues to be considered prior to the March 2019 Board meeting are, succession planning for Committee Chairs, as both HR and F&GP committees will require a new Chair from March 2019. Also, the Vice Chair position is planned for review before the June 2019 Board meeting. It was requested to include review of the Senior Independent Member at this time.

**Decision:** Extensions to terms of office and the recruitment to the non executive vacancy to be recommended to the Board at the meeting on 11 December 2019

**8 Strategic Risk Register**

The strategic risk register was considered by members. No additions or amendments required from the Committee

**9 Any other business**

None

**10 Date and time of next Meeting**

The next meeting of the Development Committee will take place on Tuesday 5 March 2019 at 2pm

# Board Development Committee

**Minute of the Meeting of the Board of Management of Dumfries and Galloway College at its Board Development Committee held on 6 March 2018 at 2 pm in 2009**

**Present:** Delia Holland (Vice Chair) and Chair of this meeting
John Henderson Stuart Martin
Hugh Carr

**In attendance:** Ann Walsh, Secretary to the Board and Minute Taker

DRAFT

**1 Welcome and Apologies**

Apologies had been received from Brian Johnstone, Chair of the Committee and the Board. Delia Holland, chairing on his behalf, welcomed all to the meeting. The Secretary to the Board confirmed that 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 Note of Discussion held on 25th October 2017**

Approved

**4 Matters Arising**

There were no matters arising that are not on the agenda

**5 Board Evaluation and Development**

**5.1 Report and Actions from 23 January 2018 Development Event**

The Secretary to the Board presented the paper which contained proposals for development. These had been identified through individual development reviews with the Chair of the Board, the Board Self Evaluation exercise, and followed by discussion that brought this together into proposals during the Development Event held on 23 January 2018. Members were asked to note this report and to support development of the following proposals:

- Training/Briefing on finance and audit – Board Member may choose to attend
- Session from OSCR – Board Member may choose to attend
- Board Links – proposal for the Board as a whole
    - To undertake further work and to propose a model for Dumfries and Galloway College
- CDN Training - to continue the good take up of training/development available
- Extend networking opportunities with other colleges
- Board Meetings - leave meeting length as it is at the moment, the balance between involving Board Members and not being overwhelmed with papers seems to require this time at present. Next steps - To trial putting times to agenda items
- Improve strategic knowledge/priorities in the sector
- Review and Improve Induction packs:
- Stakeholders – continue to develop relationships and information sharing

Discussion followed mainly around two proposals. Firstly, the Board Links proposal, it was agreed that any concerns regarding this from the Principal should be clarified. Secondly Board Meetings, length and agenda where a reduction in the length would be welcome. However, the proposals were supported as it was noted that meetings are on a journey of improvement, being continually reviewed,

**Decision:** All Proposals were approved to be developed and the Board to be informed of the proposals being taken forward at the meeting on 13 March

**Actions:** The Chair of the Board to ask the Principal to clarify her position on Board Links and to notify members of the committee of the results of that discussion

**5.2 Board Development Plan Progress Report**

Committee members reviewed the Board Development Plan 2017/18, noting progress to date and discussed outstanding actions. The following was agreed, taking these into account, the plan is on target to be completed within the timescales set:

- 1.1 Review of the role and responsibilities of each Board Committee; no additional action is required as the self-evaluation (Jan 2018) scored very highly, and confirming no change required.
- 1.2 Action complete - monitoring by L&T not required
- 2.3 Confirmation regarding development is required
- 4.3 Discussion – general feeling that this is stating what we already do and is implicit is all of the statements made within college leaflets etc and within Vision 2020. This item to be removed
- 4.6 – As 1.2, Action complete - monitoring by L&T not required

**Actions:** The Secretary to the Board will amend the plan as discussed and obtain clarity around the plans around the partnership working with Wallace Hall (Section 2.3).

**6 Dates of Board and Committee Meetings for 2018/19 - draft**

The dates were approved subject to some discussion around achieving the preparation of draft minutes of committee meetings to be available for Board Meetings. One option being to move the Board Meetings back by one week, enabling 3 weeks between the last of the Committee Meetings and the Board Meeting.

**Action:** Secretary to the Board to discuss logistics with the Chair and Principal before confirming the dates with Board Members

**7 Members Term in Office**

The Chair wished to highlight and to congratulate the Regional Chair's appointment for a further two years. The Secretary to the Board highlighted that 5 other Board Members, have terms ending during 2018. Two of these are student members, two are non-executive members and one a staff member. The process for the staff and student members will be undertaken prior to the end of June 2018. The Regional Chair will/has discussed this with those Members. There was discussion around it being helpful to have an agreed process for identifying Board Members' intentions and options when their end of term date is nearing, maybe 6 months in advance to help with future planning.

Members noted the information given regarding the dates and appointments required this year

**8 Committee Membership & Succession Planning**

The Chair of the Board had included this item on the agenda, as he had wished to discuss and get the Committee's thoughts regarding succession planning, how to harness the great range of talent that we have on

DRAFT

the Board and ideas on length of tenure of Committee Chairs. As he was unable to attend, the Chair for today advised that she had discussed this item with him prior to the meeting in which he has said that he is not planning to make any changes prior end of the academic year at the earliest, and so discussions could be started today, and he would be arranging a future meeting where these can be continued.

Discussion followed which included suggestions such as having Chairs of Committees having a fixed term, how to succession plan and recruit to the position of Committee Chair. A question was raised regarding any formal process required when recruiting Committee Chairs.

**Actions:** Today's Chair will feed-back to the Chair of the Board
A Board Development Committee meeting to be arranged by the Secretary to the Board where discussions will be continued.
The Secretary to the Board will clarify any formal requirements when recruiting a Committee Chair

**9 Strategic Risk Register**

The Secretary to the Board advised that the Strategic Risk Register is now presented at each Board Committee meeting to allow for attention to be given on risks relevant to individual committees, this being good governance. Previously the Strategic Risk Register was only presented at the Audit Committee who have responsibility for ensuring that good systems are in place and remit the Register to the Board of Management for approval. It was suggested that this procedure be monitored to avoid duplication of discussion.

**10 Any other business**

None

**10 Date and time of next Meeting**

Meeting of the Development Committee to progress Succession Planning discussion – to be arranged

Pre-Board Development Committee Lunch – Tuesday 18 September 2018 at 12:45pm

Development Committee Meeting – Tuesday 23 October 2018 at 2pm

DRAFT

# Board of Management
# Evaluation of Board Development Plan 2017-18



| Code of Good Governance Criteria<br><br>Development Planned for 2017-18 | Our performance in the last 12 months | Outstanding Actions to be included in the 2018-19 Board Development Plan |
|---|---|---|
| **1. LEADERSHIP & STRATEGY**<br>• *Board to ensure it has overarching leadership of performance-monitoring by taking stock of which KPIs and other performance indicators are overseen by which committees, and ensuring it makes clear whether it expects committees to examine performance issues in more detail and report progress back*<br>• *Build on existing partnership and collaboration by identifying and focussing new efforts on a few 'hard to reach' strategic stakeholders, e.g. certain employers or parts of the region* | 1.1 Review of Board Committees, Remits and Membership<br>○ A review and update of committee remits and membership was undertaken in March 2017.<br>○ During the Self Evaluation of the Board in January 2018 the Board scored the operation of the Board's Committees very highly<br><br>1.2 SLWGs (response to 2015-16 Education Scotland college evaluation)<br>○ Reported to the Board in Oct 2017 - implementation plans approved<br><br>1.3 Board Engagement<br>○ Chair of the Board provided a session as part of an All Staff Session<br>○ Mentoring proposal replaced by a Board Links scheme, linking Board Members to Curriculum Managers. Proposal developed and approved for implementation in September 2018<br><br>1.4 Stranraer Strategy<br>○ A Strategy update was presented to the Board in June 2017. A number of key actions were identified. Further employer discussion had led to some development being included in the SOSEP bid, achieving subsequent funding. Roll out of this project will significantly affect the developing strategy<br><br>1.5 Vision 2020<br>○ This has been reviewed and the document updated<br><br>1.6 Meetings are taking place with local area committees and relevant council committee chairs. This remains an ongoing element of communication<br>○ To 'refresh' relationships and meet new councillors<br>○ To 'refresh' relationships and meet new MSPs and MPs | **1.3**<br>○ Board Links scheme to be implemented in September 2018<br>**1.4**<br>○ Stranraer Strategy to be finalised |

DRAFT

| Code of Good Governance Criteria<br><br>Development Planned for 2017-18 | Our performance in the last 12 months | Outstanding Actions to be included in the 2018-19 Board Development Plan |
|---|---|---|
| **2. STUDENT EXPERIENCE**<br>• *Take stock of the range of mechanisms that should be used to ensure the Board engages with students, e.g. existing student member reports to the Board, hear more from student representatives, invitations to attend student events*<br>• *For the Board to consider the review of the Learning and Teaching Committee and its relationship with the Board in the light of the requirements of the new Education Scotland Quality Framework.* | 2.1 Ongoing work of the Board Student Engagement Sub-group<br>○ Sub-Group reported back to the Board in March 2018. The objectives of the group had been met<br><br>2.2 Student Association new appointments started on 1st July 2017<br>○ Induction provided and training opportunities offered and taken up when able to attend<br>○ Partnership Agreement, Development Plan and Evaluation Plan from SA developed and approved in October 2017<br>○ Constitution in place – December 2017<br><br>2.3 SA to work in partnership with Wallace Hall Academy<br>○ Contact with Wallace Hall Academy has been made and the SA President attended an open meeting at the school to highlight how the links between the college and school<br><br>2.4 Learning and Teaching Committee review<br>○ Part of the Board Self Evaluation – as 1.1 | |
| **3. ACCOUNTABILITY**<br>○ *Review board agendas to make best use of time by ensuring papers for decision or substantive discussion come first and papers for noting, including committee minutes, are not discussed unless members ask the Chair or Secretary beforehand*<br>○ *Minutes of committee meetings which meet infrequently to be made available to the Board more quickly, in draft if necessary; more generally ensure all minutes make clear the* | 3.1 Board Meetings:<br>○ Draft minutes from Board Committees now coming to the Board to support availability of up to date information<br>○ Board Members reminded to contribute to the agenda at each meeting<br>○ Structure and length of Board meetings reviewed as part of Board Self Evaluation in Jan 18<br><br>3.2 Board Engagement<br>○ As 1.3<br><br>3.4 Training<br>○ All members of the remuneration committee have completed the obligatory national on-line training<br>○ CDN National Induction Training Workshop – see 5.2 | |

DRAFT

| Code of Good Governance Criteria<br><br>Development Planned for 2017-18 | Our performance in the last 12 months | Outstanding Actions to be included in the 2018-19 Board Development Plan |
|---|---|---|
| *reasons for decisions*<br>○ *Take stock of the range of sources of evidence on staff views available to the Board and ensure that sources provide a breadth of information; explore mechanisms for more board member engagement with staff, including clarity of its purpose and how findings are fed back to the Board*<br>○ *Ensure all members of the Remuneration Committee complete the obligatory national on-line training and new board members attend the national induction training workshop* | ○ Regional Chair, Board Members and Board Secretary continue to access CDN workshops and on-line training<br>○ Regional Chair, Board Members and Board Secretary continue to seek and access relevant training opportunities | |
| **4. BOARD EFFECTIVENESS**<br>○ *Review the induction programme offered to new board members to ensure it meets their needs, and includes opportunities to meet the Executive Team and other board members* | 4.1 Review of Board Member Induction programme<br>○ Completed in 2016/17, in line with recommendations. Structured programme is adapted to suit individuals<br>○ This also includes a 'Buddy' system for new Board Members<br><br>4.2 Continually Review Effectiveness of Board Meetings<br>○ This is being continually reviewed<br><br>4.3 Provide a Positive Statement about how the Board Operates<br>○ This action was reviewed. Decision that this statement is not required as it is implicit in all of the statements made within college leaflets and within the college's 5 year strategic plan, Vision 2020. | **4.7**<br>○ Meeting to take place 2018-19 |

DRAFT

| Code of Good Governance Criteria<br><br>Development Planned for 2017-18 | Our performance in the last 12 months | Outstanding Actions to be included in the 2018-19 Board Development Plan |
|---|---|---|
| | 4.4 Succession Planning to be considered by Board Development Committee<br>○ Succession planning and review of Committee Membership continues to be regularly undertaken<br><br>4.5 To consider the use of Case Studies as part of discussion/development at a board development event<br>○ Case Study used at joint Borders/D&G College meeting in November 2017<br><br>4.6 Feedback from SLWGs to be fed back to the Board<br>○ As 1.2: Paper to the Board in Oct 2017. Implementation plans approved<br><br>4.7 Arrange a date for the Chair and Secretary of the Multi-cultural Association to visit the college<br>○ Meeting to take place Autumn 2018 | |
| **5. INDIVIDUAL EFFECTIVENESS** | 5.1 Equality & Diversity Training<br>○ Sessions organised with option of 3 dates to facilitate attendance, the first date is June 2018<br><br>5.2 CDN Induction Programme – 8 members to attend<br>○ 2 Members still to attend, places to be booked for 2018-19 | **5.2**<br>○ CDN Induction Programme – Two Members still to attend, to attend during 2018-19 |
| **6. RELATIONSHIPS & COLLABORATION** | 6.1 Joint Meeting with Borders<br>○ Meeting held on 20 Nov 17 and attended by Paul Smart. Important strategic issues discussed, action agreed and taken forward<br>6.2 Stakeholder Involvement/Events:<br>○ DYW Regional Board and SOS Enterprise Agency have been involved in events during the year<br>○ South of Scotland Enterprise Interim Partnership Group (SOSEP)<br>○ Learner Journey/Local Schools Stakeholders attended and presented at the Board of Management meeting on 12 Dec 18 | **6.1 & 6.2**<br>○ Next Joint meeting with Borders College Board – 6 Nov 2018. The Chair of SOSEP is attending.<br>○ Provides the opportunity for collaboration across the South of Scotland |

DRAFT

# Draft Board Development Plan 2018-19

| Board Development Plan 2018-19 | | | |
|---|---|---|---|
| **Code of Good Governance Criteria**<br><br>**Board Aims** | **Developments identified from the Board Self Evaluation and Board Development Day – January 2018**<br>**+ Actions carried forward from 2017-18** | **Timescale** | **Progress / Achieved**<br><br>**October 2018** |
| **1. LEADERSHIP & STRATEGY**<br><br>To improve how we link strategic priorities of the sector with the strategic priorities of the college in order to maximise funding and to inform decision making<br><br>To understand and improve how, as Board Members, we affect change within the sector nationally and regionally through an improved internal information system | **1.1 Board Engagement**<br>○ Implementation of Board Links scheme<br><br>**1.2 Strategic Direction for Stranraer**<br>○ Stranraer Strategy to be finalised<br><br>**1.3 Improve Knowledge of Regional College Business**<br>o 'Blogs' to be provided by managers within the college and to be read by Board Members<br><br>**1.4 SoSEP**<br>o Ensure good governance arrangements are in place, including appropriate knowledge and leadership for the projects | **September 2018**<br><br>**Date tba**<br><br>**Ongoing**<br><br>**November 2018** | **1.1**<br>o Commenced September 2018<br><br>**1.2**<br>o<br><br>**1.3**<br>o Implemented and content extremely helpful<br><br>**1.4**<br>o |
| **2. STUDENT EXPERIENCE** | **2.1**<br>○ | **???** | **2.1**<br>o |
| **3. ACCOUNTABILITY** | **3.1 Board Meetings**<br>o Continue to review and improve the effectiveness of meetings | **Ongoing** | **3.1**<br>o Introduced indicative times to the agenda |

DRAFT

# Draft Board Development Plan 2018-19

| Board Development Plan 2018-19 | | | |
|---|---|---|---|
| **Code of Good Governance Criteria**<br><br>**Board Aims** | **Developments identified from the Board Self Evaluation and Board Development Day – January 2018**<br>**+ Actions carried forward from 2017-18** | **Timescale** | **Progress / Achieved**<br><br>**October 2018** |
| **4. BOARD EFFECTIVENESS** | **4.1**<br>o Meeting for the Chair and Secretary of the Multi-cultural Association to visit the college to be arranged<br><br>**4.2** Board Member Induction<br>o Further review of Board Member Induction Programme using a suggested checklist developed for consideration<br><br>**4.3** Succession Planning<br>o Continue review and succession planning | **November 2018**<br><br>**November 2018** | **4.1**<br>o Board Member organising this meeting |
| **5. INDIVIDUAL EFFECTIVENESS** | **5.1** CDN Board member Induction Programme<br>o 5 members to attend (2 from 2017-18 and 3 new members from 2018-19)<br><br>**5.2** Training<br>o Regional Chair, Board Members and Board Secretary to continue to access CDN workshops and on-line training<br>o Regional Chair, Board Members and Board Secretary to continue to seek and access relevant training and development opportunities | **June 2019**<br><br>**Ongoing** | **5.1**<br>o 3 new members booked to attend<br>o 2 members from 2017-18 to be booked onto a workshop |
| **6. RELATIONSHIPS & COLLABORATIO** | **6.1**<br>o Agree a reciprocal arrangement with Ayrshire College for attendance to each other's meetings<br><br>**6.2**<br>o Continue joint Board Meetings with Borders College | **March 2019**<br><br>**November 2018** | **6.1**<br>o Agreement made and will commence in March 2019<br>**6.2**<br>o Next meeting is hosted by Borders College on 6 November 2018. |

DRAFT

| Board Development Plan 2018-19 | | | |
|---|---|---|---|
| **Code of Good Governance Criteria**<br><br>**Board Aims** | **Developments identified from the Board Self Evaluation and Board Development Day – January 2018**<br>**+ Actions carried forward from 2017-18** | **Timescale** | **Progress / Achieved**<br><br>**October 2018** |
| | **6.3**<br>o Develop/Maintain links with other Stakeholders<br>o Develop collaboration across the South of Scotland | **Ongoing** | **6.3**<br>o Visit from Board Member of NHS Board<br>o Linked with, and have two Board Members also on, the DYW Board<br>o The Chair of SOSEP is attending the Joint meeting with Borders College Board on 6 Nov 2018.<br>o Provides the opportunity for collaboration across the South of Scotland |

DRAFT

# Board Development Committee

## Succession Planning

### 1. Introduction

A Succession Planning Update was presented to the Board on 9 October 2018. This paper brings the outstanding actions to the Board Development Committee.

### 2. Maintaining and Developing the Skills and Diversity of the Board and Developing the Skills and Experience of Individual Board Members

A skills assessment was undertaken in October 2016, this is being reviewed. An initial view will be tabled at the meeting.

### 3. Recruitment update re: March 2019 Upcoming Board Member Vacancies

There are five Non-Executive Board Members whose term of office ends in March 2019, all of these are eligible for re-appointment, subject to approval by the Development Committee, the Chair and Scottish Ministers. See Appendix A for a list of dates of Members Terms in Office.

The Board Secretary has been in contact with those Members and, in response to the issue raised at the Board meeting in October 2018, consideration will be given to 'staggering' re-appointments with the aim of preventing high numbers of Non Executive Board Member vacancies arising at the same time in the future.

Options will be discussed at the Board Development Meeting on 30 October 2018, to enable a decision to be made by the Committee, for recommendation to the Board of Management at their meeting on 11 December 2018.

### 4. Succession Planning for Chairs of Board Committees

The new Chairs of the Finance & General Purposes Committee and the Learning & Teaching Committee have taken up their new roles and chaired their first Committee Meetings in September 2018.

There will be a review of the Chairs of the Human Resources and Audit Committees and the Vice Chair role prior to the Board Meeting in June 2019, this will be brought to the next Board Development Committee meeting on 5 March 2019.

### 5. Board Committee Membership

The committee Chairs of the Finance & General Purposes and Remuneration Committees are reviewing their membership with a view to propose an increase in their number. This will be considered along with a review of the skills, knowledge and experience of their committee membership.

# Board Development Committee

The table of committee membership, as of 9 October 2018, is attached at Appendix B. Since then Stuart Martin has agreed to join the Remuneration Committee.

**6. Recommendations**

Board Members are asked to:

- Discuss the content of this paper
- Discuss the options for re-appointment of the Non-Executive Members whose terms end in March 2019
- To agree and approve an option for the re-appointments to be recommended to the Board of Management for approval

Brian Johnstone
Board Chair
October 2018

# Board Development Committee

## Term of Appointment of Board Members @ 21 August 2018

| Board Member | Date of Appointment | 1st Term in Office End Date | Date of Extension / Re-appointment | 2nd Term in Office End Date |
|---|---|---|---|---|
| Janet Brennan | 01.08.14 | 31.07.17 | 01.08.17 | 31.07.21 |
| Hugh Carr | 01.08.14 | 31.07.18 | 01.08.18 | 31.07.22 |
| Ros Francis | 01.04.15 | 31.03.19 | | |
| John Henderson | 03.03.15 | 02.03.19 | | |
| Brian Johnstone | 03.03.14 | 02.03.18 | 03/03/18 | 02/03/20 |
| Naomi Johnston | 23.02.17 | 22.02.21 | | |
| Pat Kirby | 01.08.14 | 31.07.18 | 01.08.18 | 31.07.22 |
| Barry Graham | 03.03.15 | 02.03.19 | | |
| Delia Holland | 03.03.15 | 02.03.19 | | |
| Sue Livermore | 01.08.18 | 31.07.22 | | |
| Karen McGahan | 01.08.14 | 31.07.16 | 01.08.16 | 31.07.20 |
| Stuart Martin | 03.03.15 | 02.03.19 | | |
| Rob Orr | 23.02.17 | 22.02.21 | | |
| Ailsa Paton | 01.08.18 | 30.06.19 | | |
| Robbie Thomas | 08.08.17 | 07.08.21 | | |
| Nikki Vjatschslav | 01.08.18 | 30.06.19 | | |
| Ian White | 29.08.15 | 28.08.19 | | |

# BOARD OF MANAGEMENT
# COMMITTEE MEMBERSHIP

| 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, Sue Livermore, Ian White, Rob Orr, Naomi Johnson, Robbie Thomas, Nikki Vjatschslav (SA President) and Ailsa Paton (SA Vice President) |
| **In attendance:** | The Executive Management Team: |
| **Quorum** | 6 members |

| AUDIT COMMITTEE | |
|---|---|
| **Membership:** | Hugh Carr (Chair), Stuart Martin, Pat Kirby, Naomi Johnson and Robbie Thomas |
| **In attendance:** | Internal Auditors;<br>External Auditors;<br>Principal; and<br>Finance Manager |
| Quorum: | 3 members |

| FINANCE AND GENERAL PURPOSES COMMITTEE | |
|---|---|
| **Membership** | Ros Francis (Chair), John Henderson, Carol Turnbull (Principal), Karen McGahan and Sue Livermore |
| **In attendance:** | Vice Principal (Business Development & Corporate Services); and<br>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:** | HR Manager |
| **Quorum:** | 3 members |

| LEARNING AND TEACHING COMMITTEE | |
|---|---|
| **Membership:** | Pat Kirby (Chair), Delia Holland, John Henderson, Carol Turnbull (Principal), Ian White, Sue Livermore, Barry Graham, Rob Orr, Naomi Johnson, Nikki Vjatschslav (SA President) and Ailsa Paton (SA Vice President) |
| In attendance: | Vice Principal (Learning and Skills);<br>Vice Principal (Business Development & Corporate Services); and<br>Heads of Curriculum<br>Peter Woods, David Denholm, Gillian Pearce |
| **Quorum:** | 3 members |

| REMUNERATION COMMITTEE | |
|---|---|
| **Membership:** | Brian Johnstone, Delia Holland (Chair), Ros Francis and Ian White |
| **Quorum** | 3 members |

| BOARD DEVELOPMENT COMMITTEE | |
|---|---|
| **Membership:** | Brian Johnstone (Chair), Delia Holland (Vice Chair), Hugh Carr (Chair of Audit), Ros Francis (Chair of F&GP), Stuart Martin (Chair of HR) and Pat Kirby (Chair of L&T) |
| **Quorum** | 3 members |

| Grievance / Appeals Committee | |
|---|---|
| **Membership:** | Brian Johnstone (Chair), Stuart Martin (Chair of HR), Ros Francis, Janet Brennan, Karen McGahan |
| **Quorum** | 3 members |

# Board Development Committee

## Strategic Risk Register

**1 Introduction**

1.1 The purpose of this paper is to provide the Board Development Committee with the opportunity to review the College's Strategic Risk Register.

**2 The Report**

2.1 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 23 strategic risks, 6 of which are rated 9 (Amber = Significant risk) or above.

2.2 Committee Reporting

As the Strategic Risk Register is now presented at each committee and members asked to pay particular attention to risks pertaining to the work of that committee, the end column on the risk register has been amended to include the name of the Committee who would have 'oversight' of that risk so that members can focus on these in their discussions. There is still the opportunity to discuss other risks at full Board meetings.

Changes have been made to the following:

- **Risk No 3.5 – 'Industrial Relations Problems'.** Likelihood increased to 5 as EIS have announced dispute with Management side and their intention to ballot members re taking industrial action.
- **Risk No 3.**11 '**Failure to meet the SOSEP funded project deadlines'.** This risk has been added after discussion at the previous BoM meeting to highlight the importance of meeting project deadlines and milestones.
- **Risk No 3.12 – 'Failure to reach contractual agreement with CITB regarding delivery of Construction related Apprenticeships'.** Failure to reach contractual agreement with CITB regarding delivery of Construction related Apprenticeships.**.** Impact New risk added as agreement has not been reached and matters are becoming 'business critical'.

**3 Recommendation**

3.1 It is recommended that the Board Development Committee consider and, if so minded, approve the Strategic Risk Register.

Carol Turnbull
Principal
November 2018

| Post Holders | | | | | |
|---|---|---|---|---|---|
| | Board | Board of Management | HoC | Head of Curriculum | HoSS&G Head of Student Support & Guidance |
| | ELT | Executive Leadership Team | HoP&Q | Head of Planning & Quality | |
| | CLT | College Leadership Team | HoF | Head of Finance | |
| | PRIN | Principal | HoHR | Head of Human Resources | |
| | VPL&S | Vice Principal Learning & Skills | HoBD | Head of Business Development | |
| | VPBD&CS | Vice Principal Business Development | HoCS | Head of Corporate Services | |

| Score | Impact | Likelihood |
|---|---|---|
| 1 | Routine | Remote |
| 2 | Minor | Unlikely |
| 3 | Significant | Possible |
| 4 | Major | Probable |
| 5 | Critical | Very likely |

| Risk Number | POTENTIAL CONTRIBUTING FACTORS | | | | TREATMENT | POST MITIGATION EVALUATION | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Risks | Impact | Likelihood | Score | Mitigation Actions | Impact | Likelihood | Score | Monitoring | Responsibility /Committee Oversight |
| **1** | **Strategic and Structural** | | | | | | | | | |
| **1.1** | Failure of College strategy to meet the needs of Dumfries and Galloway Region and/or national priorities (eg Employability, DYW, attainment, articulation) | 4 | 4 | 16 | • Robust strategic planning<br>• Effective environmental scanning<br>• Strong partnerships<br>• Clear links between strategy and practice<br>• Concerted demands for increased activity levels | 4 | 1 | 4 | • Robust monitoring via ROA<br>• Clear performance metrics<br>• Amendment of strategic direction/plans<br>• Rolling curriculum review | Board, ELT<br><br>BoM |
| **1.2** | College may be disadvantaged by changes to either UK or Scottish Government policies | 4 | 3 | 12 | • Effective environmental scanning<br>• Negotiation/influence at national level | 4 | 2 | 8 | • Review of changes and amendment of strategic direction/plans<br>• Financial strategy sensitivities | ELT<br><br>BoM |
| **1.3** | College disadvantaged by changes arising from UK leaving European Union | 3 | 4 | 12 | • Negotiation/influence at national level<br>• Review of activities/ projects<br>• Responsiveness to new opportunities | 2 | 2 | 4 | • Review of changes and amendment of strategic direction/plans/ curriculum<br>• Financial strategy not ESF dependent | ELT<br><br>BoM |

**Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood:** Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

| Post Holders | | | | | |
|---|---|---|---|---|---|
| | Board | Board of Management | HoC | Head of Curriculum | HoSS&G Head of Student Support & Guidance |
| | ELT | Executive Leadership Team | HoP&Q | Head of Planning & Quality | |
| | CLT | College Leadership Team | HoF | Head of Finance | |
| | PRIN | Principal | HoHR | Head of Human Resources | |
| | VPL&S | Vice Principal Learning & Skills | HoBD | Head of Business Development | |
| | VPBD&CS | Vice Principal Business Development | HoCS | Head of Corporate Services | |

| Score | Impact | Likelihood |
|---|---|---|
| 1 | Routine | Remote |
| 2 | Minor | Unlikely |
| 3 | Significant | Possible |
| 4 | Major | Probable |
| 5 | Critical | Very likely |

| Risk Number | POTENTIAL CONTRIBUTING FACTORS | | | | TREATMENT | POST MITIGATION EVALUATION | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Risks | Impact | Likelihood | Score | Mitigation Actions | Impact | Likelihood | Score | Monitoring | Responsibility/ Committee Oversight |
| **2 Financial** | | | | | | | | | | |
| **2.1** | Change in SFC Funding Methodology and Allocation – Reduction in Funding | 3 | 3 | 9 | • Negotiation/influence at national level<br>• Contingency plans for reduced funding | 2 | 3 | 4 | • Advance modelling of new funding methodologies and allocations<br>• Monitoring impact of changes<br>• Amendment of strategic or operational direction/plans<br>• Financial strategy sensitivities | ELT<br>F&GP |
| **2.2** | Failure to achieve institutional sustainability | 5 | 4 | 20 | • Protection of funding through dialogue with SFC<br>• Robust annual budget-setting and multi-year financial strategic planning (from 2018-19)<br>• Effective budgetary control<br>• Where required, swift action to implement savings | 4 | 3 | 12 | • Regular monitoring of budgets<br>• Regular review of financial strategy and non-core income sensitivity | CLT<br>F&GP |
| **2.3** | Salary and conditions of service pressures outstrip ability to pay | 4 | 4 | 16 | • Influence within Employers Association<br>• Management of staffing expenditures | 4 | 3 | 12 | • Expenditure modelling<br>• On-going discussions with staff<br>• Financial strategy sensitivities | ELT<br>HoHR<br>F&GP |

**Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood:** Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

| Post Holders | | | | | |
|---|---|---|---|---|---|
| | Board | Board of Management | HoC | Head of Curriculum | HoSS&G Head of Student Support & Guidance |
| | ELT | Executive Leadership Team | HoP&Q | Head of Planning & Quality | |
| | CLT | College Leadership Team | HoF | Head of Finance | |
| | PRIN | Principal | HoHR | Head of Human Resources | |
| | VPL&S | Vice Principal Learning & Skills | HoBD | Head of Business Development | |
| | VPBD&CS | Vice Principal Business Development | HoCS | Head of Corporate Services | |

| Score | Impact | Likelihood |
|---|---|---|
| 1 | Routine | Remote |
| 2 | Minor | Unlikely |
| 3 | Significant | Possible |
| 4 | Major | Probable |
| 5 | Critical | Very likely |

| Risk Number | POTENTIAL CONTRIBUTING FACTORS | | | | TREATMENT | POST MITIGATION EVALUATION | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Risks | Impact | Likelihood | Score | Mitigation Actions | Impact | Likelihood | Score | Monitoring | Responsibility/ Committee Oversight |
| **2 Financial** | | | | | | | | | | |
| **2.4** | Financial Fraud | 4 | 3 | 12 | • Strong financial controls: segregation of duties and review of transactions.<br>• Review of impact of any changes in structure or duties<br>• Whistleblowing arrangements | 3 | 2 | 6 | • Continuous review of financial controls<br>• Internal Audit programme | HoF<br>Audit |
| **2.5** | Scotlands Colleges Foundation refuses/withholds funding for key College priorities | 5 | 3 | 15 | • Appropriate bid arrangements in place | 3 | 2 | 6 | • Monitor and advise Board of Management | HoF<br>F&GP |
| **2.6** | Failure to achieve credit (activity) target | 5 | 3 | 15 | • Real time monitoring system<br>• Identify & implement additional/alternative provision where required | 4 | 2 | 8 | • Continuous review of progress v targets.<br>• Make provision in budgets for clawback if required | ELT<br>HoC<br>HoP&Q<br>F&GP |
| **2.7** | Insufficient Student Support Funding to meet demand. | 4 | 5 | 20 | • Strong financial monitoring<br>• Possible opportunity to request additional in year funding | 4 | 4 | 16 | • Continuous monitoring of demand v funding allocation.<br>• Ongoing dialogue with Scottish Funding Council | PRIN<br>HoF<br>F&GP |

**Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood:** Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

| Post Holders | | | | | |
|---|---|---|---|---|---|
| | Board | Board of Management | HoC | Head of Curriculum | HoSS&G Head of Student Support & Guidance |
| | ELT | Executive Leadership Team | HoP&Q | Head of Planning & Quality | |
| | CLT | College Leadership Team | HoF | Head of Finance | |
| | PRIN | Principal | HoHR | Head of Human Resources | |
| | VPL&S | Vice Principal Learning & Skills | HoBD | Head of Business Development | |
| | VPBD&CS | Vice Principal Business Development | HoCS | Head of Corporate Services | |

| Score | Impact | Likelihood |
|---|---|---|
| 1 | Routine | Remote |
| 2 | Minor | Unlikely |
| 3 | Significant | Possible |
| 4 | Major | Probable |
| 5 | Critical | Very likely |

| Risk Number | POTENTIAL CONTRIBUTING FACTORS | | | | TREATMENT | POST MITIGATION EVALUATION | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Risks | Impact | Likelihood | Score | Mitigation Actions | Impact | Likelihood | Score | Monitoring | Responsibility /Committee Oversight |
| **3** | **Organisational** | | | | | | | | | |
| **3.1** | Legal actions; serious accident; incident or civil/criminal breach | 4 | 5 | 20 | • Adherence to legislative and good practice requirements<br>• Positive Union relations and staff communication<br>• Effective management development programmes | 3 | 2 | 6 | • Monitoring and reporting in key areas – eg H&S, equalities, employee engagement<br>• Continuous professional development<br>• Internal audit programme<br>• Staff surveys | ELT<br>BoM |
| **3.2** | Reputational Risk – Loss of reputation with key stakeholders | 4 | 3 | 12 | • Marketing strategy<br>• Positive marketing approaches | 4 | 2 | 8 | • Stakeholder engagement<br>• Social media monitoring arrangements | PRIN<br>VPBD&CS<br>HoP&Q<br>BoM |
| **3.3** | Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures | 5 | 4 | 20 | • Sound systems of administration<br>• Clear fire and disaster recovery arrangements<br>• Staff CPD | 5 | 1 | 5 | • Business Continuity Plan including scenario testing | VPBD&CS<br>VPL&S<br>HoCS<br>BoM |
| **3.4** | Failure to meet Prevent and related obligations | 5 | 3 | 15 | • Prevent training<br>• Staff awareness and contingency planning<br>• Engagement/practice sharing with local agencies | 5 | 1 | 5 | • Business Continuity Plan including scenario testing<br>• Information sharing with local agencies | VPBD&CS<br>HoCS<br>**BoM** |

**Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood:** Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

| Post Holders | | | | | |
|---|---|---|---|---|---|
| | Board | Board of Management | HoC | Head of Curriculum | HoSS&G Head of Student Support & Guidance |
| | ELT | Executive Leadership Team | HoP&Q | Head of Planning & Quality | |
| | CLT | College Leadership Team | HoF | Head of Finance | |
| | PRIN | Principal | HoHR | Head of Human Resources | |
| | VPL&S | Vice Principal Learning & Skills | HoBD | Head of Business Development | |
| | VPBD&CS | Vice Principal Business Development | HoCS | Head of Corporate Services | |

| Score | Impact | Likelihood |
|---|---|---|
| 1 | Routine | Remote |
| 2 | Minor | Unlikely |
| 3 | Significant | Possible |
| 4 | Major | Probable |
| 5 | Critical | Very likely |

| Risk Number | POTENTIAL CONTRIBUTING FACTORS | | | | TREATMENT | POST MITIGATION EVALUATION | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Risks | Impact | Likelihood | Score | Mitigation Actions | Impact | Likelihood | Score | Monitoring | Responsibility /Committee Oversight |
| 3 | Organisational (cont.) | | | | | | | | | |
| **3.5** | Industrial Relations Problems (including industrial action) | 4 | 5 | 20 | • Adherence to legislative and good practice requirements<br>• Positive Union relations and staff communication<br>• Effective management development programmes<br>• Industrial action continuity planning | 4 | 5 | 20 | • Regular union/management dialogue<br>• Regular employee engagement monitoring<br>• Open communication with staff<br>• EIS declare dispute, announce intention to ballot staff for industrial action | ELT<br>HoHR<br><br>HR |
| **3.6** | Failure to achieve ambitions of ICT strategy; strategy and development is ineffective | 4 | 4 | 12 | • Planning, careful phasing of changes to processes and systems<br>• Effective management of ICT arrangements | 4 | 2 | 8 | • Regular review/reporting on milestones, systems effectiveness etc<br>• Regular CPD | VPBD&CS<br>HoCS<br><br>Audit |
| **3.7** | Breach of ICT/Cyber security | 4 | 3 | 12 | • Effective management of ICT arrangements<br>• Active ICT/data security monitoring and cyber security policy | 4 | 2 | 8 | • Staff CPD on cyber security issues<br>• Regular security monitoring/testing<br>• Cyber resilience plan | VPBD&CS<br>HoCS<br><br>Audit |

**Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood:** Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

| Risk Number | POTENTIAL CONTRIBUTING FACTORS | | | | TREATMENT | POST MITIGATION EVALUATION | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Risks | Impact | Likelihood | Score | Mitigation Actions | Impact | Likelihood | Score | Monitoring | Responsibility /Committee Oversight |
| 3 | Organisational (cont.) | | | | | | | | | |
| **3.8** | Breach of data security / data protection | 5 | 4 | 20 | • Effective management of ICT arrangements and GDPR compliance<br>• Mandatory staff CPD and awareness raising on data protection (relative to role) | 4 | 2 | 8 | • Active data protection monitoring and auditing<br>• Effective information and data security policies in operation<br>• Regular data security monitoring/testing<br>• GDPR Action Plan | VPBD&CS, HoCS Data users<br><br>Audit |
| **3.9** | Failure to reach aspirational standards in learning, teaching and service delivery | 4 | 3 | 12 | • Clear quality arrangements and priority actions<br>• Continuous self-evaluation and action planning<br>• Rigorous CPD arrangements in place<br>• Regular classroom observation and learner feedback arrangements | 3 | 2 | 6 | • Comprehensive monitoring of key PIs and student/staff feedback<br>• Regular Stop and Review events<br>• External review and validation findings | VPL&S, VPBD&CS HoP&Q HoC<br><br>L&T |
| **3.10** | Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit. | 4 | 3 | 12 | • Robust strategic planning and monitoring<br>• Effective environmental scanning<br>• Strong partnerships<br>• Clear links between strategy and practice | 2 | 2 | 4 | • Effective internal monitoring/review/verification arrangements<br>• External review findings | PRIN CLT<br><br>Audit |

| Risk Number | POTENTIAL CONTRIBUTING FACTORS | | | | TREATMENT | POST MITIGATION EVALUATION | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Risks | Impact | Likelihood | Score | Mitigation Actions | Impact | Likelihood | Score | Monitoring | Responsibility /Committee Oversight |
| 3 | Organisational (cont.) | | | | | | | | | |
| 3.11 | Failure to meet the deadlines in our successful bid to SoSEP regarding the provision of Hub and Spoke model for Engineering, Construction and Care | 3 | 4 | 12 | • Robust project planning in place and feedback via EMT to Board of Management<br>• Clear and consistent approach to the project with Borders College<br>• Independent scrutiny through clerk of works (for building works)<br>• SFC involvement at all stages of the project | 3 | 3 | 9 | • Curriculum development planning through L&T Committee<br>• Overall project through regular Board of Management updates<br>• Further scrutiny through SoSEP Board | PRIN<br>VP BD&CS<br>VP L&S<br>BoM |
| 3.12 | Failure to reach contractual agreement with CITB regarding delivery of Construction related Apprenticeships. | 4 | 4 | 16 | • National issue, discussions with CITB, SQA now escalated to include SDS and Scottish Government.<br>• Request to defer new qualification until 2019/20 being considered by SQA regulatory body. | 4 | 4 | 16 | • Principal actively involved in national discussions.<br>• Detailed scenario planning regarding costs of delivery and impact on college currently being completed.<br>• Curriculum Manager involved in national forum exploring options. | PRIN<br>VP L&S<br>CM |