

Date: 8 October 2019

Time: 1pm – 4pm

Room: 1074b

Indicative Time	A G E N D A			Presented by:
1pm	1	Welcome and Apologies for Absence		BJ
	2	Declaration of Interest		BJ
	3	Presentation - (deferred)		
1.30pm	4	Minutes of Board Meetings:		
	4.1	Minute of Board Meeting of 4 June 2019	(attached)	BJ
	4.2	Confidential to Board Members Only: Minute of Special Meeting of the Board – 14 August 2019	(to be tabled)	BJ
	5	Matters Arising/Actions Log (actions not included on the agenda)	(attached)	AW
	Matters for decision			
1.40pm	6	Matters for decision from the Finance & General Purposes Committee		
	6.1	Revised College Budget for 2019/20	(attached)	KMcG/JC/KH
	6.2	Confidential to Board Members Only: Financial Forecast Return (FFR) to SFC	(attached)	KMcG/JC/KH
2pm	7	Matters for decision from the Board Development Committee		
	7.1	Succession Planning	(attached)	BJ
	7.2	Chair Recruitment Update	(verbal)	AW
	7.3	Draft Board Development Plan 2019-20	(attached)	BJ/AW
	8	Strategic Risk Register	(attached)	JC
2.20pm	Matters for discussion			
	9	Follow Up to Joint Board Meeting		
	9.1	Update from Joint Board Meeting	(verbal)	BJ
	9.2	Tertiary Education Model	(attached)	JC
	10	SoSEP – Progress to Date	(attached)	JC/AG
	11	Regional Chair's Report	(attached)	BJ
	12	Principal's Report	(attached)	JC
	13	President of Student Association Report	(attached)	NV
3.05pm	Tea/Coffee			
	Matters for attention from Board Committees			
3.20pm	14	Draft Minutes / Matters for attention from meetings held since the last Board Meeting		
	14.1	Draft Minute -Board Development Committee of 4 July 2019	(attached)	BJ
	14.2	Draft Minute-Learning & Teaching Committee of 17 September 2019	(attached)	PK
	14.2.1	Key Points of Note for the Board	(attached)	PK
	14.2.2	Enhancement Plan Update – September 2019	(attached)	PK

20.2	• Approved Minute, Remuneration Committee Meeting, 12/02/19	(circulated with agenda)
20.3	• Approved Minute of Learning & Teaching Committee of 14/05/19	(circulated with agenda)
20.4	• Approved Minute of Finance & General Purposes Committee Meeting of 14/05/19	(circulated with agenda)
20.5	• Approved Minute of Audit Committee Meeting of 21/05/19	(circulated with agenda)

Board of Management

Minute of Meeting of the Board of Management of Dumfries and Galloway College held on Tuesday 8 October 2019 at 13:00 in Room 1074b of the Dumfries Campus

Present:

Brian Johnstone (Chair)	Delia Holland (Vice Chair)
Joanna Campbell (Principal)	John Henderson
Ian White	Naomi Johnson
Pat Kirby	Hugh Carr
Ros Francis	Sue Livermore
Karen McGahan	Janet Brennan
Rob Orr	Robbie Thomas
Ann Hill	

In attendance: Hannah Ritchie, Acting VP Learning, Teaching and Student Experience
Andy Glen, VP Business Development & Corporate Services
Ann Walsh, Board Secretary
Heather Tinning, Executive Assistant

1 Welcome and Apologies for Absence

The Chair welcomed all to the meeting, in particular, Board Member Ann Hill and Acting Vice Principal Hannah Ritchie formally to their first Board meeting. Apologies for absence were intimated on behalf of Barry Graham, Nikki Vjatschslav and Caitlin McCutcheon.

2 Declaration of Interest

The Board Secretary confirmed that the meeting was quorate.

3 Presentation (deferred)

A presentation from the National Union of Students (NUS) has been deferred until a Student Board Member is able to attend.

4 Minutes of Board Meetings:

4.1 Minute of Board Meeting of 4 June 2019

The Minute of the Board of Management meeting held on 4 June 2019 was approved.

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4.2 Minute of Special Meeting of the Board of 14 August 2019

The Minute of the Special meeting held on 14 August 2019 was approved. The Board Secretary tabled paper copies to Board Members only. These were collected following approval.

5 Matters Arising/Actions Log (not included on the Agenda)

5.1 Board Meeting Actions

The Board Secretary spoke to the Actions Log.

- Action 5.2 Crichton Foundation Vacancy –As no Board Member has come forward the Chair proposed that the Board Secretary undertake this position on an interim basis

Decision: The Board Members agreed

Action: The Board Secretary to confirm with the Crichton Foundation

- Action 5.6 Board Link for Business Development – The Board Secretary confirmed that a Board Member has notified their interest in this area. Board Member Naomi Johnson also confirmed that she would be happy to note her interest as a swap from her current link.

The Chair asked to note thanks to both for their interest. Board Member Ann Hill also proposed her interest to link with Stranraer

Actions:

- The Board Secretary to take forward

6 MATTERS FOR DECISION from the Finance and General Purposes Committee**6.1 Revised College Budget for 2019/20**

The Chair of F&GP reported on the last Finance and General Purposes meeting held on 17 September 2019. The meeting was not quorate and so decisions have been made post-meeting by email. Members have been requested to consider joining the committee to help with attendance in the future.

The revised college budget for 2019-20 was not available to F&GP Committee Members until after the meeting of 17 September, due to work still being carried out on the zero-based budget setting exercise. Following receipt, there had been much discussion between committee members regarding the Revised College Budget 2019-20. The committee Chair had proposed that the paper be presented to the Board for discussion and further executive explanation due to the large increase in deficit predicted for the year end. This being very different to the interim budget presented to the committee in May 2019 and to the Board in June 2019, which had shown a surplus:

Underlying Operating Surplus/Deficit/Movement Summary :

- | | |
|--------------|------------------------------------------------------|
| • £3,000 | Interim Budget for Approval – (June 2019) - surplus |
| • (£607,000) | Revised Budget for Approval (1 Oct 2019) - deficit |
| • (£610,000) | Change from Interim Budget (from June 2019-Oct 2019) |

The Principal highlighted the current financial difficulties that the college is facing and outlined some of her early findings as to how this position has arisen. She expanded upon the current situation and the work undertaken since the F&GP committee meeting and the actions going forward to look to resolve this. She spoke of the need for transformational planning.

The Principal advised that she has started dialogue with the CEO and Director of Finance at the SFC.

The college has instigated actions to mitigate the projected deficit including a recruitment freeze, removing temporary posts where possible. Overtime must be signed off at senior level to minimise spend. Tighter controls have been put in place on hospitality spend and over Purchase Orders.

It was noted that colleges across the sector are forecasting financial deficits and are seeking support and discussions are taking place at college sector meetings.

It was agreed that the Board could not approve the paper as presented. A revised Budget 2019-20 and FFR will come back to the Board on 29th October 2019.

The Leadership Team and an External HR Representative are working on the Transformation Process. External HR support has been secured to work on the Transformation plan. The plan will be presented to the Board in January 2020. Initial discussions have taken place with Unions, and dialogue with Senior Managers are also taking place. The Principal re-assured Board members that

this is a priority and asked for support from the Board for her and her team while they work on reducing the deficit.

Members discussed their concerns including the lack of communication recently, regarding the budgetary problems, financial sustainability, and staffing.

The Board endorsed support for the Principal and asked that the Executive Leadership Team keep members informed as appropriate.

The Acting Principal Learning, Teaching and Student Experience advised that work is ongoing with the Curriculum Planning Process which will inform curriculum staffing levels. The process will align with the staffing budget going forward.

The Chair of F&GP requested that when preparing the Board Meeting schedule, to be mindful of future SFC submissions.

Decision:

- Members agreed not to approve the budget or FFR as revisions will be presented on 29th October 2019

Actions:

- The Board Secretary to review the meeting schedule
- The Revised Budget to be presented to the Board on 29th October 2019
- The Revised FFR to be presented to the Board on 29th October 2019
- The Board to consider approval of the revised budget and FFR that will be presented on 29th October 2019

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6.2 Financial Forecast Return (FFR) to SFC

As discussed in Agenda Item 6.1.

7 MATTERS FOR DECISION

Matters for Decision from the Board Development Committee

7.1a Succession Planning Update

The Chair spoke to the report which had been issued asking for approval of the recommendations made. He congratulated Member Ian White in returning as Academic Board Member.

- The role of Vice Chair and Senior Independent Member to be held by separate Board Members, to take effect from the date of an elected SIM being ratified by the Board:
- New Audit Committee Member: Board Member Ros Francis to become a member of the Audit Committee from 9th October 2019
- New Finance and General Purposes Committee Member: Delia Holland to become a member of the Finance and General Purposes Committee from 9th October 2019

Decision:

Members approved the recommendations

Actions:

- Consider email approval for members joining committees, dependent on the timing of Board meetings
- SIM Paper to be finalised and circulated by the Board Secretary before the next Board Meeting

7.1b Committee Membership

The Chair spoke to the Appendix paper which had been issued to members for approval, highlighting the revisions as discussed.

Decision:

- Members approved the changes to the Committees as discussed in the Succession Planning Update

Action:

- The Board Secretary to upload the revised Committee Membership to the Key Document folder within Admincontrol

7.2 Chair Recruitment Update

The Board Secretary reported on a confidential Early Engagement Meeting on 20th September, which she, the Principal and the Vice Chair attended in Glasgow, together with members from Borders college. Discussions included future requirements of a Board Chair from both colleges. Both Chair positions will be advertised on 19th November, with Interviews to take place early February 2020 with a start date for the new Chairs on 3rd March 2019. The Board Secretary advised that notifications of interest are to be directed through the recruitment process.

The Board Secretary asked members to note that the process is continuing.

7.3 Board Development Plan 2019/20**7.3a Board Evaluation and Board Development Plan 2019/20**

The Chair spoke to the report which had been issued. He emphasised commitment of the Board to ensuring that there is a supported and proactive Student Association.

The Chair confirmed that one to one meetings with Board Members will take place over the Autumn.

Members noted the content of the report

Decisions:

- Members approved the Board Development Plan 2019/20
- Members approved the timing of the next Externally Facilitated Governance Review to be at 3 years, in 2020

8 Strategic Risk Register

The Principal spoke to the Strategic Risk Register that had been issued, advising that there are currently 22 strategic risks, 5 of which are rated 9 or above:

- 3.5 – Industrial Relations Problems (including industrial action)
JNCC should read LJNC
- 3.9 – Failure to reach aspirational standards in learning, teaching and service delivery
Previously increased owing to assessment malpractice
- 3.12 – Failure to reach contractual agreement with CITB regarding delivery of Construction related Apprenticeships
Reached attainment with CITB

Decision: Members approved the Strategic Risk Register, with slight amendment

Members agreed that the risk register was a management tool and agreed that the Principal could look to revise the format of the Risk Register moving forward.

9 MATTERS FOR DECISION**Follow up to Joint Board Meeting****9.1 Update from Joint Board Meeting**

The Chair reported on the Joint Board meeting hosted by Dumfries, with attendance from the SFC, although the CEO was unable to attend. Following discussions, it was agreed that the two Principals and two Chairs seek a meeting with SOSEA. The way forward is to continue to engage and define the requirement within specific faculty areas. A Progression Manager has been appointed using SOSEA funding until June 2020. The Progression Manager works with both Dumfries and Galloway College and Borders College.

9.2 Tertiary Education Model

The Principal spoke to the report which had been issued, advising that she and the Principal from Borders College had been seeking support from SDS, supported by SFC. Following the Enterprise and Skills Review, looking at alignment of skills across the agencies, the Principal and Vice Principal Business Development and Corporate Services are looking to run a pilot. The next stage would involve expanding types and ranges of University Partnerships. Various meetings have taken place with the University Partners, including shared services. The Acting Vice Principal Learning, Teaching and Student Experience advised that there have been initial conversations with SRUC in terms of dairy farming and agricultural engineering.

Discussions are taking place with the Chief Executive of Dumfries and Galloway Council and Chief Executive of Natural Power regarding the Green Energy Plan.

The Board noted the content of the report.

10 SI: SOSEP Progress to Date**10.1 SoSEP Project Progress Report**

The Vice Principal Business Development and Corporate Services spoke to the report which had been issued, advising that the building is behind schedule from the original timescales and has slipped from the dates in the report. Access to the Henry Duncan Building and the Build at the Stranraer Campus is now 28th October. A certificate of non-completion, which is a contractual requirement, has been issued on 16th September for Stranraer and 7th October for the Care Hub. This allows the College to pursue a claim of loss and damages against the contract once the works are completed.

Access to the Renewables Hub will be 4th December at the latest. The Vice Principal advised that the timing is still within the SFC final deadlines which are the end of March 2020 and he has been assured that the dates will be achieved.

The ICT is in place and has been tested, with some work still to do around the spokes and the schools. Following the Business Launch on 18th September, so far 11 businesses have expressed an interest to become a spoke.

In terms of curriculum development, there are three courses in place; HNC Electrical Engineering, the Enablement Course and Crest Course. The Acting Vice Principal and Heads of Curriculum are meeting with Borders to clarify ownership and delivery.

In terms of budget, the Vice Principal advised that some alterations to the programme have been required in order to be within budget.

The Principal advised that the college is also working with CENSIS and the Innovation Lab. CENSIS offered to provide the college with sensors to harvest data which will be used as part of their data. The Company will be visiting the college in November.

Members noted the progress to date and thanked the team for all their work.

10.2 Appendix A Additional Costs Relating to Existing Buildings

Members noted the content of Appendix A.

11 Regional Chair's Report

The Regional Chair spoke to the report which had been issued highlighting various activities. He advised that he has been attending a number of meetings together with the Principal meeting other Stakeholders.

Members noted the Regional Chair's Report.

12 Principal's Report

The Principal spoke to the report which had been issued. The following information was given, in addition to the contents of the report

- A representative from the SFC Communications Team is attending the Senior Leadership Team meeting on 9th October 2019 to present a Twitter Clinic, to which Board Members were also invited to attend
- Vice Principal Learning Skills and Student Experience Interviews will take place on 25th October

Members noted the Principal's Report.

13 President of the Student Association Update Report

In the absence of the Student Association President, the Vice Principal Business Development and Corporate Services spoke to the report, prepared by the Head of Academic Planning and Quality, highlighting key activities:

- 145 class reps have been elected – the highest number for the college

The Principal advised that the college would be participating in a review to be conducted by NUS. The Acting Vice Principal Learning, Teaching and Student Experience will liaise with the NUS regarding the review. This will also provide a baseline of information. Following discussion, members stated that they need to see progression towards a thriving Student Association and that the college should take advice from the NUS moving forward.

Board members requested that a message be passed to the Student Association President wishing her a speedy recovery.

Members noted the Student Association's Update Report.

14 MATTERS FOR ATTENTION FROM BOARD COMMITTEES

Draft Minutes/Matters for Attention from Meetings held since the last Board Meeting

14.1 Draft Minute – Board Development Committee of 4 July 2019

The Chair asked members to note the minute and the key points from the minute discussed earlier in the agenda.

14.2 Draft Minute – Learning and Teaching Committee of 17 September 2019**Key Points of Note for the Board****14.2.1 Key Points for Board – October 2019 Learning and Teaching**

The Chair of the L&T Committee informed the Board that the College Academic Council, chaired by the Acting Vice Principal had their first meeting on 4 October 2019. The Acting Vice Principal Learning, Teaching and Student Experience advised that Curriculum Managers introduced their curriculum reports, and identified programmes for performance enhancement measures, these being approximately 17 programmes. The Academic Council will identify cross college themes to enable cross college learning and developments.

An Employer Engagement action plan will be presented at the next L&T Committee meeting.

As the Student Association is a “whole board” responsibility, the Student Association will present a report to the Board, rather than to both the L&T Committee and the Board. The Student board members will continue to provide an essential voice for students on the committee.

14.2.2 Enhancement Plan Update – September 2019

The Chair of the L&T Committee Pat Kirby advised that reporting of this plan will come via the College Academic Council in future. The Academic Council will provide checks and balances. Members agreed that the format of the report was good and were assured of progress of the enhancement plan. Board Member Janet Brennan advised that she would like to see an evaluation of student experience, to evaluate their outcomes.

14.3 Draft Minute – Finance and General Purposes Committee of 17 September 2019

The Chair of the Finance and General Purposes Committee Karen McGahan asked members to note the minute, with key points discussed earlier in the agenda.

14.4 Draft Minute – Audit Committee of 1 October 2019

The Chair of the Audit Committee Hugh Carr asked members to note the minute, advising that Ros Francis is a new member of the Audit Committee.

14.4.1 Internal Audit Plan 2019-20

The Chair of the Audit Committee Hugh Carr provided the Internal Audit Plan 2019-20 which has been approved by the Audit Committee, for information for Board Members.

Hugh Carr left the meeting.

15 MATTERS FOR INFORMATION – Board Links, Learning for Leading Scheme – Update

Previously discussed – this item will be brought back to the next Board Meeting.

16 Good Governance Implementation Plan

The Board Secretary reported that the Good Governance Steering Group are working to an implementation plan to take forward proposals from the governance consultation exercise undertaken in 2017. The Board Secretary shared the timescales for information and highlighted the main areas that will impact on this college. The main change being the change in the composition of Boards by adding two trade union nominees to the number. The expected implementation date of this change is August 2020. There was a question regarding Union representatives having an opportunity to attend a Board Meeting as an observer prior to this and discussion regarding this has commenced. The Principal advised that she has been nominated to be one of the two Principal representatives on the Good Governance Steering Group.

The Model Code of Governance will be reviewed by the Good Governance Steering Group taking account of the changes to be implemented.

Members noted the contents of the report, the letter from Richard Lochhead, the contents of the Good Governance Steering Group Implementation Plan and Progress to date.

17 Agenda Items for Next Board Meeting

The Chair asked Members to forward Agenda Items for the Next Board Meeting directly to himself.

The Principal confirmed Climate Emergency as an Agenda Item for the Next Board Meeting.

Action: The Board Secretary to include this on the Agenda

Ros Francis left the meeting.

18 Any other business

18.1 Governance Manual (revised 2017)

The Board Secretary reported that the Governance Manual (revised 2017) is due for update in 2020. She advised that when reviewed in 2017 there was a typo. The quorum of the Board is shown as 6 members within 3.36 on page 8 but as 9 members within the Terms of Reference for the Board on page 31.

Decision: Members agreed a quorum of 9 for the Board of Management meetings, with a minimum of these being 5 non-executive members

19 Date and Time of Next Meetings

Board Meetings:

- Tuesday 10th December 2019, 1 – 5 pm (Dumfries Campus)
- Tuesday 17th March 2020, 1 – 5 pm (Dumfries Campus)
- Tuesday 2nd June 2020, time tbc (Stranraer Campus)

Board Strategy Planning Day: Tuesday 29 October 2019 (replacing Development day planned for 21st January 2020), 10 am – 3 pm (Dumfries Campus). Time to be made available to consider the college budget on this day.

20 Approved Minutes of Committee Meetings since 4 June 2019

20.1 The following minutes have been approved since the last Board Meeting:

20.2 Approved Minute of Remuneration Committee, 12/2/19

Members noted the approved minute of the Remuneration Committee of 12th February 2019.

20.3 Approved Minute of Learning and Teaching Committee, 14/5/19

Members noted the approved minute of the Learning and Teaching Committee of 14th May 2019.

20.4 Approved Minute of Finance and General Purposes Committee, 14/5/19

Members noted the approved minute of the Finance and General Purposes Committee of the 14th May 2019.

20.5 Approved Minute of Audit Committee, 21/5/19

Members noted the approved minute of the Audit Committee of the 21st May 2019.

Board of Management

Minute of Meeting of the Board of Management of Dumfries and Galloway College held on Tuesday 4 June 2019 at 13:00 in Room 2089 of the Dumfries Campus

Present:

Brian Johnstone (Chair)	Delia Holland (Vice Chair)
Joanna Campbell (Principal)	John Henderson
Ian White	Barry Graham
Pat Kirby	Naomi Johnson
Ros Francis	Hugh Carr
Ailsa Paton	Sue Livermore

In attendance:

- Andy Wright, VP Learning & Skills (from item 7.2)
- Andy Glen, VP Business Development & Corporate Services
- Ann Walsh, Board Secretary
- Heather Tinning, Executive Assistant
- Juliet McAlpine, Education Scotland, College Link Inspector (Agenda Item No 1 only)

1 Presentation 'How Good is Our College' Self Evaluation and Enhancement Plan

Juliet McAlpine from Education Scotland attended the meeting to present the 'How Good is Our College' Self Evaluation and Enhancement Plan. Juliet spoke to the final version of the Evaluative Report 2017-18, advising that this was published on 26th February 2019, after going through an endorsement process between the Scottish Funding Council and Education Scotland.

Of the three grades approved, two were good and one was satisfactory and this is the area that Juliet wished to focus on in this meeting. The 'satisfactory' grade was for outcomes and impact. This grade, on the figures alone would have been lower, but the high level of quality and inclusion raised the grade to Satisfactory. Members discussed the Outcomes (PIs) for Learners, which are affecting the grades. The college has an enhancement plan in place which includes responsibilities for carrying out actions.

Juliet advised that the Education Scotland and SFC are negotiating a timetable for progress visits for colleges across the sector in 2020. The enhancement plan is very high level and Education Scotland will be looking for a structured and detailed action plan to support the enhancement plan, and effective Self Evaluation at all levels to evidence improvement.

Juliet advised that although she focused on the points for improvement, there are also many positive examples detailed throughout the report.

The Vice Principal Business Development and Corporate Services spoke of the steps taken so far in terms of an action plan including milestones that are in place. The Principal advised that an Academic Board will be introduced that will enable focus for moving forward. This forum will provide representation across curriculum and support services within the college, providing monitoring and sharing of best practice. More detail will be provided to the Learning and Teaching Committee meeting. The Academic Board will report into the Learning and Teaching Committee. It will not be a Committee of the Board. There was some discussion regarding the focus for the Learning and Teaching Committee and the Chair of that committee has already started a review.

Discussion continued on the role of the Board, including openness and previous discussions on the challenging report. Members noted the issue of the PIs, and concerns were raised over blockage over flow of information. Further discussion on the Board Agendas and whether they were focusing on the correct items or whether the focus should be elsewhere. The Principal advised to look at the programme of work for Learning & Teaching, early in the Academic Year. With the Learning & Teaching Committee, there should be an alert to Policy and Scottish Government and Scottish Funding Council priorities.

To conclude discussions, Juliet McAlpine asked again that Board Members note the report includes a lot of positive information from the college and is not a bad report.

Actions:

- The Executive Assistant to arrange a meeting with the Principal and the Chair of the Learning and Teaching Committee, Pat Kirby, to discuss Types of reporting through Learning and Teaching and the Academic Board.
- A structured and detailed action plan to support the enhancement plan to be developed and implemented. This will come back to the Board via the Learning & Teaching Committee.

2 Welcome and Apologies for Absence

The Chair welcomed all to the meeting, in particular Joanna Campbell to her first Board Meeting in her new role as Principal and CEO of Dumfries and Galloway College.

Apologies for absence were received on behalf of Janet Brennan, Rob Orr, Robbie Thomas, Karen McGahan and Nikki Vjatschslav.

The Board Secretary confirmed that the meeting was quorate.

3 Declaration of Interest

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

4 Minute of Meeting of 19 March 2019

The Minute of the Board of Management meeting held on 19 March 2019 was approved, with one minor amendment to item 11, paragraph 5 – to now read: “The Chair emphasised Members were asked to agree to an exploration of the proposal. Any decision to progress with the creation of a new institution will be a matter for future Board discussion and decision.”

Action: The Board Secretary to amend paragraph 5 of Agenda item No 11 – Confidential (for Board Members only) - Joint Vision and Follow Up re: Options Review for Collaborative Work with Borders College

5 Matters Arising (not covered on the Agenda)

5.1 Key Facts and Key Stakeholders Leaflets

The Board Secretary advised that comments were invited from the College Leadership Team following the Board meeting in March and the revised Key Stakeholders Leaflet, together with the Key Facts Leaflet has been added to the Useful Documents folder in Admincontrol. Revisions to the Leaflet included:

- The college also deliver courses through REHIS, ILM and People 1st
- Skills Development Scotland has been removed from Others and added to Delivery Partners

5.2 Board Member for Crichton Foundation

Following discussion at the last Board meeting when John Henderson intimated his intention to resign from the Crichton Foundation, he advised that he had received no notifications of interest from Members. The Crichton Foundation has various members from the Academic Institutions on the Crichton Estate, including the college, which is the largest institution on the Campus. The Foundation also promotes the Crichton Campus, provides grants and funding to student projects. The Board Secretary has offered to represent the college as a Member of the Crichton Foundation, should a Board Member not come forward.

Action: Members are asked to submit notes of interest direct to the Board Secretary to join the Crichton Foundation as a college representative.

5.3 Application for funds from the Crichton Foundation for SA Gardening Project

The Student Association Vice President reported that the Student Association would be applying for funds for their Gardening Project.

Action: Student Association to put in an application to the Crichton Foundation for funds for their gardening project.

5.4 Joint Vision – Joint Board Working Group

The Chair advised that the Working Group had been set up, Board Members from Dumfries and Galloway are the Chair, Vice Chair, Chairs of Committees, the Principal and Board Secretary. He advised that there had been no further work done and that a date had been set for 25th June for a meeting in Galashiels. A draft agenda is being formed, with input from Principals, Chairs and Board Secretaries. Following a request from the Student Association President, the Chair advised that there will be student representative in the Working Group from both colleges.

Action: The Final Agenda to be shared with all Board Members

5.5 Risk – Training & Development for Board Members

Following discussion at the Board meeting in March, the Chair reported of a good attendance at the Board Development Day by Board Members. The sessions provided were well presented and informative.

5.6 Board Link for the Business Development Unit

The Board Secretary advised that she had received no notes of interest for the Business Development Unit. A vacancy had arisen in this area following the retiral of a recent Board Member.

Action: Members are asked to submit notes of interest direct to the Board Secretary

6 Welcome and Introduction to New Principal

The Chair again welcomed the new Principal into her new position following her official start date of yesterday and invited Joanna Campbell to introduce herself to Board Members. The Chair and Principal both recognised and thanked Andy Glen, for his time in office as Acting Principal during this interim period.

The Principal advised that she has worked in the Education Sector for 22 years and spoke of her passion for education, initially Lecturing then moving into Senior roles. She also reported on her work with the University Sector, and her to take the college from good to outstanding. Joanna spoke of the opportunities for the college in terms of SoSEP, and the college's role of supplying skills into the economy. She highlighted three priorities:

- Looking at model of tertiary education
 - SoSEP Investment
 - D&G Economy
- Performance
 - Financial
 - Curriculum
- Profile and Influence
 - Raise Profile
 - Influence that the college has throughout sector and throughout the region

The next steps include reviewing the strategy and starting work on Vision 2025. To commence during the next term.

The Chair thanked the new Principal for her introduction, and again welcomed her to the college.

7 Matters for Decision

Matters for Decision from the Board Development Committee

7.1 Succession Planning

The Chair spoke to the report which had been issued, and asking for approval of the recommendations made.

- **New Board Member:** There had been six applicants for a new Board Member, which was shortlisted to 4 applicants and interviews were held on 30th May 2019. The Chair gave summary information regarding the preferred candidate who is recommended to the Board for approval. The Chair advised that this applicant was out of the country and therefore had a telephone interview, in which she scored highly. The proposed start date is 5th August 2019. As this was a telephone interview it was agreed that a face to face meeting be held with Brian Johnstone and Janet Brennan as a follow up.
- **Student Board Members:** The Chair confirmed that Nikki Vjatschlav has been re-elected as Student Association President. Caitlyn McCutcheon had been elected Student Association Vice President. The Chair also recognised Ailsa Paton, Vice President for 2018/19, advising that Ailsa is progressing into third year of her Business Degree. The Chair congratulated the successful candidates.
- **Chair of the Audit Committee:** The Board approved that Hugh Carr remains Chair of the Audit Committee with an extension to his term of office of 2 years. This will enable a new Chair to have support from the current Chair before his Term of Office on the Board ends.
- **Vice Chair:** The Chair congratulated Delia Holland who has been elected as Vice Chair of the Board and the Board approved this appointment. Following discussion it was agreed that the term of office will be for 2 years, again to allow time for support of a new Vice Chair before her Term of Office on the Board ends.

Concerns were raised regarding the process used to elect the Vice Chair, with suggestions made to preferred methods. Although there are other ways of undertaking votes this was not an unusual voting method and had been agreed, and the process approved, by the Board Development Committee. The Board Secretary and Chair will discuss with the Board Development Committee, methods for future elections.

- **Senior Independent Member (SIM) & Vice Chair – proposal for these roles to be held by separate Board Members:** Currently the SIM and Vice Chair roles are held by the same person. The Board Development Committee recommend that these roles are held by separate Board Member. The Board Secretary had been asked to report on her research regarding this and had prepared a paper to be tabled. The current Vice Chair & SIM, Delia

Holland, asked for it to be minuted that this recommendation had been approved by email and wished there to be discussion, advising that the decision should be a Board decision. It was agreed for this proposal and the Board Secretary's paper to go to the Board Development Committee for discussion and recommendations to come back to the Board. The Chair advised, for clarity at present, Delia Holland continues as the SIM

Decisions: Board Members approved the following recommendations:

- The appointment of the preferred candidate as Board Member, subject to a face to face meeting with panel members, Ministerial Approval and standard checks
- Hugh Carr to undertake a second term of tenure as Chair of the Audit Committee from 1 September 2019 for two years
- Delia Holland to be appointed as Vice Chair of the Board from 5 June 2019 for two years
- An increase by one non-executive Board member for both the Audit Committee and the Finance & General Purposes Committee
- A change in the Terms of Reference for the Audit Committee to state 5-6 Non-Executive Board Members

Actions:

- The position of SIM to be discussed at a Board Development Committee meeting. The paper prepared by the Board Secretary to be taken to this meeting. Recommendations from this to come back to the Board for approval.
- The Board Secretary to circulate the SIM paper to members and BoM Articles of Governance and Governance Manual (approved by Board September 2014, revised March 2017)

VP L&S joined the meeting

7.2 Feedback from Board Development Day

The Chair reported on a positive Development Day, including the presentation on the draft Regional Skills Investment Plan (RSIP) and the sessions provided by our External Auditor's on risk management and finance

Actions:

- Members to feedback to the Chair and the Board Secretary any development sessions they would find useful
- The Board Secretary to circulate the slides to members

7.3 Board Development – Evaluation of 2018-19 Plan

The Chair spoke to the evaluation of the 2018-19 Plan which had been issued, looking at outstanding actions to take forward to 2019-20.

Regarding Evaluation, the board secretary advised that the national view is that external governance reviews should be undertaken every three to five years, this being five years for those with a positive external review (three yearly if issues have been highlighted). On all other years evaluation will be through self-evaluation which should be targeted rather than requiring a comprehensive review every year. As a comprehensive review was undertaken in 2018, a targeted review is planned for this year, with the next external review being due at 5 years, in 2022.

Members discussed and agreed the following:

- Targeted self-evaluation of 2018/19 to be: Evaluation of the Audit Committee, and review of the Learning and Teaching Committee, including Terms of Reference

- Although our external governance review was positive, the Chair of the Audit Committee, Hugh Carr advised that he would prefer, for assurance that the external governance reviews are undertaken every three years
- More effective training sessions at college, instead of webinars.

Decision: Members noted and approved the Evaluation of the 2018-19 Board Development Plan with the following amendment

- (Section 2, 2.1) the wording should read student satisfaction survey

8 Matters for Decision from the Finance & General Purposes Committee

8.1 Indicative College Budget for 2019/20

The Head of Finance had provided a financial report which included the recommendation that at a meeting of 14th May 2019, the Finance & General Purposes Committee reviewed and recommend the College Budget for 2019/20 to the Board for approval. The Vice Principal Business Development and Corporate Services spoke of the aim of achieving an underlying break-even budget for 2019-20, and zero-based budgets.

Board Member Ros Francis advised that the Committee had looked at the assumptions. Main concerns include the decrease in capital funding, and that 80% of the budget is on salaries which restricts flexibility in the budget.

The Principal advised that the five-year financial forecast will be refreshed. Next steps include looking at scenario planning and significantly increasing commercial income. Members discussed the pressure on budgets moving forward.

Decision: The Board approved the Budget for 2019/20, following recommendation from the Finance & General Purposes Committee

9 Strategic Risk Register

The Vice Principal Business Development and Corporate Services spoke to the Strategic Risk Register that had been issued, advising that there are currently 22 strategic risks, 6 of which are rated 9 or above, where Amber equals a significant risk. The VP reassured members that the Register is reviewed at Executive Leadership Team and College Leadership Team meetings.

Decision: Members approved the Strategic Risk Register, subject to minor amendment:

- The Executive Assistant to amend:
 - Risk 3.11 L&T Committee should be included in the Responsibility Column

10 Matters for discussion

SI: SoSEP – Progress Report

The Vice Principal Business Development and Corporate Services spoke to the papers which had been issued.

The Vice Principal reported of a slight delay in terms of the building, a maximum four weeks, owing to a Fibre Cable issue, however Contractors are continuing with other works on the Project. A Site meeting has been arranged which will progress discussions surrounding the slippage. The Vice Principal confirmed that the foundations have been checked by Building Control, and that an Independent Clerk of Works has been employed. The target date is September 2019 for completion. The Vice Principal confirmed that the profile of spend will be within budget.

The Academic Teams at both colleges have been pro-active in terms of developing materials for the Care Sector. Other working relationships have been formed cross college. Discussion surrounded a clear vision once the infrastructure is in place for linking with Employers in terms of Hubs, a clear PR strategy to capitalise on this, for example linking with Innovation Centres.

Following discussion over the red risk on the SoSEP Risk Register, the Vice Principal assured that this is being addressed, and was in relation to not going beyond a completion date of March 2020.

Members noted the progress report.

11 Regional Chair's Report

The Regional Chair spoke to the report which had been issued, highlighting the following activities:

- The Regional Chair had been invited to the SRUC for a Presentation on their Digital Classroom
 - The VPBDCS reported that the SRUC are wanting to link in with the college with the colleges' new infrastructure
 - The VP Learning & Skills also reported that the schools have been active with the college in terms of their opportunities
- There was a focus on increased commercial income generation at the CDN Strategy Day and the importance of working more closely with colleges

Members noted the Regional Chair's Report.

12 Acting Principal's Report

The Vice Principal Business Development and Corporate Services spoke to the report which had been issued, reporting on the CITB Innovation Fund. He advised that the college had been asked by CITB to submit a case on how to help their industry, focusing on the digital skills network. The Head of Business Development Alison Jardine is leading on the bid.

CITB

The Vice Principal Business Development and Corporate Services advised that he attended a recent meeting with the Colleges Principals' Group on behalf of the college. He reported that the college is still progressing their route in terms of their options going forward, advising that the college will have to absorb the costs for current students. Members noted that the college is aligned with the other colleges in this decision moving forward

Members noted the Acting Principal's Report.

13 President of the Student Association Update Report

In the absence of the Student Association President, the Student Association Vice President highlighted key activities:

- The Student Association Executive Team had recent Industrial Action meetings with the Vice Principal Learning and Skills and Head of Human Resources
- 'Geez a break', involves the Student Association ensuring that the students are supported with exams and deadlines
- Following the Student Association Elections, Nikki Vjatschlav has been re-elected as the Student Association President and Caitlyn McCutcheon has been elected as the new Vice President.

Members suggested that the new Student Association Vice President is welcome to join any committee meeting in advance of the full Board Meeting, to allow introductions before the Board Meeting in October.

Members thanked the Student Association for their commitment over the last Year.

Members noted the Student Association's Update Report.

14 Agenda items for Next Board Meeting

The Chair welcomed agenda items for the next Board Meeting, to be held on Tuesday 8 October 2019.

Members discussed the format of the agenda for future meetings, including one suggestion to have the Speaker at the end of the Agenda.

Action: Board Members to forward agenda items for consideration directly to the Chair

15 Matters for attention from Board Committees

Draft Minute – Finance & General Purposes – 14 May 2019

Ros Francis, Member of the Finance & General Purposes Committee highlighted the following:

This time last year the college was going into a deficit position, although in April it had been forecast to be break-even. This year, following review of the accounts, we are on track to produce a small surplus this year, which it was agreed at F&GP to return this to the college's reserves. Members noted that this is a very small surplus

- The VP Learning & Skills reported that National Bargaining will have an additional cost on the colleges' forecasted budget

Members noted the update.

16 Draft Minute – Learning & Teaching Committee – 14 May 2019

The Chair of the Learning & Teaching Committee highlighted key items from the meeting:

- A review of Terms of Reference has commenced
- Issues of Retention and Attainment
- Employer Engagement and Entrepreneurial Skills Support
- SoSEP curriculum development progress
- Impact of Industrial Action
- How Good is our College – Enhancement Plan Update 2018-19

Members noted the update.

16.1 How Good is Our College – Enhancement Plan Update 2018-19

The Chair of the Learning and Teaching Committee spoke to the progress report which had been issued providing updates on progress of the 15 points of action set out in the Enhancement Plan, asking members to note points 14 and 15. ie:

- **Action 14: To enhance entrepreneurship throughout the college and as a learning experience as stated in Vision 2020**

External live projects are encouraged in every area of the college where appropriate to enhance the curriculum. Passport to college has had an enterprise unit added to the course to allow entrepreneurial events to be encouraged further. The college is currently working with other organisations to develop this further.

- **Action 15 To reinforce Essential Skills, Career Management Skills and DYW in the curriculum**

Enhanced learning experience and to build on current knowledge and teaching practice that ensures more students are work ready. Curriculum areas are using My WoW, site visits, employer presentations and live projects to underpin these skills.

Members noted the information included in the Enhancement Plan Update for 2018-19.

Barry Graham left the meeting

17 Draft Minute – Audit Committee – 21 May 2019

The Chair of the Audit Committee highlighted key items from the meeting:

- Key Financial Controls and Credit Payments. He advised that the Finance Team are progressing any issues
- A 3-year contract has been awarded to RSM as the college's Internal Auditors, with a caveat for a full change of personnel for any extension to this period
- There are currently four Audit Committee members, plus one vacancy. It was agreed at the last Audit Committee meeting to request an increase in membership to six members, which has now been approved by the Board. Therefore the committee requires two more members.

Board Member John Henderson asked whether part of the remit of the Audit Committee was to check if the statistics on retention and attainment were correct. The Vice Principal Business Development and Corporate Services confirmed that they are checked at the end of the year by the SFC and are subject to audit by the SFC.

- The Chair of the Committee confirmed that the Audit Plan for 2019-20 will be finalised at the next Audit Committee meeting and will link directly to the Strategic Risk Register.

Members noted the update.

17.1 Financial Regulations Update

The Chair of the Audit Committee spoke to the report which had been issued, advising that at the committee meeting of 21st May 2019, the Audit Committee reviewed and approved the revised Financial Regulations providing a copy of the Financial Regulations Policy to the Board for approval.

Decision: The Board approved the Financial Regulations Policy, following recommendation from the Audit Committee

18 Matters for Information

National Bargaining Update

The Vice Principal Business Development & Corporate Services provided a verbal update on National Bargaining, including:

- An Extraordinary Employers Association meeting has been arranged to take place on 5th June 2019. The VP advised that an Agreement has been reached
- The EIS ballot closes on Monday 10th June
- Action short of strike action continues until the result of the ballot
- All Lecturing staff to receive £400 unconsolidated payment. Following the final migration payment and a consolidated award of £1,500

Members noted the update.

19 Board Links, Learning for Leading Scheme – Update

The Board Secretary provided an update to Board Members, and will continue to provide regular updates to the Board. The scheme is due for review in September 2019.

Action: The Board Secretary to undertake a review of the scheme in the Autumn

20 Good Governance Consultation - Implementation Plan for approved changes

The Board Secretary spoke to the draft implementation Plan, including

- The plan has been drafted by the Good Governance Steering Group (GGSG) and has been shared with the Board Secretaries Steering Group (BSSG) membership, for their discussion and input. The Chair of the BSSG sits on the GGSG.
- A number of issues are to be implemented, and this will take some time as some will require changes in legislation.
- Of particular note is the increase in numbers of Board Members by the addition of two Union members. This will be an addition bringing the number of Board Members up to 20 without changing the current composition of board members.
- Part of the work of the GGSG is to develop implementation plans and guidance. This may include recruitment and more defined guidance on conflict of interest.
- Due to the change in composition of the Board, it is proposed that additional guidance will be developed with regard to quorums for Board and Committee meetings.
- The GGSG will also be reviewing the model Code of Good Governance for Scotland's Colleges

The Board Secretary will keep members updated.

21 Any other business**21.1 Creative Industries Exhibition**

The Vice Chair, Delia Holland reported that she, Naomi Johnson and Ann Walsh had attended the recent Creative Industries Exhibition at Gracefield, advising that this was a very interesting event with some impressive art work on display.

21.2 Who Cares Scotland

The Vice Principal Business Development and Corporate Services reported on Who Cares Scotland, a voluntary organisation that works with care experienced young people and care leavers across Scotland.

Action: The Vice Principal Business Development and Corporate Services to forward details to the Board Secretary for potentially organising a talk for Board Members

22 Date and time of Next Meeting

The next Meeting of the Board of Management will take place on Tuesday 8 October 2019, 1 – 5 pm at Dumfries Campus.

Further dates:

Stranraer HN Graduation Ceremony: - Tuesday 13 August 2019

Dumfries HN Graduation Ceremonies: - Thursday 15 August 2019

Celebration of Learning Events: -

- End of Year Exhibition for Creative Industries Preview: Friday 7 June, 4:30 – 7 pm

- Supported Programmes, Monday 10 June, 3pm downstairs in the Canteen at the Dumfries Campus
- Hospitality, Sport & Fitness, Passport to College: Wednesday 12 June, 10:30 – 12:30
- Supported Programmes, Friday 14 June, 2 – 4 pm at the Stranraer Campus
- Project Search, Tuesday 18 June, 6 – 7 pm in the Sportshall at the **Dumfries** Campus

23 Approved Minute – Board Development Committee – 26 November 2018

Members noted the approved minute of the Board Development Committee of 26th November 2018.

24 Approved Minute – Audit Committee – 19 February 2019

Members noted the approved minute of the Audit Committee of 19th February 2019.

25 Approved Minute – Finance & General Purposes Committee – 26 February 2019

Members noted the approved minute of the Finance & General Purposes Committee of 26th February 2019.

26 Approved Minute – Learning & Teaching Committee – 26 February 2019

Members noted the approved minute of the Learning & Teaching Committee of 26th February 2019.

Board of Management Meetings

Matters Arising/Action Log				
Agenda Item No	Agenda Item & Action	Date completed/for completion	Responsible Manager	Progress as at 19 Sep 2019
Meeting of 4 June 2019				
1i	Principal and the Chair of the Learning and Teaching Committee to discuss reporting options re: Academic Council	22 August 2019	JC/PK	✓
1 ii	Detailed action plan to support the enhancement plan	Feedback to L&T on 17 Sep 19	JC	✓ A number of action plans have been and are being developed and implemented
5.2	Members to submit notes of interest direct to the Board Secretary to join the Crichton Foundation as a college representative.		All	No notes of interest received
5.3	Student Association funding application to Crichton Foundation for gardening project		NV	Feedback to be given at the meeting
5.6	Board Link for Business Development		All	No notes of interest received
19	Board Links review in the Autumn	30 November 2019	AW	Not yet commenced
21.2	Who Cares Scotland – info to Board Secretary		AG	✓ Web link received, to be followed up for a future Board Development event

Board of Management

REVISED BUDGET FOR 2019-20

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval for revisions to the 2019-20 budget.
- 1.2 The budget approved in June has been updated to reflect changes which have arisen as set out in this report. Revisions to College staffing structure and pay harmonisation costs have resulted in a substantial increase in projected pay costs, as well as and changes arising following completion of the year-end which have an impact on the current year.
- 1.3 As highlighted in the Five-year Financial Forecast Return paper, the projected salary costs for 2019-20 indicate that the current staffing costs are not sustainable, and a Transformation Plan will require to be prepared and implemented during 2019-20 in order to address the increasing costs and achieve financial sustainability in future years.

2 INCOME

- 2.1 Grant income has been revised to reflect the following:

	£000
SFC grant relating to Job Evaluation to be paid on completion of the exercise	(239)
Additional grant to cover increased pension costs	185
SoSEP project – increase in revenue grant for the period	59
Grant for renewable equipment	134
Revision to Crichton Campus Leadership project grant	(28)
Increase in Flexible Workforce Development Fund	9
Increase in estimated release of deferred capital grant	127
Increase in estimated SDS fees, Foundation Apprentices	155
Net increase in income	402

- 2.1 The original budget included an allocation of SFC grant of £239,000 to cover the support staff Job Evaluation costs in line with the costs previously modelled by Colleges Scotland for the sector. As the actual costs will not be known until the exercise has been fully completed, SFC have advised that they will retain the grant funding until completion. The income has now been removed from the revised budget.
- 2.2 SFC announced additional funding to support colleges for the increase in employers' contribution rate for the Scottish Teachers' Pension Scheme, which is effective from September 2019. Funding of £118,000 was announced in SFC's circular which relates to the period September 2019 to March 2020. The revised budget includes a portion of funding for the subsequent period April to July 2020, pending further advice from SFC.

Board of Management

- 2.3 Some of the training which had been planned in 2017-18 from Flexible Workforce Development Fund has been carried over into the current year, and the budget reflects the total funding allocation. SFC have advised that funding of £101,000 will be paid initially, with any further funds to be drawn down based on need. Reports are required by SFC every two months with training committed and any forecast underspend as at January 2019.
- 2.4 Grant income relating to the South of Scotland Economic Partnership (SoSEP) Project has been revised to reflect some additional costs which have been carried over from 2018-19, together with a grant from Scottish Power Energy Networks which is due to be received in 2019-20 to purchase renewable equipment for the STEM Hub.
- 2.5 Estimated depreciation costs and release of deferred capital grants have been increased based on capital expenditure forecasts for the SoSEP project.
- 2.6 Forecasts for Fee Income have been revised based on the actual fees received from SDS for Foundation Apprentices in 2018-19.

3 PAYROLL AND STAFFING

- 3.1 The payroll budget for 2019-20 has now been updated for the following changes:

	£000
Additional cost for lecturing staff pay award including on-costs	92
Increase in lecturing staff FTE	336
Changes in support staff and support management	122
Other changes in pay scales	50
Total increase in pay costs	600

- 3.2 The final cost of living pay award agreed by the National Joint Negotiating Committee (NJNC) at the end of May 2019 included a consolidated award of £1,500 for all promoted and unpromoted lecturer scale points. An increase of 2% had been included in the original budget, and the additional costs for gross pay, employers pension and employer national insurance costs equates to £92,000.
- 3.3 The Full-time Equivalent number of lecturing staff has increased by 5.88, which reflects the consolidation of temporary hours under the national Agreement, increases to meet the ring-fenced funding for Early Learning and Childcare and development of curriculum to support external income generation in Electrical Engineering.
- 3.4 The revised budget reflects the additional costs for staff in support areas at the right level to ensure compliance with external quality and other reporting requirements.
- 3.5 Some further changes have been made to the budget for changes in pay scales for some staff.

Board of Management

3.6 No allowance has been made in this budget for staff severance costs.

4 OTHER COSTS

4.1 The budget for non-pay costs has increased by £278,000 as follows:

	£000
Depreciation costs for SoSEP capital developments	127
Request for additional IT budget	86
Allowance for PVG checks	30
Request for TQFE/ staff development	30
Other additional requests	5
Total increase in other non-pay costs	278

4.2 The largest increase relates to additional depreciation costs for the SoSEP capital developments of £127,000, which will be offset against release of deferred capital grants.

4.3 Changes have been applied to other costs which reflect the Heads of Service review of the budget requests, including a request for additional budget to replace IT equipment which is reaching the end of its useful life, and budget to cover the costs for staff undertaking their teaching qualifications.

4.4 The budget allocation for Flexible Workforce Development Funds expenditure has been removed, as the majority of additional costs relate to staffing, and the other costs have been included in the other headings as appropriate.

5 FORECAST OPERATING RESULTS

5.1 The Appendix to this report summarises the budget changes and compares the net adjustments to the original budget.

5.2 The net changes to the budget is an underlying operating deficit of £607,000.

5.3 The budget forecasts will be updated as the year progresses and will reflect any changes implemented from the Transformation Plan.

Board of Management

6 STUDENT SUPPORT FUNDING

- 6.1 The budget income and spend for student support has been revised to show a reduced level of Education Maintenance Allowances (EMA's) in line with a decrease in eligible students, as well as reduced Higher Education Discretionary Funding to reflect the lower level of grant allocation for 2019-20.

7 RECOMMENDATION

- 7.1 This paper was received by the F&GP committee as a late paper after their meeting on 17 September. Members have discussed it informally but feel, given the projected deficit figure, that it is important to bring this to the Board for discussion, and for the Board to agree how to take this forward.

It is recommended that the Board:

- Note and discuss the revisions to the budget; and
- Consider approval of the budget on the understanding that a Transformation Plan is presented to the Board with a revised budget.

Budget Summary - 2019-20

Appendix

Budget Summary:		Budget for 2019-20 Approved June 2019	Revised Budget for approval - September 2019	Change from original budget
Income		£000	£000	£000
Grant Income				
- SFC Core grant	(9,820)	(9,601)	219	
- SFC NB Grant	(209)	(189)	20	
- FWDF Grant	(153)	(162)	(9)	
- CCLG grant	(48)	(20)	28	
- Access to free sanitary products	(35)	(35)	0	
- SoSEP grant	(141)	(200)	(59)	
- Other SFC grants	(12)	(198)	(186)	
- Hollywood trust grant	(2)	(2)	0	
- ALF grant	0	0	0	
- Other grants	(12)	(12)	0	
- Other capital grants	0	(134)	(134)	
- Capital maintenance grant	(184)	(184)	0	
- Release of deferred capital grants	(752)	(879)	(127)	
Fee Income	(1,508)	(1,663)	(155)	
Other Income	(53)	(53)	0	
Total Income	(12,930)	(13,332)	(402)	
Expenditure				
Total Pay Costs	9,700	10,300	600	
Property Costs	685	668	(17)	
SoSEP costs	141	200	59	
Supplies and Services	439	497	58	
FWDF costs	153	0	(153)	
Other Employee Costs	189	240	51	
Telephones and IT Infrastructure	376	462	86	
Transport	60	24	(36)	
Refectory	5	6	1	
Other	150	217	67	
Registration costs	211	238	27	
Marketing	66	74	8	
Depreciation	1,414	1,541	127	
Contingency	0	0	0	
Total Other Costs	3,889	4,167	278	
Total Expenditure	13,589	14,467	878	
Operating Surplus/ (Deficit)	(659)	(1,135)	476	
Adjustment for non-cash and other items:				
Non-government capital grants	0	(134)	(134)	
Depreciation net of deferred grants released	662	662	0	
Underlying Operating Surplus/ (Deficit)	3	(607)	(610)	

Board of Management

Succession Planning

1. Introduction

Succession Planning has been on the agendas of the last Board Meetings. This paper brings together an update of the issues to be considered and approved.

2. Non-Executive Board Member Appointment:

Stuart Martin retired from the Board on 2 March 2019. Following a successful recruitment process the Board gave approval to appoint Ann Hill, at the last Board Meeting held on 4 June 2019. As the candidate was out of the country at the time of the interview, this was undertaken by telephone, therefore approval was given subject to a follow up face to face meeting to be held with two of the interview panel members, Brian Johnstone and Janet Brennan. Approval also being subject Ministerial Approval.

A positive meeting was held, and Ministerial Approval received. Ann Hill commenced in her role as a non-executive Member of the Board on 19 August 2019 for a term of four years.

3. Student Board Member Term of Office

The new President and Vice President commenced their contracts on 1 August 2019. They are:

- Nikki Vjatschslav, Student Association President, based in Stranraer, elected for a second year
- Caitlin McCutcheon, Student Association Vice President, based in Stranraer

4. Academic Staff Board Member Term of Office

Ian White, Academic Staff Member of the Board's, term of office ended on 28 August 2019. Elections for this position completed on 10 June, and Ian White has been elected for a further term of four years.

5. Chairs of Board Committees

As approved in June 2018, a term of tenure is now in place for Committee Chairs of three years, enabling a number of Board Members to undertake these roles.

This length of tenure will not prevent a Committee Chair from undertaking a second tenure should the skills, experience and availability of Board members dictate this. The second tenure could be from 1 -3 years.

Since the last update, Hugh Carr commenced his 'second' tenure as Chair of the Audit Committee on 1 September 2019 for a period of two years.

6. Senior Independent Member (SIM) and Vice Chair

The Senior Independent Member is appointed by the Board as a whole. The role of the SIM is set out in the Code of Good Governance and is therefore a condition of grant.

Until now the Vice Chair and SIM role have resided with the same Board Member. At the June Board meeting the Board Development Committee proposed that the role of SIM and Vice Chair are undertaken by separate Board Members. The Board Secretary had prepared paper

Board of Management

to report on her research on this matter which also included the paper produced by Delia Holland in 2017.

The Board requested that the position of SIM was to be discussed at a Board Development Committee meeting. Recommendations from this to come back to the Board for approval.

This was discussed at the Board Development Committee meeting on 4 July 2019 at which there was a unanimous decision to recommend to the Board that the role of SIM and Vice Chair are undertaken by separate Board Members. Delia Holland to remain as Vice Chair and SIM until a new SIM has been elected and approved/ratified by the Board.

I am of the view that this matter should be decided by the Board as a whole, and that any vote on this should exclude the Board Chair.

6.1 Senior Independent Member (SIM)

The Vice Chair and Board Secretary are currently finalising a draft SIM role description, on behalf of the Board Development Committee, and this will be circulated to Board Members for approval when available.

As with item 6, I am of the view that this matter should be decided by the Board as a whole, and that any vote on this should exclude the Board Chair.

6.2 Vice Chair

Delia Holland's election to the role of Vice Chair was ratified at the Board Meeting on 4 June 2019, for a two year term of office which commenced on 5th June 2019.

As requested by the Board, the term of office and role of Vice Chair was further discussed at the Board Development Committee meeting held on 4 July 2019. The Board Development committee have made no recommendation to change the term or office, which remains at two years for the current Vice Chair, which will enable the next Vice Chair to be supported by the current one.

The Vice Chair and Board Secretary are currently finalising a draft Vice Chair role description, on behalf of the Board Development Committee, and this will be circulated to Board Members for approval when available.

7. Board Committee Membership

It is recommended for approval, Ros Francis' request to move from the Finance & General Purposes (F&GP) Committee to becoming a member of the Audit Committee. This would bring the number of members of the Audit Committee up to five.

It is recommended that Delia Holland become a member of the Finance & General Purposes Committee from 9 October 2019. This means the membership will remain at five members as Ros Francis moves to become a member of the Audit Committee.

The committee Chairs of the Finance & General Purposes and Audit Committees are still looking to increase their memberships to six members.

Board of Management

An up to date table of Board and Committee Membership (draft) can be found at Appendix A.

8. Recommendations

The Board Development Committee recommend that the Board:

APPROVE:

- The roles of Vice Chair and Senior Independent Member to be held by separate Board Members, to take effect from the date of an elected SIM being ratified by the Board
- Ros Francis to become a member of the Audit Committee from 9th October 2019
- Delia Holland to become a member of the Finance and General Purposes Committee from 9th October 2019

NOTE:

- Changes to Board and Committee Memberships highlighted in Appendix A, subject to approval of the proposals within this paper.

Brian Johnstone
Chair of the Board Development Committee
1 October 2019

BOARD & BOARD COMMITTEE MEMBERSHIP

BOARD OF MANAGEMENT	
Membership	Brian Johnstone (Chair), Joanna Campbell (Principal), Delia Holland (Vice Chair), Hugh Carr, John Henderson, Barry Graham, Ros Francis, Karen McGahan, Pat Kirby, Janet Brennan, Sue Livermore, Ian White, Rob Orr, Naomi Johnson, Robbie Thomas, Ann Hill, Nikki Vjatschslav (SA President) and Caitlin McCutcheon (SA Vice President)
In attendance:	The Executive Management Team:
Quorum	6 members
AUDIT COMMITTEE	
Membership:	Hugh Carr (Chair), Pat Kirby, Naomi Johnson, Robbie Thomas and (* Ros Francis)
In attendance:	Internal Auditors; External Auditors; Principal; and Head of Finance
Quorum:	3 members
FINANCE AND GENERAL PURPOSES COMMITTEE	
Membership	Karen McGahan (Chair), John Henderson, Joanna Campbell (Principal), Sue Livermore and (* Delia Holland)
In attendance:	Vice Principal (Business Development & Corporate Services); and Head of Finance
Quorum	3 members, of whom 2 to be non-executive Board Members
HUMAN RESOURCES COMMITTEE	
Membership	Janet Brennan (Chair), Joanna Campbell (Principal), Ian White, Rob Orr, Ros Francis and (Vacancy)
In attendance:	Head of Human Resources
Quorum:	3 members
LEARNING AND TEACHING COMMITTEE	
Membership:	Pat Kirby (Chair), Delia Holland, John Henderson, Joanna Campbell (Principal), Ian White, Sue Livermore, Barry Graham, Rob Orr, Naomi Johnson, Nikki Vjatschslav (SA President) and Caitlin McCutcheon (SA Vice President)
In attendance:	Vice Principal (Learning, Teaching and Student Experience); Vice Principal (Business Development & Corporate Services); and Heads of Curriculum Peter Woods, Gillian Pearce, Paula Hainey
Quorum:	3 members
REMUNERATION COMMITTEE	
Membership:	Brian Johnstone, Delia Holland (Chair), Karen McGahan (Chair of F&GP), Ian White and Janet Brennan
Quorum	3 members
BOARD DEVELOPMENT COMMITTEE	
Membership:	Brian Johnstone (Chair), Delia Holland (Vice Chair), Hugh Carr (Chair of Audit), Karen McGahan (Chair of F&GP), Janet Brennan (Chair of HR) and Pat Kirby (Chair of L&T)
Quorum	3 members
Grievance / Appeals Committee	
Membership:	Brian Johnstone (Chair), Janet Brennan (Chair of HR), Ros Francis, Karen McGahan and (Vacancy)
Quorum	3 members

Board of Management**Board Evaluation and Board Development Plan 2019/20****1. Introduction**

To comply with the Code of Good Governance August 2016, the Board is required to:

“Keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three to five years.”
An externally facilitated evaluation was undertaken in 2017.

In line with this and the Board Development Framework, the Board Self Evaluation should consist of:

- Individual 1:1 meetings with individual Members of the Board
- Evaluation of the 2018-19 Board Development Plan
- Board Self Evaluation 2018-19 to include effectiveness to date
- Identifying Board Developments for the 2019-20 Board Development Plan

2. Board Evaluation 2018-19**2.1 Individual 1:1 meetings with individual Members of the Board**

As with each year, these commence over the summer and individual development plans agreed.

2.2 Evaluation of the 2018-19 Board Development Plan

The evaluation of the 2018-19 plan was approved by the Board at the meeting on 4 June 2019. Outstanding actions have been brought forward into the draft 2019-20 Board Development Plan.

2.3 Board Self Evaluation 2018-19, including effectiveness to date

The Board Development Framework states there should also be an externally facilitated evaluation of its effectiveness every three to five years. There has been some discussion within the sector regarding whether these external evaluations should be “staggered” to even out the number of Boards each year that will be having an external review.

As suggested at the Board Meeting in June 2019 it is proposed that this college has its next externally facilitated evaluation at three years, being undertaken in 2020.

For all other years a self-evaluation is to be undertaken. Current advice being that a comprehensive review is not required every year. As a comprehensive review was undertaken for AY 2017-18 the board approved to target areas for self evaluation, these being

- Evaluation of the Audit Committee
- Review of the Learning and Teaching Committee, including Terms of Reference
- Review of the Board Links Scheme

Learning and action points will be taken from these reviews to be included in the 2019-20 Board Development Plan.

In addition to the planned self-evaluation, a review of terms of reference for other committees are also being considered.

4 2019-20 Board Development Plan

This will be populated using actions outstanding from evaluation of the 2018-19 Board Development Plan, any appropriate actions that come out of the Board 1:1 meetings, targeted self-evaluation areas and any

Board of Management

actions that are recommended from these.

No additional developments have been requested to be considered for the plan.

5. Recommendations:

The Board is asked to:

- Note the content of the report
- Approve the Board Development Plan 2019-20
- Approve the timing of the next Externally Facilitated Governance Review to be at 3 years, in 2020

Ann Walsh
Secretary to the Board of Management
1 October 2019

Board Development Plan 2019-20		
Code of Good Governance Criteria Board Aims	Developments/Evaluations including Actions carried forward from 2018-19	Timescale
1. LEADERSHIP & STRATEGY	<p>1.1 Board Engagement</p> <ul style="list-style-type: none"> Review of the Board Links Scheme introduced in September 2018 <p>1.2 Strategic Direction for Stranraer</p> <ul style="list-style-type: none"> Stranraer Strategy to be reviewed within the overall Strategic Review to be undertaken in 2019-20 <p>1.3 Improve Knowledge of Regional College Business</p> <ul style="list-style-type: none"> Principal to introduce Fortnightly Briefings for all staff, this to be shared with Board Members along with any additional updates from the Chair and Principal <p>1.4 SoSEP & Progression of a Tertiary Model for the South of Scotland</p> <ul style="list-style-type: none"> Joint working with Borders College Board of Management to continue to achieve the agreed joint vision 	<p>December 2019</p> <p>January 2020</p> <p>September 2019</p> <p>Ongoing</p>
2. STUDENT EXPERIENCE	<p>2.1</p> <ul style="list-style-type: none"> Enhanced training, new support structure and budget for SA, with ongoing feedback to monitor benefits of the change, in particular: <ul style="list-style-type: none"> Improved student voice Support Engagement of students Benefits to be considered against the next student satisfaction survey results 	<p>Ongoing</p> <p>December 2019</p>
3. ACCOUNTABILITY	<p>3.1 Board Meetings</p> <ul style="list-style-type: none"> Continue to review and improve the effectiveness of meetings <p>3.2 Committees</p> <ul style="list-style-type: none"> A programme of review of committee's terms of reference will be undertaken, commencing with the Learning and Teaching Committee The Audit Committee will undertake a self evaluation process, recommendations from this review will form part of the Board Development Plan 	<p>Ongoing</p> <p>November 2019</p> <p>November 2019</p>

Board Development Plan 2019-20		
Code of Good Governance Criteria Board Aims	Developments/Evaluations including Actions carried forward from 2018-19	Timescale
4. BOARD EFFECTIVENESS	<p>4.1 Succession Planning</p> <ul style="list-style-type: none"> Succession Planning will continue, with particular attention to preparing for changes as terms of appointment end. <p>4.2 New Regional Chair Recruitment</p> <ul style="list-style-type: none"> Any support required will be given to the recruitment process, induction and commencement in post of the new chair. Start date is expected to be 3 March 2020. 	<p>Ongoing</p> <p>Sep 19 – Mar 2020 and ongoing</p>
5. INDIVIDUAL EFFECTIVENESS	<p>5.1</p> <ul style="list-style-type: none"> Regional Chair, Board Members and Board Secretary to continue to access CDN workshops and on-line training The Regional Chair, Board Members and Board Secretary also continue to seek and access relevant training and development opportunities 	<p>Ongoing</p> <p>Ongoing</p>
6. RELATIONSHIPS & COLLABORATION	<p>6.1</p> <ul style="list-style-type: none"> Reciprocal arrangements with Ayrshire College for attendance to each other's meetings to take place during 2019-20 <p>6.2</p> <ul style="list-style-type: none"> Continue joint Meetings of Boards of Management with Borders College and continue to move forward with developing a tertiary model for the South of Scotland <p>6.3</p> <ul style="list-style-type: none"> Develop/Maintain links with other Stakeholders Increased collaboration across the South of Scotland 	<p>Dates tbc</p> <p>First meeting of 2019/20 held on 4 Sep 2019</p> <p>Ongoing</p>

Board of Management

Strategic Risk Register

1 Purpose of the Report

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

2 The Report

- 2.1 The Principal and Executive Leadership 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 22 strategic risks, 5 of which are rated 9 (Amber = Significant risk) or above.

There are 5 risks identified that have specific oversight from the F&GP committee.

Risk 2.2 - Failure to achieve Financial Sustainability has been increased in light of increased staffing costs following the nationally agreed Lecturer pay settlement and increase pension costs.

Risk 3.5 around Industrial action which in recent months has reduced from a high risk at 20 to a low-level risk at 4.

Risk 3.9 failure to reach aspirational standards in learning, teaching and service delivery. The risk of this has increased due to a well-documented case during the summer which impacted on students and staff. In response to this we are putting in new, more stringent and demanding processes, which will help minimize this risk.

Risk 3.12 has been reduced following agreement being reached with CITB.

3 Recommendation

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

Joanna Campbell
Principal
October 2019

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	<ul style="list-style-type: none">Robust strategic planningEffective environmental scanningStrong partnershipsClear links between strategy and practiceConcerted demands for increased activity levels	4	1	4	<ul style="list-style-type: none">Robust monitoring via ROAClear performance metricsAmendment of strategic direction/plansRolling curriculum review	Board, ELT BoM
1.2	College may be disadvantaged by changes to either UK or Scottish Government policies	4	3	12	<ul style="list-style-type: none">Effective environmental scanningNegotiation/influence at national level	4	2	8	<ul style="list-style-type: none">Review of changes and amendment of strategic direction/plansFinancial strategy sensitivities	ELT BoM
1.3	College disadvantaged by changes arising from UK leaving European Union	3	4	12	<ul style="list-style-type: none">Negotiation/influence at national levelReview of activities/ projectsResponsiveness to new opportunities	2	2	4	<ul style="list-style-type: none">Review of changes and amendment of strategic direction/plans/ curriculumFinancial strategy not ESF dependent	ELT BoM

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Risk Number	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility/ Oversight
2	Financial									
2.1	Change in SFC Funding Methodology and Allocation – Reduction in Funding	3	3	9	<ul style="list-style-type: none"> Negotiation/influence at national level Contingency plans for reduced funding 	2	3	6	<ul style="list-style-type: none"> Advance modelling of new funding methodologies and allocations Monitoring impact of changes Amendment of strategic or operational direction/plans Financial strategy sensitivities 	ELT F&GP
2.2	Failure to achieve institutional sustainability	5	4	20	<ul style="list-style-type: none"> Protection of funding through dialogue with SFC Robust annual budget-setting and multi-year financial strategic planning (from 2018-19) Effective budgetary control Where required, swift action to implement savings 	4	4	16	<ul style="list-style-type: none"> Regular monitoring of budgets Regular review of financial strategy and non-core income sensitivity Financial forecast requires a clear programme of transformation to achieve financial sustainability. 	ELT BOM HoF F&GP
2.3	Salary and conditions of service pressures outstrip ability to pay	4	4	16	<ul style="list-style-type: none"> Influence within Employers Association Management of staffing expenditures 	4	3	12	<ul style="list-style-type: none"> Expenditure modelling On-going discussions with staff Financial strategy sensitivities 	ELT HoHR F&GP

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility/ Committee Oversight
2	Financial (cont.)									
2.4	Financial Fraud	4	3	12	<ul style="list-style-type: none"> Strong financial controls: segregation of duties and review of transactions Review of impact of any changes in structure or duties Whistleblowing arrangements 	3	2	6	<ul style="list-style-type: none"> Continuous review of financial controls Internal Audit programme 	HoF Audit
2.5	Failure to achieve credit (activity) target	5	3	15	<ul style="list-style-type: none"> Real time monitoring system Identify & implement additional/alternative provision where required 	4	1	4	<ul style="list-style-type: none"> Continuous review of progress v targets. 	ELT F&GP
2.6	Insufficient Student Support Funding to meet demand.	4	5	20	<ul style="list-style-type: none"> Strong financial monitoring Possible opportunity to request additional in year funding 	4	2	8	<ul style="list-style-type: none"> Continuous monitoring of demand v funding allocation Ongoing dialogue with Scottish Funding Council. Confirmation received from SFC that full amount of additional funding requested would be allocated 	PRIN HoF F&GP

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	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	<ul style="list-style-type: none">Adherence to legislative and good practice requirementsPositive Union relations and staff communicationEffective management development programmes	3	2	6	<ul style="list-style-type: none">Monitoring and reporting in key areas – eg H&S, equalities, employee engagementContinuous professional developmentInternal audit programmeStaff surveys	ELT BoM	
3.2	Reputational Risk – Loss of reputation with key stakeholders	4	3	12	<ul style="list-style-type: none">Marketing strategyPositive marketing approaches	4	2	8	<ul style="list-style-type: none">Stakeholder engagementSocial media monitoring arrangements	PRIN VPBD&CS HoP&Q BoM	
3.3	Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures	5	4	20	<ul style="list-style-type: none">Sound systems of administrationClear fire and disaster recovery arrangementsStaff CPD	5	1	5	<ul style="list-style-type: none">Business Continuity Plan including scenario testing	ELT HoCS BoM	
3.4	Failure to meet Prevent and related obligations	5	3	15	<ul style="list-style-type: none">Prevent trainingStaff awareness and contingency planningEngagement/practice sharing with local agencies	5	1	5	<ul style="list-style-type: none">Business Continuity Plan including scenario testingInformation sharing with local agencies	VPBD&CS HoCS BoM	

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	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	1	4	<ul style="list-style-type: none">Adherence to legislative and good practice requirementsPositive Union relations and staff communicationEffective management development programmesIndustrial action continuity planning	4	1	4	<ul style="list-style-type: none">Regular union/management dialogueRegular employee engagement monitoringOpen communication with staff<ul style="list-style-type: none">JNCC now in place	ELT HoHR HR L&T
3.6	Failure to achieve ambitions of ICT strategy; strategy and development is ineffective, programme of change not achieved	4	4	12	<ul style="list-style-type: none">Planning, careful phasing of changes to processes, systems and equipmentEffective management of ICT arrangements	4	2	8	<ul style="list-style-type: none">Regular review/reporting on milestones, systems effectiveness etcRegular CPDRolling programme of updates to systems and equipment	VPBD&CS HoCS Audit
3.7	Breach of ICT/Cyber security	4	3	12	<ul style="list-style-type: none">Effective management of ICT arrangementsActive ICT/data security monitoring and cyber security policy	4	2	8	<ul style="list-style-type: none">Staff CPD on cyber security issuesRegular security monitoring/testingCyber resilience plan	VPBD&CS HoCS 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.)									
3.8	Breach of data security/data protection	5	4	20	<ul style="list-style-type: none"> Effective management of ICT arrangements and GDPR compliance Mandatory staff CPD and awareness raising on data protection (relative to role) 	4	2	8	<ul style="list-style-type: none"> Active data protection monitoring and auditing Effective information and data security policies in operation Regular data security monitoring/testing GDPR Action Plan 	VPBD&CS, HoCS Data users Audit
3.9	Failure to reach aspirational standards in learning, teaching and service delivery	4	4	16	<ul style="list-style-type: none"> Clear quality arrangements and priority actions Continuous self-evaluation and action planning Introduction of Academic Board, and new random checks of core packs Rigorous CPD arrangements in place Regular classroom observation and learner 	4	3	12	<ul style="list-style-type: none"> Comprehensive monitoring of key PIs and student/staff feedback Regular Stop and Review events External review and validation findings Current PI report indicates no significant improvement in retention at this moment 	VPL&S, VPBD&CS HoP&Q HoC L&T
3.10	Failure to achieve/maintain compliance arrangements, eg contracts; awarding bodies; audit	4	3	12	<ul style="list-style-type: none"> Robust strategic planning and monitoring Effective environmental scanning Strong partnerships Clear links between strategy and practice 	2	2	4	<ul style="list-style-type: none"> Effective internal monitoring/review/verification arrangements External review findings 	PRIN CLT 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.)									
3.11	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	<ul style="list-style-type: none"> Robust project planning in place and feedback via EMT to Board of Management Clear and consistent approach to the project with Borders College Independent scrutiny through clerk of works (for building works) SFC involvement at all stages of the project 	3	3	9	<ul style="list-style-type: none"> Curriculum development planning through L&T Committee Overall project through regular Board of Management updates Further scrutiny through SoSEP Board 	PRIN VP BD&CS VP L&S BoM L&T
3.12	Failure to reach contractual agreement with CITB regarding delivery of Construction related Apprenticeships	4	4	16	<ul style="list-style-type: none"> National issue, discussions with CITB, SQA now escalated to include SDS and Scottish Government Request to defer new qualification until 2019/20 being considered by SQA regulatory body 	4	1	4	<ul style="list-style-type: none"> Agreement has been reached on settlement for 18/19 and 19/20 Colleges to review assessor/verifier arrangements going forward 	PRIN VP L&S CM BoM

Board of Management

Tertiary Educational Model

1 Purpose of the Report

The purpose of this report is to inform Board of Management members of the discussions that have taken place by the two College Principals' of Dumfries and Galloway College and Borders College in relation to progressing a tertiary model of Education for the South of Scotland.

2 Context

There have been three joint meetings with representatives from Borders and Dumfries and Galloway College Boards to explore the opportunity to progress a model of tertiary education for the South of Scotland. The discussions take cognisance of the ambitions of South of Scotland Economic Partnership (SOSEP) and the outcomes of the recently published Regional Skills Investment Plan (RSIP), both of which identify the need to widen the range of Higher Education provision in both college regions and explore synergies to ensure that this is a coherent offer.

3 Curriculum Alignment Activity

A proposal has been submitted to SDS and SFC to fund a joint project to implement the 5-step planning and provision model as identified through phase 2 of the Enterprise and Skills review. This collaborative project will deliver an improved fit between skills training and employment demand and ultimately lead to a more productive economy in the South of Scotland. The two colleges will use this project activity to inform curriculum planning over the next five years and will use the output from the project as a mechanism to scope tertiary educational pathways which will be pursued with the most appropriate institutions.

4 Expanding University Partnerships

In line with recommendations from the 15-24 Learner Journey Review, the Working to Widen Access report, RSIP and College Regional Outcome Agreement, a model of tertiary education for the South of Scotland is currently being explored. The work of the curriculum alignment activity will inform the areas where these models should be developed but equally suggested models should reflect areas of best practice that have run in the sector previously. Examples of these include the enhanced skills programmes at University of Stirling, Engineers of the Future at Heriot Watt University and the Engineering Academy at Strathclyde University. These three models are well regarded and have a track record of providing highly skilled graduates to support economic growth in key industries. The tertiary education models can also explore the use of the Learning and Skills Network as a mechanism to provide an efficient delivery model. At Dumfries and Galloway College we will build on the excellent relationships we have with our University partners on the Crichton

Board of Management

Campus and continue to explore opportunities to develop other University partnerships. The work in establishing a tertiary model is seeking to provide an offer which reaches beyond traditional articulation arrangements and allow a coherent offer in subjects where currently there is no progression within the region matched to economic need.

5 Finance and Resource Implications

There are financial and resource implications in progressing a model of tertiary education for the South of Scotland. Although these are still to be determined, these include revenue to undertake the curriculum alignment activity and revenue to expand the range of university partners. Whilst funding is currently being sought for the curriculum alignment activity if this is not forthcoming then the work will still need to be undertaken.

The activity around increasing models of university partnership will be carried out by a newly appointed Progression Manager which is fully funded until June 2020 through the "Get that Degree" project.

6 Recommendation

The Board of Management are asked to **note** the content of the paper.

Joanna Campbell
Principal and Chief Executive

September 2019

Board of Management

SoSEP Project Progress Report

1 Purpose of the report

The purpose of this report is to give Board members a relevant, high-level update on the SoSEP Project (Learning and Skills Network for the South of Scotland).

2 Key Points

- 2.1 Building progress is slightly behind schedule from the initial timeline submitted to SFC for the Dumfries Campus, but well within the SFC's timeline for spend of March 2020. This has been mainly due to legacy issues within the existing Henry Duncan Building
- 2.2 Stranraer build is also well within the timescale for completion.
- 2.3 The ICT component of the report has been installed and tested within the Dumfries Hubs and works well. Borders College do not have their ICT in place and therefore it has not been possible to undertake extensive testing with Borders Hubs or Spokes.
- 2.4 Curriculum Development in Dumfries has resulted in the following:
 - CREST Bronze award is complete and ready to be delivered,
 - DC and AC Principles – one unit is complete and the other is nearing completion,
 - Reablement Units - These 2 units are fully developed and can be delivered to the Spoke schools and to industry, especially NHS. These units are very theory based and once added to a further 4 units, make up a full National Progression Award (NPA) Reablement,
 - Short courses will be developed following business expressions of interest.
- 2.5 Staff Development is progressing and all developing subject specialist staff will be required to sign up for the PDA Technology Enhanced Learning through City of Glasgow College. Some staff are already undertaking this award.
- 2.6 Get that Degree – Phase 1 report is complete. Phase 2, relating to a different funding model for articulation, is currently being explored with both Colleges and Scottish Funding Council (SFC).
- 2.7 Financial Progress – Finance for this complex project remains on target, with no significant underspends or overspends predicted.
- 2.8 Business Engagement – Businesses within the South West have been invited to express an interest in becoming Business Spokes and interest has been high following the Business Engagement Event on 18 September 2019 at the Dumfries Campus.

Board of Management

3 Content

3.1 Dumfries Campus build

Building progress is slightly behind schedule from the initial timeline submitted to SFC for the Dumfries Campus, but well within the SFCs timeline for spend of March 2020. This has been mainly due to legacy issues within the existing Henry Duncan Building. The approved contractor, Bell's, commenced work on site on 15 April 2018, some five weeks later than originally planned, due unforeseen delays in the relocation of an existing BT fibre optic cable. Once excavation work began to prepare the foundations for the new Renewables Hub, a number of groundwork issues were identified which had a further detrimental impact on time. Strip out of the Henry Duncan building took place as per programme within the first 25 days. However, once underway this exposed a wide range of issues that had to be dealt with before re-instatement could take place, including (but not exclusively): absence of intumescent fire protection paint, mechanical and electrical omissions, and water ingress.

It has therefore been necessary to undertake complex and time-consuming revisions to the technical specifications for both buildings, which resulted in Bell's requesting, and being granted, an Extension of Time for both sites at Dumfries, based on the mitigating circumstances surrounding the additional work required. The original completion date has moved from the end of August 2019 to 4 October 2019 for the Care Hub, and to the end of November 2019 for the Renewables Hub.

The final fit out of the Care Hub is nearing completion and on 18 September 2019 the Vscene equipment was tested during a live link up with Stranraer.

The steel structure for the Renewables Hub, precast stairs, roof decking and coverings are complete with the external cladding, windows and external doors to follow.

Groundworks are complete for the wind turbine, solar panels and ground source heating, to enable the external landscaping to be reinstated with the renewables technology scheduled for installation mid-October 2019.

3.2 Stranraer Campus

The Stranraer build is also well within the timescale for completion. Bell's commenced work on 15 April 2019, after a delayed start date due to the removal of a power cable. An Extension of Time was requested, and granted, with a revised completion date of 4 October 2019.

Both sites have been well managed and there is a good working relationship between the contractors, staff and students. There have been regular, independent Quality and Health and Safety checks undertaken with only minor issues to date.

The Dumfries sites have proven to be more complicated than first envisaged, which although has impacted on the delivery programme, will result in buildings of better calibre.

Board of Management

3.3 ICT Progress

Choosing a collaborative platform

ICT decisions around platforms commenced in October 2018. At this point all funding had been secured and budgets allocated to different areas. There was £350k set aside for the creation of Hubs and Spokes and the college needed to find a collaborative platform that would best fit with the aspirations of the project.

The platform required to be cloud based, to enable a wide range of connectivity. The platform would also be required to have a room-based element, to enable lecturers to deliver from/to the Hubs and Spokes. As the college was already subscribed to the Vscene platform, and following visits to Ajenta's (Owner of the Vscene platform) offices in Edinburgh for a demonstration of the new Vscene 2.0 platform, it immediately became apparent that this platform would meet the needs of the project.

The College engaged with Ajenta and invited them to discuss how Vscene would fit into the Hubs and Spokes. Ajenta quickly understood the implications and subsequently helped with early designs for the system. This partnership has flourished over recent months and the ICT the college has now installed is sector leading and of the highest quality.

Working with schools

The college engaged early on with the local authority to create the Spokes in schools. Schools who agreed to be part of the project in the first year are confirmed as Annan, Sanquhar, Castle Douglas and Newton Stewart, along with "The Bridge" in Dumfries. These sites were chosen primarily for their geographic distribution across our region, and also on their uptake of the college academy courses.

In addition to the Vscene kit that is provided to the Spoke sites, it was agreed that the college would gift the Spoke sites laptops. This has been progressed and all school Spokes now have Vscene equipment and high specification laptops available to them.

A Service Level Agreement (SLA) has been created and signed by both the local authority and the college which lays out the expectations of each party, with the schools now responsible for the upkeep of the gifted ICT. This SLA is also expected to be replicated when we move to business and community group Spokes in Phase 2.

Castle Douglas School requires some remedial building work to strengthen one of their walls, and this means that equipment there is not yet installed. This is the only potential delay to the school Spokes aspect of the project.

Board of Management

The college will be working with the schools and Ajenta to train staff on the use of the Vscene platform and the room systems in the hubs and spokes.

Hub and Spoke Audio-visual Design

After discussions with procurement, who consulted with APUC, the college was able to approach Mediascape with a direct award for the audio-visual component of the project as they hold the number one position on the framework.

The college has always been keen to create a design that would fit the brief of being cutting edge, allowing us flexible spaces and have the “wow factor”. Mediascape have completed the first fix in the Digital Care Hub and Innovation Centre and will shortly be commencing the second fix. They have been extremely helpful in getting the college to a point where it was able to have the Business Briefing Lunch and demonstrate the capabilities of the spaces and show off our media wall.

The 2 Hub spaces in the existing Henry Duncan building are due to be completed by the end of September 2019 and staff training will commence immediately after the installation.

digiskillscotland.com.

Borders College and Dumfries & Galloway College agreed early on that there was a requirement to have a shared platform, on which to host the curricular materials that were being developed for the project this is now in place. The name “digiskillscotland” was agreed and subsequently registered. This has now been purchased and it is a live site.

3.4 Curriculum Development

3 projects are complete pending peer review:

CREST Bronze Award - aimed at 3rd year pupils. This is a colourful, interactive course that will be delivered face to face virtually. Included in this award is an interactive game and the pupils are encouraged to work as a team. They can use Microsoft Teams for this. Staff Development for this project was for one member of staff, trained on how to develop materials on Moodle and future training will be on delivery from the Hub to the Spoke schools. This training will take place on the prior to the commencement of Block 2, for live delivery.

DC and AC Principles – this award is suitable for delivery to the Spokes schools, but it has been designed so that it can be a 100% online course. The materials are supported with introductory videos, worked examples and interactive, self-marking assessments. There will also be webinars and tutorials available. Staff development for this project was for one member of staff, trained on how to transform the teaching material into online learning. Further training will take place on how to deliver virtually to the Spoke schools. This is due to go live in Block 2.

Board of Management

Reablement 2 Units- These 2 units are fully developed and can be delivered to the Spoke schools and to industry, especially NHS. These units have introductory videos, quizzes, and submission points for assessments. The units are very theory based and once added to a further 4 units, make up a full NPA Reablement. Staff development agreed was for two members of staff to be trained on how to deliver through the Hub to the Spokes. There are no plans to deliver these units to the schools next block.

While these projects are being peer reviewed, the theme for the Digiskillscotland landing page is being worked on, ensuring that the joint branding colours are being used. The projects mentioned will be transferred to the live site once peer review is complete. The look of these projects will have the branding colours and will look clean and less linear than some of the draft designs that were used.

Future developments include delivery of courses using the Hub and Spoke model, with all 8 curriculum areas and our external development team having submitted ideas and courses which will now form part of a future development plan for 19/20. These are summarised below:

Construction

Principles of Construction
Appreciation of Scaffolding
Level 5 Health and Safety

Early Years Education

NC Early Education
Higher Psychology - this course is available on SCHOLAR – blended content
Nat 5 Maths - this course is available on SCHOLAR
Higher English
ESOL - N5 and Higher are available on SCHOLAR
Part – HNC Childcare
Higher Early Education

Sport

HNC Hospitality – theory
Technician Course for maintaining curling rinks – possible partnership with Curling Scotland
3G Pitch Maintenance – Partnership with Sport Scotland
Pitch Maintenance – Partnership with Sport Scotland
Passport to College for Schools with a once a month practical in college session
Keeping Warm Courses
Safe Guarding
H & S Sport
Planning and Leading Activities

Board of Management

Hair and Beauty

Makeup Artistry

Long Hair Tutorials

Demonstration Tutorials – GHD, Wand etc

Packages

Hair – teen looks, parent styling, long hair and demos

Bride – Makeup, hair, nail and relax

Health and Wellbeing – Shampoo and Cleanse, facial Care and tired feet

Industry

Male Grooming – hot shaves, facial care and advanced waxing

Micro Needling – 12-hour tutorials then hands on practical

Dermo Plaining – 12-hour tutorials then hands on practical

Hair Extensions

Colour me Beautiful package

Creative Industries

12-week creative skills courses linking to Skills and Talent lecturer

Business and Computing

12 week – Cisco Training

Higher Accounting, Higher Economics and Higher Business Management are also on Scholar.

Engineering

Completion of HNC Electrical

HND Electrical

External Development Team

HNC in Food Hygiene

Creation of Moodle Hubs for Health and Social Care Assessor candidates

NEBOSH

ILM (Institute of Leadership and Management) training

In the coming months the college will start to prioritise these opportunities along with the demands for training and upskilling from industry. The college will also need to align internal resources such as Blended Learning Advisors to ensure that sufficient capacity is available to achieve these ambitions for developing the curriculum.

A proposed model to achieve this is currently being discussed and developed.

Board of Management

3.5 Staff Development

Staff development has taken place throughout the year, and with ICT equipment in place, staff now have the opportunity to use the real ICT equipment, which will be a tremendous leap forward in their development.

Staff development remains a priority and a clear plan of development has been agreed, with all developing subject specialist staff required to sign up for the PDA Technology Enhanced Learning through City of Glasgow College.

3.6 Get that Degree

Purpose

The 'Get that Degree' Project was designed to support the development of a coherent regional model to deliver increased pathways to university in the South of Scotland through articulation. At present there are few articulation opportunities for students to stay in the region to study at SCQF 9 and 10 level. The project was designed to have two stages. Stage 1 was to produce a report by February 2019, outlining options for supporting access to university qualifications in the South of Scotland region through articulation. The final version of the report was signed off by Principals at Borders College and Dumfries and Galloway College on

14 February 2019. The second stage is to involve negotiation with the Scottish Funding Council to identify support for articulation places that could be called on to deliver new routes, and identify where additional places may be required. Discussions with the SFC took place in February 2019, but further negotiations will take place once a unique model for articulation has been agreed for South of Scotland. The SFC are expecting a different funding model rather than using existing models.

Development to date

Borders College and Dumfries & Galloway College agreed in May 2019 that the BA Hons Creative Practice Year 3 & 4 with Glasgow School of Art would be taken forward as a programme for the South of Scotland. It was agreed that

Dumfries & Galloway College would continue to develop this in partnership with Glasgow School of Art and pilot delivery in Academic Year 2020/21, with students applying to join the programme in Academic Year 2021/22. To enable this to be progressed, a Holywood Trust Grant was successful, and the funding enabled an extensive feasibility research and study report to investigate, research and report collaboratively with the local community of professional creatives and young persons wishing to pursue a career in creative arts and practice. The Final Draft report following the above consultations was sent to Glasgow School of Art for input and amendments at the end of June 2019. This report includes all consultation information and the context and creativity information for the region. The BA Hons proposal documents were submitted to Glasgow School of Art on 27 June 2019 and feedback is awaited for submission dates and attendance at Academic Boards. This will be required for full approval and feedback on the above documentation. Funding for this is likely to be through the traditional model, a split between the two institutions.

Board of Management

Other areas of opportunity for exploration are:

- Graduate Apprenticeship Engineering
- Rural Business Management
- Performance Sport
- Sports Therapy
- Tourism
- STEM – Computing

Some of the routes may be amended, based on the findings of the Progression Manager. This post was funded through the 'Get that Degree' bid and is shared between the two colleges. Following recruitment, the successful candidate commenced employment week commencing 16 September 2019 and will work jointly with the colleges to develop timelines, objectives, and oversee quality and validation accreditation issues for the 'Get-that-degree' project. They will also support college teams to market these opportunities. The post has an end date of 30 June 2020.

3.7 Finance & Resource Implications

Dumfries & Galloway College's share of the SoSEP funding is £4.402m and is to be fully spent by 31 March 2020.

As of 31 August 2019, the college had utilised £1.82m of the funding in total.

The forecast remains that the college will utilise the remainder of the budget in advance of 31 March 2020. The current position reflects the fact that the construction element has been delayed and therefore a significant portion of the associated costs are still to be claimed.

It should be noted that the college has had to utilise approximately £330k more than originally planned within the construction element, due to unforeseen issues with the existing buildings both at Stranraer and most significantly Dumfries. Issues found relate to the fire protection of the Henry Duncan building, inadequacy of existing M&E services, roofing issues, flooring issues. All issues required immediate attention, to ensure the buildings complied with current Building Standards. This has curtailed some of the proposed expenditure of furniture and finishing of the centre (**Appendix A** shows the full costs for the unexpected expenditure). The college aims to pursue all avenues to recover these unexpected and unpredictable costs.

The new projected spend for the build element sits at approx. £2.9m.

Board of Management

3.8 Business Engagement

As we near the completion of the build of this project, we have started to liaise with local businesses and communities regarding how they can benefit from the new facilities, which is exactly the aim of SoSEP award. A “Sneak Peak” event on the 18 September 2019 allowed the college to demonstrate the range and possibilities that the college can offer. This event received extremely positive feedback, with several Board members present to hear the ideas and possibilities moving forward.

Businesses have subsequently been invited to register an Expression of Interest in becoming a “Business or Community Group Spoke”. A number of businesses have taken up this offer with the college promising to provide the ICT equipment and training to successful business bids.

NHS Dumfries & Galloway have also highlighted their strong desire to partner with the college going forward and many exciting possibilities are emerging for our consideration.

4 Recommendation

The Board are asked to **discuss** the considerable progress made in this intensive project.

Andy Glen

Vice Principal

25.09.19

10 Appendix A - Additional Costs Relating to Existing Buildings

Required works	Actual Costs
Leaking stormwater pipe	
Removal of ceiling to allow for electrical services	
Supplies to trench heaters. Existing were incorrectly wired	
Fixing of existing leaking roof pipework	
Remove existing ceilings to expose steelwork	£12,968.91
Rectification works	
Chopping out and removal of concrete	£1,228.20
Rerouting of stormwater drainage pipe	
Temporary drainage	£275.90
Additional M&E works required due to inadequacy of existing	£16,885.65
New ventilation pipework due to inadequacy of existing system	£25,611.30
Removal of concrete structure	£245.00
Additional dig a mass fill due to insufficient ground structure	£25,920.00
facilitation works to reroute fibre cable	£7,716.05
Intumescent paint for fire protection	£2,841.90
repair to leaking downpipe	
Repair of areas of damp	£5,793.63
Replace Air Handling Unit to due inadequacy of size for area	£31,939.99
Additional ceiling void fire detection	
Further sealing works to avoid damp penetration	
Extension of time claim for delays incurred on above HD build	£65,454.30
Extension of time claim for delays incurred on above Renewables build	£68,730
	Current Total
	£265,610.83

Forecast Costs	
£500	
£500	
£1,250	
£500	
£52,860	
£1,000	
£500	
£5,000	
£1,500	
Further forecast	Total
£63,610	£329,220.83

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 and the Region, to feedback from various meetings and to encourage further discussion.

2. College/Regional Business

This has been a busy summer period. As well as college business, I have enjoyed attending a number of meetings with our new Principal and local stakeholders.

- 2.1. I Met with our new board member Ann Hill. I am delighted to welcome Ann to the board.
- 2.2. I have attended 2 CCLG meetings. These have been interesting and well attended by Crichton partners. Some work is on-going in defining the economic impact of the Crichton, and on a submission made to the Cabinet Secretary for Education. The recent meeting heard a presentation from the chief executive of NHS D&G on Workforce Sustainability.
- 2.3. I enjoyed attending the launch of our creative industries students' exhibition.
- 2.4. I was delighted to preside at our 2 graduations, in Stranraer (when I also visited the campus) and Dumfries. I also had great fun and was again very proud of our staff and students when attending the Prince's Trust awards and celebration.
- 2.5. I met with Linda Pooley, Depute Director for Education and Science (SG lead for colleges) with the Principal.
- 2.6. I met with the D&G Council Chair and Vice Chair of Education Committee, along with the Council's Head of Education, where again I was delighted to introduce our new Principal.
- 2.7. Attended the launch of The South of Scotland Regional Skills Investment Plan at DuPont plant.
- 2.8. I met with the Chief Executive of The Crichton Trust with the Principal.
- 2.9. I arranged and attended a meeting with the chair of CDN and the Principal in the college.
- 2.10. I arranged and with colleagues attended the joint board meeting with Borders College and SFC which we hosted in Dumfries.

Board of Management

- 2.11.** I met with our Student Association President and was pleased to also meet with our new Student Association Vice President
- 2.12.** I attended our Regional DYW Board meeting which was hosted by the Hospitality Sector Forum Chair at his hotel in Lockerbie.
- 2.13.** I attended the Community Planning Partnership Board meeting in September. Included in this agenda was a paper on Employability and the re-establishment of The Employability Partnership. To date I have not seen the draft Minute of this meeting, however my understanding is that officers are to consider this further and return to the board.
- 2.14.** I enjoyed attending the Scottish Council for Development and Industry (SCDI) Dinner in the college, which was arranged by the Principal.
- 2.15.** I was delighted to welcome employers, businesses, and other stakeholders to our Business Briefing in September. Guests and colleagues were impressed by the demonstrations by staff and students, and by our excellent direct link to a class in action at Stranraer Campus.
- 2.16.** I have attended, with colleagues, a number of meetings and committees over recent months, and I would like to thank all those who have put in significant work and effort. Significant progress has been made over the summer.

3. National/Sector Business

- 3.1.** I was a delegate at the CDN Colleges EXPO at Perth College UHI. A good 'showcase' event with interesting discussion groups for the sector. Attended by Education Minister.
- 3.2.** I have attended one CDN and one Colleges Scotland Board meeting since we last met.

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
2 October 2019

Board of Management

PRINCIPAL'S REPORT

1 Introduction

To provide members with an update on key college and policy initiatives.

2. Report

2.1 Core Services Delivery

College over delivery of credit activity, reduced from 2% (AY 17/18) to only 1% (AY 18/19). A more efficient delivery model was largely attributable to a reduction in the volume of part-time programmes. We did maintain the same level of full-time provision although the average number of enrolled students per class group fell from 15 to 14.

Retention has reduced by 1% in comparison with this time last year. At this stage performance indicator data is being cleansed and therefore not available at present.

In this academic session, we have so far enrolled 1,392 full-time students. That's 80% of our target of 1,739 full-time enrolments. Achievement of enrolment target varies across curriculum areas and this year it ranges from 53% to 97%. Full-time enrolment has dropped slightly (by 1%) from AY 18/19 and by 4% compared to AY 17/18.

Despite the slight variance in funded credits against actual credits thus far in the session, we fully expect to meet our contracted target of 30,176 credits.

2.2 Strategy & Partnership

Work has commenced on a draft of the new strategic plan, Ambition 2025, ahead of the Board of Management Development Session at the end of October. This has involved a number of development sessions with the Executive, Senior Leadership Team and College Management Team.

Running complimentary to this process is the development of a transformation plan which will outline a proposal to cut operating costs aligned to strategic priorities. The plan will also be providing the capacity and capabilities to allow the organisation to improve performance levels; both from a financial and attainment perspective.

There has been a series of introductory meetings which have taken place with local Politicians; Emma Harper MSP, Colin Smyth MSP, Joan McAlpine MSP, Finlay Carson MSP and David Mundell MP. The meetings are to outline strategic intent and to seek support for college development and growth. A future visit in December from the Minister for Further Education, Higher Education and Science has been secured as a result of this.

The college is now members of the South of Scotland SCDI group and as a result was in attendance at a dinner looking at economic growth hosted by Ivan McKee MSP, Minister for

Board of Management

Trade, Investment and Innovation. This provided a great opportunity to share the great work that the college is engaged in providing.

Discussion has taken place with SDS to seek support for a proposal to implement the skills alignment process developing a five-year curriculum review linked to regional economic need and the outcomes from Phase 2 of the Enterprise and Skills Review. A number of other meetings have also taken place with SDS to look at expansion of Foundation and Graduate Apprenticeships.

The Commission for the College of the Future held an event for external stakeholders in Stirling on Tuesday 24 September 2019 at Argyll Court, Stirling. The event provided the opportunity to discuss what the college of the future should look like and help shape the work of the Commission. The Minister for Further Education, Higher Education and Science, Richard Lochhead MSP, provided a keynote address and contributed to the discussion.

The Vice Principal Business and Skills has led the submission for the Economic Impact of Colleges report (Little and Cumberford). The report has been presented and we have been asked to provide a draft case study for consideration in the final report.

A number of local meetings have been attended including; Local Authority Economic Leadership Group, Crichton Campus Leadership Group, Galloway and South Ayrshire Biosphere, Visit Scotland board dinner, Borderlands and Chamber of Commerce, visits to DuPont, The Usual Place and Natural Power.

Exploratory meetings have been held with Executive teams from the University of Stirling, Heriot Watt University, UWS and the Open University to explore increased partnership working to expand the range of tertiary education in Dumfries and Galloway. Similarly, conversations have also taken place with CENSIS and Data Lab around sponsorship of the new Digital Healthcare Centre and linking innovation to the college portfolio.

Discussions have been held with Dumfries and Galloway Council in relation to the regional ambition around Green Energy. It has been established that there are significant synergies between the college's ambitions in addressing the climate change agenda and the strategic direction of development around the Chapelcross site as part of the Borderlands growth deal. At this stage discussions are exploratory however members will be advised as this progresses.

2.3 Operations and Finance

Following on from an initial onboarding report there has been a review of the Marketing function. PR and Communications have now been outsourced to Halogen Communications Ltd to increase the profile of the college. There is now a noticeable increase in positive press coverage highlighting college activity and an increase in social media presence.

Specialist HR support has been sought to provide management advice and support as part of the development of a transformation plan which will be presented in the new year.

Board of Management

A series of recent staff briefing session highlighted the current operating challenges as well as an analysis of the direction of travel for the wider college sector.

Excellent progress has been made in progressing the actions from the Enhancement Report. A follow up visit by the College HMIe has provided positive feedback in that regard and commended the work that the college teams have been implementing to progress this to an advanced stage.

It should also be noted that the college has just become SCQF Ambassadors through the SCQF Partnership.

2.4 Events and Communication

We held three very successful graduation event in August with really positive feedback from students, staff and stakeholders. A great deal of positive publicity was generated by these events.

The college is now members of the SCDI South of Scotland Regional Committee and as part of this membership we have agreed to host a series of four events per annum. The first of these was held on Thursday 29th August 2019, where the college hosted a very successful business engagement dinner with guest speakers from Jas P Wilson and the Data Lab Innovation Centre.

The college hosted a stand showcasing the Learning and Skills Network with colleagues from Borders College at the recent College's Scotland Parliamentary Reception which took place on Wednesday 25 September 2019 at the Scottish Parliament. The event was a great success and was attended by 18 MSPs and 150 other guests. At the event the Minister for Business, Fair Work and Skills, Jamie Hepburn, spoke of the positive work that the college sector is undertaking to address the skills provided for inclusive economic growth.

A very successful Business Briefing was held on Wednesday 18th September, the result of which has been a number of follow up meetings with a range of local businesses to explore opportunities for new and further work. The event also generated momentum in the run up to the launch of the Learning and Skills Network.

As part of improving communications, a Principal's briefing has now been implemented which is published fortnightly.

The Senior Leadership Team participated in a Team Development Day hosted by Future Proof Learning on Tuesday 27th August.

Board of Management

3 Recommendation

Board members are asked to **note** the content of the report.

Joanna Campbell
Principal and Chief Executive
October 2019

Board of Management

Report to the Board on behalf of the Students' Association**1 Introduction**

The purpose of this report is to update the Board of Management on cross college activities relating to the Students' Association (SA) and student engagement.

2 Students' Association Update and Activities**NUS Training – July 2019**

The SA President and Stranraer Equality Officer attended a two-day residential Lead and Change training workshop for executive officers.

The SA President, along with Stranraer's Equality Officer and Health and Wellbeing Officer attended the Think Positive Conference addressing mental health and now have an action plan for the SA Mental Health Agreement.

Students' Association Executive Positions

The SA has reintroduced voluntary executive positions, comprising of 10 roles across both campuses. The roles are;

- Health and Wellbeing Officer X2
- Equality and Diversity Officer X2
- Sustainability Officer X2
- Events Officer X2
- Sports, Clubs and Societies Officer X2

Seven of the 10 position have so far been filled.

Orientation and Fresher's Week

During Orientation Week there was the opportunity for students to meet staff from college support areas outside the SA. The topics covered were;

- Student Funding
- Student Advisers
- Equality and Diversity
- Quality
- Class Reps
- Estates

Fresher's Week took place at the Stranraer campus the week commencing Monday 2nd September. Activities included dance classes and food provided by the Hospitality students. Fresher's Week was postponed until the last week in September for Dumfries campus due to the SA President being ill, now followed by a further rescheduling, the SA President is expected to return on 7th October.

Health and Well-Being

The SA, along with mental health charity Trapeze, held a Problem-Solving Booth at the Dumfries campus to encourage staff and students to talk about mental health issues.

3 Student Engagement Update**Class Reps**

Class Rep elections are complete, and 145 Class Reps have been elected, representing 92% of classes. Some supported groups/Prince's Trust are being supported individually by the Quality Manager to fully enable student engagement. Class Rep training is currently underway at both campuses and so far 68% of elected Class Reps have attended.

Board of Management

Learner Journey Focus Group

The Events Officer from Stranraer, along with four Class Reps from Dumfries, participated in a Scottish Government focus group, facilitated by Young Scot, at the City of Glasgow College. The focus group was to discuss the learner journey and the different pathways available.

Self Evaluation

Block one self evaluation starts Monday 30th September and will run for two weeks. Class Reps will complete the self evaluation survey with, and on behalf, of their classes.

4 Moving forward

- The Student Partnership Agreement to be discussed and agreed between the SA and college staff.
- The process for SA self evaluation to be devised and implemented.
- Block one self evaluation to be completed by Class Reps by Friday 11th October.
- Election of Lead Reps and training from Sparqs to take place during October.

5 Recommendation

It is recommended that the Board note the contents of this report

Henri Veys
Head of Academic Planning & Quality
September 2019

Board of Management

College Governance Implementation Plan -

1. Introduction & Background

Attached is a letter from Richard Lochhead to the Convenor, Education and Skills Committee, Scottish Parliament from February 2019, in which he states the actions to be taken forward in response to the Good Governance consultation undertaken in 2017. This summarises the background to the review and changes planned.

Actions to be implemented are listed below:

Partnership working: Introduction of two trade union nominees to the boards of incorporated colleges, bringing the college sector into line with changes made in universities by the Higher Education Governance Act 2016.

Board appointments: amend ministerial guidance for college board appointments to:

- strengthen the guidance on succession planning and multiple candidate appointments, and;
- require all board vacancies to be advertised on the Colleges Development Network Website.

Training: College Development Network to embed teamwork within the induction training of board members.

Enhanced guidance: develop guidance for the SFC and colleges to follow in relation to any specific reviews undertaken by SFC of colleges under section 7C(7) of the Act (which relate to reviewing statutory criteria for a body to remain eligible for funding).

Board meetings: introducing the ability of SFC to attend the board meetings of assigned colleges.

Auditor General reviews: To further investigate allowing the Auditor-General for Scotland the ability to conduct economy, efficiency and effectiveness reviews with the non-incorporated colleges that are not part of a local authority.

Alignment: bring colleges into line with other Scottish public bodies where appointing bodies may suspend board members.

Remuneration: remunerate the incorporated, assigned college chairs (bringing them into line with their regional strategic body and regional college colleagues), at a rate to be determined by the Scottish Ministers.

Also attached is the Good governance Steering Group (GGSG) implementation plan – updated 12 September 2019. This plan was also included in the policy briefing note 173, distributed on 13th September 2019.

2. Implications for Dumfries and Galloway College

The main/early implications for Dumfries and Galloway College are:

2.1 Introduction of two trade union nominees to the Board of Management.

- The proposed date to implement the trade union nominees to the board, is 1st August 2020.
- There will be no additional changes to the composition of Boards
- There is still quite some work to do to achieve this, including having an amendment to both the 1992 Act and the 2005 Act by Subordinate legislation (including consultation process). In addition, a process needs to be identified for nominating TU members to the board.
- CDN have been working with EIS and UNISON to develop a process of nominating TU members onto boards
- The Board Secretary Steering Group have been considering whether any additional guidance is required for example: quorate numbers for committee and board meetings.

Board of Management

2.2 . College Sector Board Appointments: Ministerial Guidance 2014 to be refreshed and updated

Revised guidance is due October 2019.

OF NOTE: A review of the Model Code of Good Governance for Scotland's Colleges has been undertaken and a draft is being considered by the GGSG

3. Recommendations:

The Board is asked to:

- Note the content of the GGSG Implementation Plan and progress to date
- Note the content of the report

Ann Walsh
Secretary to the Board of Management
3 October 2019



F/T: 0300 244 4000
E: scottish.ministers@gov.scot

Ms Clare Adamson MSP
Convenor – Education and Skills Committee
The Scottish Parliament
EDINBURGH
EH99 1SP

18 February 2019

Dear Convenor,

Colleges make a vital contribution to this Government's commitment to improving the lives and employability of all Scotland's people. Their effective governance is fundamental in securing public value; and in supporting colleges to improve the life chances of their students and the performance of businesses.

In 2016, the then Education Secretary's Good Governance Task Group reported back on the lessons learned at Glasgow Clyde, North Glasgow and Coatbridge Colleges. The Task Group also made a series of recommendations to improve governance in Scotland's colleges around four strategic themes of prevention; self-assessment; external assurance; and sanctions. These recommendations have been taken forward in conjunction with the Good Governance Steering Group which is a cross-sector body with a remit to support ongoing good governance across the college sector.

Two of the specific recommendations suggested that the Scottish Ministers consult on the introduction of a number of new provisions, either legislatively or administratively, to the college governance framework. The Scottish Government consulted on these recommendations in April and May 2017. The Scottish Government received 39 responses to this consultation – 28 from organisations, including 10 colleges, and 11 from individuals. The majority of the questions consulted on are complex and have required lengthy consideration.

The Scottish Government proposes to take forward a number of proposals where it has been clearly demonstrated that undertaking such an action would improve governance in Scotland's colleges and would not alter the chain of accountability in the sector as introduced by the Post-16 Education (Scotland) Act 2013.

As a result, I am proposing to undertake the following actions as a consequence of this consultation:

- **Partnership working:** introduce two trade union nominees to the boards of incorporated colleges, the Lanarkshire Board and the Glasgow Colleges' Regional Board *in addition* to the existing staff representatives, bringing the college sector into line with changes made in universities by the Higher Education Governance Act 2016.
- **Board appointments:** amend ministerial guidance for college board appointments to:
 - strengthen the guidance on succession planning and multiple candidate appointments, and;
 - require all board vacancies to be advertised on the Colleges Development Network Website.
- **Training:** ask the Colleges Development Network to embed teamwork within the induction training of board members.
- **Enhanced guidance:** develop guidance for the SFC and colleges to follow in relation to any specific reviews undertaken by SFC of colleges under section 7C(7) of the Act (which relate to reviewing statutory criteria for a body to remain eligible for funding).
- **Board meetings:** introducing the ability of SFC to attend the board meetings of assigned colleges.
- **Auditor General reviews:** we will further investigate allowing the Auditor-General for Scotland the ability to conduct economy, efficiency and effectiveness reviews with the non-incorporated colleges that are not part of a local authority.
- **Alignment:** bring colleges into line with other Scottish public bodies where appointing bodies may suspend board members.
- **Remuneration:** remunerate the incorporated, assigned college chairs (bringing them into line with their regional strategic body and regional college colleagues), at a rate to be determined by the Scottish Ministers.

I hope the Committee finds this information useful. Officials will work closely with the Good Governance Steering Group to take forward the implementation of these actions.

I also attach the responses to the public consultation, which will be shortly published on the Scottish Government website.

A handwritten signature in black ink, reading "Richard Lochhead". The signature is written in a cursive, flowing style.

RICHARD LOCHHEAD

College Governance Implementation Plan

Governance Decision	Impacts on	Deliverables	Lead	Supported By	Timescales
1. Chairs of the assigned colleges chairs (non-incorporated) are to be remunerated at a rate determined by the Scottish Ministers.	<ul style="list-style-type: none"> Regional and Assigned College Chairs Regional strategic bodies Regional Colleges Assigned incorporated college boards Scottish Funding Council 	<ul style="list-style-type: none"> Review the current pay arrangements for regional college chairs against the Scottish Government's Pay Policy Technical Guide for 2019. 	SG	SFC	Complete - awaiting sign off.
		<ul style="list-style-type: none"> Report back to GGSG. 	SG	GGSG	September 2019
		<ul style="list-style-type: none"> Consider whether assigned college (non-incorporated) chairs should be Ministerial appointed. 	SG	SFC	Complete
		<ul style="list-style-type: none"> Develop a business case (determining affordability by consulting with RSBs and regional colleges) prior to primary legislation. 	SG	SFC	September 2019
		<ul style="list-style-type: none"> Report back to GGSG. 	SG	GGSG	September 2019
		<ul style="list-style-type: none"> Propose amendments the Further and Higher Education (Scotland) Act 1992. 	SG	SFC	2021 +
		<ul style="list-style-type: none"> Consult on amendments to the Act. 	SG	SFC	2021+
		<ul style="list-style-type: none"> Develop new Pay Guidance on passing of the amendments to Act. 	SG	SFC	2021+
		<ul style="list-style-type: none"> Consult on new Pay Guidance 	SG	SFC	2021+
		<ul style="list-style-type: none"> Issue new Pay Guidance. 	SG	SFC	2021+
		<ul style="list-style-type: none"> Sector to fully implement changes. 	ALL		2021+
2. Trade Union nominees will be added to the boards of the incorporated colleges, the GCRB and the Lanarkshire Board, in addition to the elected staff representatives.	<ul style="list-style-type: none"> Trade Unions Regional strategic bodies Regional colleges Incorporated assigned colleges Scottish Funding Council 	<ul style="list-style-type: none"> Establish a working group to prepare boards and ensure an effective implementation and report back to GGSG. 	GGSG	CS	Complete
		<ul style="list-style-type: none"> Review various legals around the proposed implementation to ensure the various Acts are considered and aligned. 	SG	OSCR	Complete
		<ul style="list-style-type: none"> Discuss the impacts of the changes on board compositions directly with GCRB and Lanarkshire board. 	SG	SFC	Complete
		<ul style="list-style-type: none"> Discuss with the impacts of the changes directly with UHI. 	SG	SFC	Complete

Governance Decision	Impacts on	Deliverables	Lead	Supported By	Timescales
		<ul style="list-style-type: none"> Review current board/RSB compositions considering the increase in staff members and the changes to the remuneration of assigned college chairs. Provide guidance around compositions - minimum and maximum numbers. 	SG	SFC	Complete
		<ul style="list-style-type: none"> Review/amend existing guidance or the code and/or develop new guidance (quorum on board committees, conflict of interests, time off for public duties, accountability and conduct, committee remits). 	CDN	Board Secretaries Network	Complete
		<ul style="list-style-type: none"> EIS/UNISON to develop principles around a nominations process. 	EIS/UNISON	SG	Ongoing
		<ul style="list-style-type: none"> Develop guidance around a nominations process and consult with trade unions and boards. 	CDN	Board Secretaries	Ongoing
		<ul style="list-style-type: none"> Consider strengthening as part of the Induction Training Programme how to manage conflict of interests (OSCR's involvement from a charities trustee perspective - Duties and Accountabilities) 	CDN	OSCR	Complete
		<ul style="list-style-type: none"> Amend both the 1992 Act and the 2005 Act by Subordinate legislation (including consultation process). 	SG	SFC	Ongoing
		<ul style="list-style-type: none"> Sector to fully implement the changes. 	ALL		1 August 2020

Governance Decision	Impacts on	Deliverables	Lead	Supported By	Timescales
3. <i>College Sector Board Appointments: Ministerial Guidance 2014</i> will be refreshed and updated.	<ul style="list-style-type: none"> Scottish Funding Council Regional strategic bodies Regional college boards Assigned college boards Scottish Funding Council 	<ul style="list-style-type: none"> Review current Ministerial Guidance. 	SG	SFC	Complete
		<ul style="list-style-type: none"> Establish working group of GGSG to review and recommend amendments to the current Guidance. 	GGSG		N/A
		<ul style="list-style-type: none"> Report back to the GGSG. 	SG	GGSG	Complete
		<ul style="list-style-type: none"> Update Ministerial Guidance to include: <ul style="list-style-type: none"> improving succession planning co-opting members board vacancies advertised on the CDN website Gender Representation of Public Board Act 2018. 	SG/ Public Appointments Team		Ongoing
		<ul style="list-style-type: none"> Consult on the updated Ministerial Guidance. 	SG		October 2019
		<ul style="list-style-type: none"> Issue new Ministerial Guidance. 	SG		October 2019
		<ul style="list-style-type: none"> Sector to fully implement. 	ALL		October 2019+
4. Colleges Development Network to embed teamwork within the induction training of board members.	<ul style="list-style-type: none"> College sector board members Scottish Funding Council 	<ul style="list-style-type: none"> CDN to review training needs prior to AY 2019/20. 	CDN		Complete
		<ul style="list-style-type: none"> Report back to the GGSG on outcome of review. 	CDN	GGSG	September 2019
		<ul style="list-style-type: none"> Roll out training. 	CDN		October 2019
5. Develop guidance for the SFC and colleges to follow in relation to any specific reviews undertaken by SFC of colleges under section 7C(7) of the Act (which relate to reviewing statutory criteria for a body to remain eligible for funding).	<ul style="list-style-type: none"> Regional strategic bodies Regional college boards Assigned college boards Scottish Funding Council 	<ul style="list-style-type: none"> Scope out potential guidance, taking into account the role of the RSB. 	SG	SFC	Ongoing
		<ul style="list-style-type: none"> Report back to GGSG 	SG/SFC	GGSG	Ongoing
		<ul style="list-style-type: none"> Draft Ministerial Guidance 	SG	SFC	Autumn 2019
		<ul style="list-style-type: none"> Report back to GGSG 	SG	SFC	Autumn 2019
		<ul style="list-style-type: none"> Consult on the Ministerial Guidance 	SG	SFC	September 2019
		<ul style="list-style-type: none"> Issue Ministerial Guidance 	SG	SFC	October 2019

Governance Decision	Impacts on	Deliverables	Lead	Supported By	Timescales
6. Introducing the ability of SFC to attend the board meetings of assigned colleges.	<ul style="list-style-type: none"> Regional strategic bodies Regional college boards Assigned college boards Scottish Funding Council 	<ul style="list-style-type: none"> Scope out potential guidance around what this legislation change aims to achieve, taking into account the role of the RSB and the removal of assigned colleges as fundable bodies. 	SG	SFC	Ongoing
		<ul style="list-style-type: none"> Report back to the GGSG 	SG	GGSG	Ongoing
		<ul style="list-style-type: none"> Seek approval from the Scottish Funding Council for permission to remove assigned colleges from Schedule 2 of the 2005 Act (fundable body status). 	SG	SFC	2021+
		<ul style="list-style-type: none"> SFC to issue their decision. 	SFC		2021+
		<ul style="list-style-type: none"> Issue a removal of assigned colleges from Schedule 2 by Order (subordinate legislation) and Introduce a Power in Schedule 2 by Order (primary legislation) to allow the Scottish Funding Council to attend the board meetings of assigned colleges. 	SG	SFC	2021+
		<ul style="list-style-type: none"> Sector to fully implement. 	ALL		2021+
7. Further investigate allowing the Auditor-General for Scotland the ability to conduct economy, efficiency and effectiveness reviews with the non-incorporated colleges that are not part of a local authority.	<ul style="list-style-type: none"> UHI Argyll College Sabhal Mor Ostaig West Highland College Newbattle Abbey College Scottish Funding Council Audit Scotland 	<ul style="list-style-type: none"> Consultation with the affected colleges and UHI, examine the potential impact on the independent status of non-incorporated colleges and ONS reclassification as well as consider the dependency on alignment with potential other changes to the Public Finance and Accountability Act. 	SG - Policy/ Finance Teams	Audit Scotland	October 2019
		<ul style="list-style-type: none"> Ministerial decision. 	SG		Late 2019
		<ul style="list-style-type: none"> Report back to the GGSG. 	SG	GGSG	Late 2019
		<ul style="list-style-type: none"> Amend the Public Finance and Accountability Act 2000 by Order to allow for the AGS to conduct 3E examinations - <i>this action is still to be determined and is within the remit of Finance, not College Policy.</i> 	SG Finance		TBA – Dependant on Ministerial decision.
		<ul style="list-style-type: none"> Ability now available to Audit Scotland. 	Audit Scotland		TBA – Dependant on Ministerial decision.

Governance Decision	Impacts on	Deliverables	Lead	Supported By	Timescales
8. Allow for appointing bodies to suspend members they appoint in line with other Scottish public bodies.	<ul style="list-style-type: none"> Scottish Government Regional Strategic Bodies 	<ul style="list-style-type: none"> Examine how this would work in principle and how different this would be from dismissal. Also, how this would tie into the review of the Charities and Trustees Investment (Scotland) Act 2005. 	SG		2021+
		<ul style="list-style-type: none"> Report back to the GGSG. 	SG	GGSG	2021+
		<ul style="list-style-type: none"> Amend the 1992 Act by Primary legislation. 	SG		2021+
		<ul style="list-style-type: none"> Develop new Board Member Suspension Guidance on passing of the amendments to Act. 	SG		2021+
		<ul style="list-style-type: none"> Consult on the Board Member Suspension Guidance. 	SG		2021+
		<ul style="list-style-type: none"> Issue Board Member Suspension Guidance. 	SG		2021+
		<ul style="list-style-type: none"> Sector to fully implement the changes. 	ALL		2021+

Updated 12.09.19

Board of Management-Remuneration Committee

Minute of the Meeting of the Remuneration Committee of the Board of Management of Dumfries and Galloway College held on Tuesday 12 February 2019 in Room 2009

Present: Delia Holland (Chair) Brian Johnstone
Ros Francis

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

Carol Turnbull, Principal – for contribution to Item 5
Michael Youd, Head of HR – for contribution to Item 5

1 Welcome and Apologies for Absence

The Chair of the Remuneration Committee welcomed all to the meeting. Although apologies had not been received from Ian White, it was understood that he was ill and not able to attend.

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 meeting held on 20 November 2018 was approved.

4 Matters Arising

The Principal's Pay Award and Finance Objective was recommended to, and approved by, the Board on 11 December 2018. The wording of the Finance Objective recommended, and approved by the Board is:

- Objective 7: Achieve break-even budget position, as approved by the Board for 2018-19.

5 Vice Principals Grading and Pay Award

The Chair summarised the background to this item as follows:

- As per the minutes of the meeting held on 20 November 2018, the Committee was unable to make a decision to re-grade the Vice Principals based on the content of the paper as they felt there was insufficient information to do this. Meantime they agreed to a cost of living increase, as per option C of the proposal: "Provide a basic cost of living increase of 2% in line with the support staff pay offer."
- However, following the meeting, and as agreed by the Committee, the Chair discussed this with the Head of Human Resources and the Principal and as a result decided not to take the original recommendation to the Board, but to wait until further information had been received and discussed by the Committee.
- On 11 December the Board approved a request that, due to time constraints, the recommendation for the Vice Principals' pay award/regrading be recommended to

Board of Management-Remuneration Committee

the Board by email, following consideration of additional information by the Committee.

Additional information received from the Principal was circulated to committee members and a final paper provided for this meeting.

The decision for Members was whether to remain with the recommendation from the meeting in November, or to approve the recommendation from the Principal and Head of HR to increase VP salaries to £75K over two years.

The Chair had invited the Principal and the Head of Human Resources to join the meeting to talk through the paper and answer any questions members may have.

The Principal and Head of Human Resources joined the meeting.

The Principal talked through the paper prepared, her recommendation being to increase the Vice Principals salaries to bring them in line with the sector. Accepting that this was a significant increase in salary, the proposal was to spread the increase over two years. The Principal advised that the Vice Principal roles had increased due to the change in the management structure which had reduced the number of Vice Principals from three to two, and represented the final part of the restructuring approved by the Board in 2018. This change had also been introduced in other colleges of a similar size where an increase in salary had been awarded in recognition of the increase in job size and scope. The cost of the increase proposed by the Principle was within the approved budget for 2018-19.

The Head of Human Resources identified issues for consideration which included:

- Although outside of national bargaining, there was a need to take consideration of posts that are included and the differential that imposes on the Vice Principal posts
- Although outside of National Bargaining, these are nationally recognised posts, so would need to compete nationally should external recruitment be required
- Employment tribunals would take account of all elements of the package and so other elements such as number of annual leave days should be considered within the whole package
- The increase in cost was small within the staffing budget of £8.5m ie: 0.3%
- The Vice Principals have not had a salary increase, apart from the cost of living rise, over the last two years

Discussion followed and questions answered, of note:

- In answer to the concern that should the new Principal wish to change the structure with a consequential salary change there are normal HR processes to manage this
- The salary for these posts are not linked to performance
- There is not a salary/grading structure for these posts, they sit with a fixed salary

The Chair thanked the Principal and Head of Human Resources for the paper and their input to the meeting.

The Principal and Head of Human Resources left the meeting.

Board of Management-Remuneration Committee

The Chair summarised the information given and discussion followed, giving consideration to views of all Members present.

A consensus decision was not achieved and therefore a vote took place on whether to approve Option D, or remain with the previously approved Option C.

Yes, approve Option D - 2 votes

No, Remain with Option C - 1 Vote

It was therefore agreed by a majority vote to recommend to the Board to award the proposed pay increase over two years, (Option D) noting the following:

- Concern had been expressed that, although there was some merit in the arguments to ensure VP pay kept pace with lecturer's national bargaining uplifts, this was a large increase.
- A question over whether the recent changes in responsibility did in fact amount to a re-grading.
- Account should be taken that a new Principal may wish to re-consider the staff structure.
- A grading structure for the college should be developed as soon as possible to include pay awards for the Executive Team.

Decision: The Committee approved Option D of the Proposal ie to increase the salary of the two Vice Principals to £75,000 over a two year period at a total cost of £25,471 (including on costs) which would bring the salary in line with the sector.

Actions:

- Chair of the Committee to inform the Principal of the outcome of the discussion
- The Committee to recommend to the Board of Management, via email, to award the Vice Principals the proposed pay award as noted above
- The Head of Human Resources to develop a grading structure that will help when making future decisions regarding pay awards for the Executive Team

6 Principal's Performance Review and Objective Setting Process

The Secretary to the Board reported that the process had been discussed at the Secretary to the Board Steering Group meeting. There is no standard process in place across the sector and the feedback was that Dumfries & Galloway College has a good process in place, which others wished to learn from.

A request for a collective look at developing a uniform process is being taken forward.

However, following discussion that had taken place at the Board meeting in December, the Chair asked for this to be kept on the Committee's agenda, with ongoing updates from the Chair of the Board and the Board Secretary.

Board of Management-Remuneration Committee

7 New Principal's 'Package'

The Chair of the Board discussed with the Committee options regarding the potential pay package for the new Principal and sought approval regarding flexibility at final interview stage of the recruitment process.

Decision: After discussion, it was agreed that the proposed package, as advertised, was considered to be appropriate but that in exceptional circumstances a degree of flexibility could be approved by the Committee Chair.

8 Strategic Risk Register

Members noted the Strategic Risk Register

9 Any Other Business

None

10 Date and Time of Next Meeting

The date of the next meeting is to be confirmed

Board of Management Learning and Teaching Committee

Minute of meeting of the Learning and Teaching Committee of the Board of Management held at the Dumfries Campus on Tuesday 14 May 2019 from 2.00 pm in Room 2097

Members present: Pat Kirby (Chair) Andy Glen, Acting Principal
Ian White Sue Livermore
Delia Holland Ailsa Paton
John Henderson Nikki Vjatschslav
Naomi Johnson

In attendance: Andy Wright, Vice Principal (VP) Learning and Skills
Laura Webster, Head of Curriculum
Peter Woods (Dumfries), Academic Staff
Paula Hainey (Stranraer), Academic Staff
Brian Johnstone, Regional Chair
Ann Walsh, Board Secretary

Minute Taker Dorothy McMinn, Executive Assistant

1 Welcome and Apologies

The first part of the meeting was a discussion item for Members of the Committee only. The Chair welcomed all to the meeting.

Apologies for absence had been received from Barry Graham and Rob Orr.

2 Declaration of Interest

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

3 Discussion for Committee Members Only

The Chair considered the Learning & Teaching Committee an important forum, which currently spent most of the time receiving, analysing and discussing information, but felt that the Committee did not always have opportunity to assist the Board in developing strategic planning and strategy. Today, the pre-meeting would allow members the opportunity to deliberate on the best way forward and to aid discussion the Chair had circulated a discussion paper with supporting documents.

The Chair attends the “Chairs of Learning and Teaching Committees Forum” facilitated by the College Development Network (CDN) and she had found this to be a useful experience. If any member would like to receive information emails or attend organised events, please make Ann Walsh, Board Secretary, aware. An invitation is also extended to visit L&T Committees within other colleges for all members.

It had become very evident that all colleges handle the Learning & Teaching Committee in a different way, each with a unique approach and the Chair gave examples.

The Code of Good Governance for Scotland’s Colleges state that Boards provide overall strategic leadership of the region or college and is responsible for formulating and agreeing strategy by identifying strategic priorities and providing direction within a structured planning framework. There is no direction on how this should be achieved, so this is a decision for the Board.

Board of Management Learning and Teaching Committee

It is important to decide how Members wish the Committee to move forward and this can be considered when reviewing the terms of reference for the Committee.

Topics for consideration:

- Terms of Reference
The Chairman and Delia Holland are to meet in late May 2019, with a view to producing a document for approval by the Committee in September. All members were asked to give consideration to the content and forward ideas to the Chair through the Board Secretary, if possible by 13 June.
- Board of Management
The Committee should provide a strategic steer to the Board of Management. How effectively does the Committee work and how should we feed back to the Board?
- Developing the Young Workforce
Brian Johnstone, Chairman, considered this and other regional and national initiatives fundamental and stated that it was the Board's responsibility to lead but taking information from the committee would be appreciated.

Members split into two groups to discuss the tabled documents and were asked to provide key points and the undernoted suggestions were put forward:

- Avoid duplication (papers going to numerous committees),
- Empower committees as decision makers; Does the Committee have Board endorsement?
- Align reporting from all committees, highlighting key points from Committee Minutes for the Board (things can get hidden in long documentation),
- Align national priorities with what happens in our college,
- Tailor our strategy to local conditions,
- Consultation role with the Board on "big strategies". Garner opinion from Board to shape strategy,
- Endorse/agree strategy at an early stage,
- Check progress against strategy.

ACTION: The Chair and Delia Holland will meet to bring together ideas/suggestions for the production of Terms of Reference for approval at the September 2019 Committee meeting.

4 Attendees to the Committee joined the Meeting

Welcome and apologies

The remainder of attendees were welcomed to the meeting. Apologies had been received from Janet Weir, Ian White (attended discussion topic only) and Gillian Pearce.

Declaration of Interest

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

5 Minute of Meeting held on 26 February 2019

The Minute of the Meeting held on 26 February 2019 was approved.

6. Matters Arising not on the Agenda

- 6.1 Approval by the Board of Revised Admission Policy, Curriculum Development Plan and Digital Skills Strategy – Approval was given at the meeting in March 2019
- 6.2 Circulation of photographs taken by the college students at the parliamentary Reception – Heather Tinning, Executive Assistant, has circulated the photographs to members.
- 6.6 Admin Control access for papers for Academic Staff attendees – action complete.
- 6.7 Documents and reports to be prefaced by a brief summary of key points – The Chair stated that this was a useful tool and thanked all those who had provided a summary.
- 6.8 Replacement Academic Staff attendee – this will be Paula Hainey, Lecturer, Stranraer Campus

7. Senior Phase Work with Schools

Lesley Watson, Dumfries & Galloway Council, is taking this project forward; no further communication has been received to date. Andy Wright, VP Learning & Skills, confirmed that a shared “I Cloud” had been set up to allow information sharing and enable a shared strategic vision. Further progress will be made in the new academic year and Andy Wright will provide an update report at the September Learning & Teaching Committee meeting.

ACTIONS: Andy Wright will provide a further report at the meeting scheduled for September 2019.

8. Strategic Risk Register

Andy Glen, Acting Principal, had provided an update report for the Committee. In addition:

Item 3.9 Failure to reach aspirational standards in learning, teaching and service delivery

Andy Glen advised that there were no fundamental changes. Retention compared to the same time last year is FT +2% at 74% and PT +2%. Andy Glen informed members that a new self-evaluation model was being worked with and this would result in clearer ownership of data. Part way during the academic year was not the best time to show impact. This would be revisited at the end of the year.

The subject of open access was questioned and whether this should be revisited to assist with retention. It was stated that the recently held advice sessions had been very different and it was felt that it was much more of a positive step forward. Furthermore, a Special Measures programme was being developed, in conjunction with South Lanarkshire College, and a range of products and further information will be brought before the Learning & Teaching Committee.

A request was made for the Learning & Teaching Committee be added to the Risk Register, Item 3.5 as an additional Committee with oversight for that risk. The potential impact that Item 3.5, Industrial Relations Problems (including industrial action) may have on item Risk 3.9, Failure to reach aspirational standards in learning, teaching and service delivery, was duly noted.

9. Industrial Action – impact and mitigating actions

Confirmation was given that the planned two days of strike action on 15 and 16 May 2019 was going ahead as no agreement had been reached at the last national meeting. The withdrawal of goodwill was also noted. This would not be a work to rule but withdrawal of goodwill, i.e. withholding of results from college systems. Andy Glen, Acting Principal said that the situation will be managed to the best of the college's ability and a meeting to agree a suitable contingency plan will be held later in the week.

Nikki Vjatschlav, Student Association President, stated that there had been concerns from students about the impact of industrial action on their outcomes. Weekly meetings with the VP Learning & Skills and the Head of HR were now taking place to ensure up to date information was given to the Student Association, who would in turn pass this information to students. Any updates to the industrial action situation will be immediately passed to the Student Association.

Brian Johnstone, Chair of the Board of Management, asked what the impact was likely to be for students. Nikki Vjatschlav said that if an extension of teaching time was granted, this would lessen the impact. At present, no further strike dates had been provided but an EIS meeting is scheduled for Thursday, 16 May 2019 and further strike days may arise from this meeting.

Peter Woods, Academic Staff, said that the impact was affecting "added value" which had been cut or streamlined. This is causing a slower return of work to students and reducing the ability for academic staff to provide additional support to students who were struggling. Peter Woods stated that it will be helpful to know whether an extension will be granted in order to inform staff.

Nikki Vjatschlav felt that the impact would be greater for students due to go directly into employment, as not having their examination results could affect their job offer.

The question of whether tutorials were being taken up was raised and Peter Woods stated that he assumed that tutorials were continuing but could not confirm. Andy Wright, VP Learning Skills indicated that he did not consider tutorials as "good will".

10. SI: Head of Curriculum Updates

A request was made to the VP Learning & Skills to distribute information on the cross-college roles for the Heads of Curriculum. (This is now included in the minute below.)

10.1 SI: Head of Curriculum Update – Janet Weir

Andy Wright provided a curriculum update on behalf of Janet Weir. The Chair reiterated the importance of Heads of Curriculum attendance at Committee meetings, as their updates and the opportunity for discussion with these key College personnel are greatly appreciated.

- SoSEP – Get that Degree
Potential degree routes have been identified through the 'Get that Degree' project. These will be presented at the SoSEP Leads meeting between both Colleges in May and once the routes are agreed, the development work will be planned.
- Articulation
In addition to established articulation routes, others continue to be progressed. Articulation routes provide the guarantee of an interview and not necessarily a place on the course.

- STEM

The action plan devised alongside the Regional STEM Strategy has been agreed within the STEM Partnership Group (Regional Hub). Milestones will be agreed in line with the national KPIs, baselines are being established to enable this. An increase in STEM learner numbers was noted.

- Employer Engagement

Work on establishing the current level of Employer Engagement is being carried out. Milestones will be agreed to meet the objectives and goals set out in the Strategy. An increase in the number of learners who have work placement experience as part of their programme of study was noted.

ACTION: Andy Wright is to distribute information on the cross-college roles for the Heads of Curriculum.

Post Meeting Note: Cross College Roles held by the Heads of Curriculum are:

Janet Weir:

- Articulation
- Entrepreneurship
- Employer Engagement
- Work Placement
- STEM

Laura Webster:

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

10.2 Joint Employer Strategy

Janet Weir, Head of Curriculum, will provide an update at the September 2019 meeting with milestones included.

ACTION: The Employer Engagement Strategy with the milestones included will be presented for approval by the Committee at the September meeting.

Laura Webster, Head of Curriculum, joined the meeting at this point.

10.3 SI: Head of Curriculum Update – Laura Webster

The main focus has remained on the College Academy. 670 applications had been received, which included 120 Foundation Apprenticeship applications, and although they may not all enrol, this was a significant increase on the previous year.

Work has commenced to develop an enhanced transition process. This process will require pupil support at schools sharing key information with the College. Pupils will be involved so that they are aware of the information being shared. It is hoped that a formal arrangement can be put in place.

Board of Management Learning and Teaching Committee

The enhanced register system has now been rolled out across the college to monitor student engagement. Guidance has been filtered down to staff and students to aid consistency.

The Gender Imbalance action plans are not as yet complete. When they have been completed they will be shared with the Committee.

SoSEP - Curriculum development continues and the Digital Hubs and Spokes have now been chosen. Laura Webster will report on progress with curriculum development at the September meeting.

Laura Webster left the meeting at this point. She was thanked for her attendance.

11. Student Association Update Report

The Student Association President confirmed that end of year student activities will be planned.

Student Association elections are currently taking place and results are expected to be made public on Monday, 20 May 2019. A detailed handover will be prepared.

Learner Journey with Young Scot – Ailsa Paton, Vice President, Student Association has been appointed to the committee.

Life Skills - Successful life skills courses run in schools. The Student Association feel that the college should also be looking to offer life skill courses to assist students in their progress into further study or employment when they leave college.

The members asked that thanks be extended to the students who had assisted in the Principal recruitment process.

The Chair thanked Nikki Vjatschslav and Ailsa Paton, for their participation as members of this committee, stating her appreciation of their positive and proactive input.

12. SI: “How Good is our College” Enhancement Plan

The report distributed gave an update on 15 points of action set out in the Enhancement Plan and the VP Business Development and Corporate Services informed the Committee that everyone had worked hard and good progress is being made.

Peter Woods reported on how the learner analytics tool can aid the following academic year, depending on how the tool was used.

Vision 2020 Strategic Plan - The new Principal starts in June 2019 and a review of the Strategy and Strategic Plan will be undertaken later this year.

Employer Engagement – The Chair reiterated that members were happy to help facilitate conversations with employers.

Entrepreneurship - Janet Weir, Head of Curriculum, is currently working with other organisations to develop this.

Delia Holland and Brian Johnstone left the meeting.

13. SI: 5 Year Curriculum Plan – update report

The VP Learning and Skills provided members with an update report and confirmed that key priorities are attainment and retention and, enterprise and entrepreneurial skills.

14. SI: Regional Outcome Agreement**14.1 College Regional Outcome Agreement (ROA) 2018/19 Update**

The VP Learning and Skills advised that there were 80 actionable items within the ROA and although there were positive outcomes, further work is required. Sue Livermore, Equality & Diversity Officer had spoken with Dr Anne Anderson and some of the problems faced by the college were actually national problems, rather than regional. Dr Anderson is collating views from colleges and universities across Scotland.

The college had been awarded 350 additional credits but these are not being paid at the full rate, therefore additional funding must be sourced for the balance. A bid has been put to SOSEP to fund the balance.

14.1 KPI Update (to include national average data)

The VP Learning and Skills reported that retention and attainment were key areas for improvement. 6 out of 8 curriculum areas had made an improvement and KPIs were 2% higher than the previous year for FT FE and 1% higher for FT HE. The VP Learning and Skills made members aware that the recent industrial action would undoubtedly have an impact on KPIs.

14.2 D&G College Leaver Destinations 17/18

It was noted that national sector statistics are published in September each year, so a national comparison will not be available before that date.

15. Quality Audit Reports/Surveys

There were no reports/surveys from the recent Audit Committee which needed to be brought before the Learning & Teaching Committee.

16. SI: Learning and Skills**16.1 Digital Skills Staff Development Plan, including measurement criteria**

The Head of HR had prepared very helpful reports for the meeting, but as he was not able to attend it was requested that this item be deferred to the next meeting so that he could present the papers in person.

16.2 Staff Development Update (including Professional Standards)

The Head of HR had prepared very helpful reports for the meeting, but as he was not able to attend it was requested that this item be deferred to the next meeting so that he could present the papers in person. The Professional Development Manager, will also be invited to attend

Board of Management Learning and Teaching Committee

Item 3 (Staff Development – Professional Review and Development) – The importance of including support staff in the professional development process was discussed.

Andy Glen advised that work is ongoing as to whether General Teaching Council for Scotland would be the sole registered body for Lecturers.

ACTION: The Head of HR and the Professional Development Manager, to present the papers from 16.1 and 16.2 at the next Learning & Teaching Committee.

16.3 Curriculum Update

In addition to the distributed report, The VP Learning and Skills provided information on student applications received to date and confirmed that the college Marketing Department would now progress a targeted marketing programme for areas with low number of applications.

Concerns were discussed regarding programmes where HNC students may not be able to move on to an HND course within hospitality, creative industries and computing.

17. **SI: SoSEP Project – L&T Specific Update**

The VP Learning and Skills confirmed that a Digital Learning team is now in place. MSE in Digital Technologies may require an additional member of staff to come on board. It was reported that there was slight slippage in developing materials, which were being turned from flat into interactive learning materials. The finished materials will be piloted in the new academic year. The E Learning Officer will be asked to present an update at the September 2019 meeting.

ACTION: The E Learning Officer to be asked to provide an update at the September 2019 meeting

18. **Any Other Business**

The Chair asked that any feedback on the discussion topic (Item 3 of the Agenda) was provided prior to the next Learning & Teaching Committee meeting.

19. **Date and Time of Next Meeting**

The next meeting of the Learning & Teaching Committee is scheduled for Tuesday, 17 September 2019 at 2.00pm.

Board of Management Finance and General Purposes Committee

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 May 2019 at 12 noon in Room 2009, Dumfries Campus.

Present: Karen McGahan (Chair) Sue Livermore
Andy Glen (Acting Principal) Ros Francis
John Henderson

In attendance: Karen Hunter, Head of Finance
Brian Johnstone, Regional Chair
Ann Walsh, Board Secretary

Minute Taker: Heather Tinning, Executive Assistant

1 Welcome and Apologies for Absence

The Chair welcomed all to the meeting, in her new position as Chair of the Finance & General Purposes Committee.

The Board Secretary confirmed the meeting was quorate.

2 Declaration of Interest

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

3 Minute of Meeting of 26 February 2019

The Minute of the Finance and General Purposes Committee meeting held on 26 February 2019 was approved.

4 Matters Arising/Action Monitoring Log not included on the agenda

4.1 College Arm's Length Foundation (ALF) has now been dissolved

Action: The Chair to update the Board with regards to the College Arm's Length Foundation (ALF) at the Board meeting on 4th June

4.2 Amendment to F&GP Terms of Reference

Approval given from the Board. The Quorum is now "3 members, of whom 2 to be non executive Board Members".

5 Timetable of Work

A change was proposed, to move the External Development Income and Expenditure report from May to September, to enable a full year to be reported.

Decision: Members approved the change

It was noted that it was agreed at the last meeting for the Student Association Accounts to be removed from the timetable, this will be removed

During discussion regarding the timetable, the Acting Principal advised that a regular SoSEP report was presented to the Board. A paper is also presented to the Learning and Teaching Committee in terms of curriculum, and a report presented to this Committee in terms of Finance.

Action: The Board Secretary to update the Timetable of Work

Board of Management Finance and General Purposes Committee

6 National Bargaining Update:

The Acting Principal provided an update on National Bargaining, highlighting key points:

- Nineteen National Meetings have taken place
- Planned Industrial Action is going ahead this week, however SQA Exams will continue as normal
- No further talks are scheduled at present
- The 'Withdrawal of Good Will' impacts on results being entered into the college system and the processing of results – 17,525 results are still to be input. Management are developing a plan to manage this, which includes Management Staff and the Curriculum Managers entering results. A Timeline and formal communication will be issued to Staff
- The Management Team are focusing on minimising any impact on students

Members noted the position.

7 SoSEP Project Update

The Head of Finance spoke to the report which had been issued, highlighting key points:

- The report includes the actual cash flow spend up to date and projected spend up to August
- The spend to date is less than originally anticipated as construction work did not start until the beginning of April
 - Head of Finance reported approximately £332,000 paid up to end of April
 - Approximately £40,000 expected spend for wind turbine

During discussion, the following point were made

- Recent discussions have taken place with Managers regarding the hubs and spokes including the digital classrooms
- In terms of the ongoing expenditure for the spokes, the ongoing maintenance will be paid by the schools
- Members were pleased to note that Contractors on site undertaking the current building works are local firms
- Although the construction work started later than planned, there is no slippage with the Project, which is still on track for completion at the end of August 2019
- The Head of Finance confirmed that there are no financial concerns, however should any major issues arise she would contact the Chair of the Finance and General Purposes Committee
- The Chair advised that Disabled Facilities are exempt from VAT

Actions:

- The Head of Finance to check the ownership of the Assets in terms of the spokes
- The Head of Finance to ensure that any saving on VAT for disabled facilities are achieved

Members noted the SoSEP Project update.

8 Financial Update

The Head of Finance spoke to the report which had been issued, highlighting key points:

- Payroll costs more than expected up to date
- Going forward, uncertain of payroll costs up to end of year

Board of Management Finance and General Purposes Committee

- The Committee advised that they were keen to keep a small contingency in place and not get into the habit of a deficit every year. If the extra credits were sought from the bids through SoSEP, this would meet the needs of the Committee
- The SFC highlighted that they will fund costs back dated to September 2018 for Support Staff Job Evaluation
- The SFC agreed can draw down approximately £162,000 for the year, in terms of Flexible Workforce Development Fund

Action: Flexible Workforce Development Fund/Generating Income to be brought back to the agenda at a later date, including a report on 'Projected Increase in Activity'

Members noted the Financial Update.

9 Estates/Facilities Update

The Acting Principal provided an update to members, highlighting key points, including:

- Estates Team busy with Project Works
- In terms of Carbon Reducing Energy Saving Projects, if affordable, the team would wish to change the lighting in sports hall this year
- Baseline sessions for ICT have recently taken place
- ICT/IS Team are creating a joint Learning Virtual Environment, ie Joint Moodle
- There was a need for a Fire Evacuation last week, although not planned it provided a test of the plan while the temporary access due to the building works is in place. This was well managed and although exams were taking place at the time, staff managed this situation well, monitoring those students taking exams and keeping them apart from others evacuated from the building.
- There are no major incidents to report on Health & Safety
- The Health & Safety Committee meeting is scheduled for 20 May

Members thanked the Acting Principal for the update and recognised the excellent work identified in the verbal report.

10 Scottish Government Draft Budget for the Sector - Update

The Head of Finance reported that the SFC are still looking at allocations across the college sector, advising that there are no further updates to date from the SFC.

11 College Budget Setting

The Acting Principal and Head of Finance spoke to the report which had been issued, highlighting key points:

- The final allocation to be received later this year
- Budget based on actual spend last year and forecast this year
- Zero based budget factored into draft budget for next year. Training has taken place, with further training to be offered to staff
- The budget has factored in projected pay awards and pension costs based on the Public Sector Pay Award and expected changes in employer pension contributions. This may be subject to revision. Members discussed their concern for salary costs
- Finance & General Purposes Committee discussed their concerns over the Capital Maintenance Grant which has decreased by 52%

Board of Management Finance and General Purposes Committee

Decision: The Finance & General Purposes Committee recommend the Indicative Budget to be approved by the Board

Actions:

- The Head of Finance to present a report on Zero Based Budget at next Committee meeting
- The Head of Finance to share the updated Budget with Committee members in advance of the next Board meeting
- The Indicative College Budget to be recommended to the Board for approval at the meeting in June 2019

12 Strategic Risk Register:

The Acting Principal spoke to the Strategic Risk Register, in particular risks relevant to the Finance and General Purposes Committee.

The Finance & General Purposes Committee discussed and approved the Strategic Risk Register, with no amendment.

13 Any other Business

None.

14 Date and Time of Next Meeting

The date and time of the next Finance and General Purposes Committee is Tuesday 17 September 2019, 12 noon.

Board of Management-Audit Committee

Minute of the Meeting of the Audit Committee of the Board of Management of Dumfries and Galloway College held on 21 May 2019 at 2 pm in Room 2009

Present:	Hugh Carr (Chair) Pat Kirby	Robbie Thomas (via Facetime)
In attendance:	Andy Glen (Acting Principal) Karen Hunter, Head of Finance Rob Barnett (RSM)	David Eardley (Scott-Moncrieff) Ann Walsh (Board Secretary)
Minute Taker	Heather Tinning (Executive Assistant)	

1 Welcome and Apologies

The Chair welcomed all to the meeting. Apologies for absence were intimated on behalf of Naomi Johnson.

The Board Secretary confirmed the meeting was quorate.

2 Declaration of Interest

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

3 Minute of Meeting of 19 February 2019

The Minute of the meeting of 19 February 2019 was approved.

4 Matter Arising not on the Agenda

4.1 Check to see if the security camera is connected to the college internet system

The Acting Principal confirmed that the security camera is not directly connected to the college internet system, however the security camera is linked to two named individuals within the organisation who have access to the camera.

4.2 Feedback request re: External Audit – completion of questionnaire

The Head of Finance reported on positive feedback from Audit Scotland.

4.3 Board Toolkit, from the National Cyber Security Centre

Following discussions, the Board Secretary suggested that the Acting Principal arrange for completion of the Board toolkit and feedback to the Board Members at the next Audit Committee meeting. The Acting Principal agreed that the ICT department would consider the answers to the questions and offer guidance to the Board on where they will find answers.

The Board toolkit consists of a range of questions that the National Cyber Security Centre believe will help generate constructive cyber security discussions between board members and their CISOs.

Action: The Acting Principal to bring back a brief report from the ICT department to the next Audit Committee

5 Internal Audit Contract – Tender Update

The Head of Finance provided a summary of the recent tender exercise for the College Internal Audit Contract. The advertisement was published on the Quick Quotes Hub using the APUC framework for internal audit, with four suppliers submitting quotes:

- BDO
- RSM
- TIAA
- Wyllie & Bisset

The Head of Finance reported that there was a substantial difference in the prices. BDO and RSM provided excellent tenders, giving a lot of assurance from tenders and timing. Start date for the successful Company is the 1st August 2019. Both RSM and BDO gave assurance from information in tender, with positive method statements and reports from both. TIAA papers lacked a lot of detail, and not a lot of confidence from tender papers submitted. Although a good tender had been received from Wyllie Bisset and they had addressed the questions, they had lacked detail in their response.

Price scoring tenders based on prices submitted using 3-year period price. Overall BDO and RSM received full marks for quality, however as BDO were such a high price, RSM received the best score. Members recommend awarding the contract to RSM as the Internal Auditors. RSM has been the college's Internal Auditors since 2009.

- BDO – 50 days quoted in tender
- RSM – 35 days quoted in tender

Decision: Members agreed to award a 3-year contract to RSM, where extension for another year will require a full change of personnel if an extension is exercised

Action: The Head of Finance to take forward

6 External Audit

6.1 External Audit Plan 2018-19

David Eardley (DE) spoke to the External Audit Plan 2018-19 which had been shared, advising that there were no main changes in the audit scope. The Plan before is similar to the structure content and focus to last year's plan. DE highlighted the revenue recognition and how the college recognise expenditure identified in the report. Also identified in the report is the financial statements in relation to the estate work, which will cover all aspects of estates development in terms of income and expenditure. In relation to financial sustainability GDPR is not included in the document, as this is not necessarily a financial risk.

Members noted a proposed Audit fee for 2018/19 of £17,410. Ongoing costs around £12m for financial sustainability, which was highlighted as one of the risks in the report. The Head of Finance confirmed 3% would provide the overall savings target.

The Head of Finance confirmed that Scott Moncrieff are the college's VAT advisor. Scott Moncrieff will be joining with Campbell Dallas as part of CogitalGroup. DE confirmed that there is no change to current terms and conditions and fees.

In terms of the SoSEP Project, DE advised that discussions will take place with the Head of Finance and the Team around October with regard to the Project, to look at the situation from 31 July onwards.

Action: The Head of Finance to forward documentation providing details of merger to Audit Committee members

Members approved the External Audit Plan 2018-19

7 Financial Regulations Update

The Head of Finance spoke to the report which had been issued, which provided a brief overview of the Financial Regulations.

The information is the same in terms of link to strategic objectives, incorporating internal audit recommendations. The draft Financial Regulations include examples of staff responsibilities, which were not included in the previous regulations. The Head of Finance reported that all Purchase Orders go through the Internal System. She advised that the college is looking to improve their internal processes and to reinforce this with staff to ensure that they comply with the processes.

Action: Members approved the draft Financial Regulations after the following change:

- The Head of Finance to amend the wording of Whistle Blowing to read Public Interest Disclosure throughout the document

8 Audit Committee Membership

The Chair reported that there are currently four members on the Audit Committee, with a quorate of three. He advised that to date he had received no interest from other Board members to join the Audit Committee. The Chair reminded members that whilst seeking interest, members cannot sit on both the Audit and Finance & General Purposes Committee, as per the Terms of Reference.

Decision: Members agreed to increase the membership to six Audit Committee Members

Action: The Chair to take the discussion to the Board of Management meeting on 4th June with regard to seeking a further two members for the Audit Committee and for approval by the Board

9 Internal Audit Reports

9.1 Action Tracking Spreadsheet

The Head of Finance reported that the Action Tracking Spreadsheet is presented and discussed at the monthly College Leadership Team meeting, when CLT report on their outstanding actions. The Head of Finance provided an update for the Committee, advising that recommendations will be taken into account when completing the next forecasting exercise:

- Ref 1 – Employment Engagement Strategy: The Strategy has been approved at the last Learning and Teaching Committee subject to benchmarking criteria, currently awaiting milestones
- Ref 3 – Induction Checklist: now available online, ready to roll out for induction
- Ref 4 – ICT: Windows 10 will be updated in all computers by the end of July
- Ref 12 – UWS Service Level Agreement: A Partnership Agreement has been drafted for discussion in terms of service delivery
- Ref 13 and 15 – Financial Regulations: To be revised and included on the system

Members noted the progress on the Action Tracking Spreadsheet.

9.2 Progress Report

Rob Barnett (RB) reported that the Progress Report has been presented to provide an update to the Committee against the 2018/19 Internal Audit Plan, which was approved by the Audit Committee on 17 May 2018. Members noted that four reports have been finalised since the last Committee, two with substantial assurances and one amber reasonable assurance. A reasonable progress was issued for the Follow up of Previous Internal Audit Management Actions. RB advised that the KPIs demonstrate the targets agreed at the start of year.

Members noted the Progress Report.

9.3 Equality and Diversity

Rob Barnett reported on a Substantial Assurance given as the Internal Audit Opinion. Within the detailed findings one medium and two low actions had been identified relating to the Equality and Impact Assessment. The Equality Impact Assessment had not been formed, however this has now been addressed and a suitable action plan is now in place. Overall there is a strong control framework showing that the controls are in place, an Equality and Diversity Policy is in place, together with an Equality and Diversity Framework. An Equality and Diversity Update had been provided at the recent HR Committee (12 February 2019) including a summary of progress against last year's action plan and a proposal of action plan for the coming year. RB advised that RSM will follow this up at their next visit.

Members noted the Progress Report.

9.4 Financial Planning and Forecasting

RB spoke to the Financial Planning and Forecasting reporting that two medium action points had been agreed with Management. RB reported on greater sensitive analysis needed around forecasting, and the need to get into Income and Expenditure variables. Rob suggested that in terms of testing, the college look at more variables. RB advised that some risks on the FFR did not have mitigating actions and reported from the Management Actions mitigating controls are now in place.

Members noted overall a good strong positive audit report.

9.5 Key Financial Controls – Creditors

RB reported that each year the Auditors review a different financial area. This year a Creditor Review was undertaken. Four medium and two low priority actions were identified. Medium Actions identified include:

- Financial Regulations – some missing information, out of date information
- Purchase Orders not consistently raised, 60% not been raised for orders placed, missing signatures
- Raised opportunities to strengthen cash advance process, to provide greater effort to recoup money. Actions have been taken to address this
- Weakness around completion including lack of details on forms and again missing Budget holder's signatures

The Head of Finance reported that the Finance Team are re-enforcing procedures with Budget holders and are tightening up on cash advances, including extra checking in place with the use of Credit Cards. She advised that there are two Credit Cards in use in the college, Human Resources and Finance. Managers have been undertaking Finance Training, and meetings are ongoing with regards Zero Based budgets moving forward.

Members noted the Creditor Payments Report

9.6 Follow-Up of Previous Management Actions

RB reported that from the thirteen medium actions, overall seven were implemented, with implementation ongoing for five. He advised that there is a revised action plan in place. One action

has been superseded. Members noted no great concern for the ongoing actions, where there are revised implementation dates in place.

Members noted reasonable progress for implementing agreed management actions.

9.7 Internal Audit Plan – draft

The Head of Finance spoke to the report which had been issued, seeking members approval for the initial works to be carried out early in the new Academic Year. RB spoke to the Internal Audit Strategy covering period 2018 – 2021. Following discussion on the Internal Audit Strategy for 2018/2021, with regard to a full audit needs assessment, this would be reviewed at a later date once the full Internal Auditor was in place. The Acting Principal confirmed that the Student Activity Data, detailed in the report as SUMs, is now measured in Credits. Following a question in relation to Appendix B and Core Assurance, the Acting Principal confirmed that the Curriculum Planning which will be looked at again in 20/21 is an annual ongoing process.

Members considered the outline for the 2019-20 Internal Audit and approved the Student Support Funds and Student Activity Data Reviews.

- Members noted that Individual reports are not published on the website; they are included in the published annual internal audit report

10 Strategic Risk Register

The Acting Principal spoke to the Strategic Risk Register, reporting on the risks pertinent to the Audit Committee, advising that there have been no changes to the four risks identified:

- Risk 2.4 – Financial Fraud
- Risk 3.6 – Failure to achieve ICT Strategy Ambitions
- Risk 3.8 – Breach of data security
- Risk 3.10 – Failure to meet compliance agreements

In answer to a question, the Acting Principal advised that the Strategic Risk Register is discussed at the monthly College Leadership Team meetings and regularly with the Executive Leadership Team. Members were assured that the Management Team were looking at the risks regularly.

Members approved the Strategic Risk Register, with no changes.

11 Audit Committee Evaluation

The Board Secretary reported on an Audit Committee Self-Assessment Checklist with regard to Audit Committee Training. It was also suggested to use as a part of Board Evaluation

Action: The Board Secretary to send information to Audit Committee members regarding the online training

12 Any other business

None.

13 Date and time of Next Meeting

The next meeting of the Audit committee is to take place on Tuesday 10 September 2019 at 2 pm.