

Date: 4 June 2019

Time: 1:00pm

Room: 2089

Indicative Time	A G E N D A			Presented by:
1pm	1	Presentation: 'How Good is Our College' Self Evaluation and Enhancement Plan Feedback from Education Scotland		Juliet McAlpine
2pm	2	Welcome and Apologies for Absence		BJ
	3	Declaration of Interest		BJ
	4	Minute of Meeting of 19 March 2019	(attached)	BJ
2.05pm	5	Matters Arising, not covered on the Agenda		
	5.1	Key Facts & Key Stakeholder Leaflets	(verbal)	AW
	5.2	Board Member for Crichton Foundation	(verbal)	JH
	5.3	Application for funds from the Crichton Foundation for SA Gardening Project	(verbal)	NV
	5.4	Joint Vison – Joint Board Working Group	(verbal)	BJ/AW
	5.5	Risk – Training & Development for Board Members	(verbal)	BJ
	5.6	Board Link for the Business Development Unit	(verbal)	AW
2.15pm	Welcome and Introduction to New Principal			(verbal) BJ
	6	New Principal and Chief Executive	(verbal)	JC
2.30pm	Matters for decision			
	7	Matters for decision from the Board Development Committee		
	7.1	Succession Planning	(attached)	BJ
	7.2	Feedback from Board Development Day	(verbal)	BJ
	7.3	Board Development - Evaluation of 2018-19 plan	(attached)	BJ
	8	Matters for decision from the Finance & General Purposes Committee		
	8.1	Indicative College Budget for 2019/20	(attached)	KMcG
	9	Strategic Risk Register	(attached)	AG
3pm	Coffee/Tea			
3.20pm	Matters for discussion			
	10	SI: SoSEP – Progress Report	(attached)	AG
	11	Regional Chair's Report	(attached)	BJ
	12	Acting Principal's Report	(attached)	AG
	13	President of Student Association Update Report	(attached)	NV
	14	Agenda items for Next Board Meeting	(verbal)	BJ

3.55pm Matters for attention from Board Committees

Draft Minutes / Matters for attention and/or information from meetings held since the last Board Meeting

15	Draft Minute - Finance & General Purposes - 14/05/19	(attached)	KMcG
16	Draft Minute - Learning & Teaching Committee - 14/05/19	(attached)	PK
16.1	How Good is our College – Enhancement Plan Update 2018-19	(attached)	PK
17	Draft Minute - Audit Committee - 21/05/19	(attached)	HC
17.1	Financial Regulations Update	(attached)	HC

4.25pm Matters for information

18	National Bargaining Update	(verbal)	AG
19	Board Links, Learning for Leading Scheme - Update	(verbal)	AW
20	Good Governance Implementation Plans	(verbal)	AW

4.40pm 21 Any Other Business

4.45pm 22 Date and Time of Next Meeting – Tuesday 8th October 2019, 1-5pm

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

4.50pm Finish

Note 1: Draft Minutes of Board and Committee meetings are not available on the college website until approved by the appropriate meeting.

Note 2: The following minutes have been approved since the last Board Meeting. These are either circulated with this agenda or are to follow (to arrive before the meeting)

23	Approved Minute, Board Development Committee Meeting, 26/11/18	(circulated with agenda)
24	Approved Minute, Audit Committee Meeting, 19/02/19	(circulated with agenda)
25	Approved Minute, Finance & General Purposes Committee Meeting, 26/02/19	(circulated with agenda)
26	Approved Minute, Learning & Teaching Committee Meeting, 26/02/19	(circulated with agenda)

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

Minute of Meeting of the Board of Management of Dumfries and Galloway College held on Tuesday 19 March 2019 at 13:00 in the Henry Duncan Building of the Dumfries Campus

Present:

Brian Johnstone (Chair)	Delia Holland
Andy Glen	John Henderson
Janet Brennan	Barry Graham
Pat Kirby	Rob Orr
Ros Francis	Karen McGahan
Nikki Vjatschslav	Ian White
Ailsa Paton	Sue Livermore

In attendance: Andy Wright, VP Learning & Skills
Ann Walsh, Board Secretary
Heather Tinning, Executive Assistant

1 Welcome and Apologies for Absence

The Chair welcomed all to the meeting, in particular Andy Glen in his official capacity as Acting Principal.

Apologies for absence were received on behalf of Hugh Carr, Robbie Thomas and Naomi Johnson.

The Board Secretary confirmed that the meeting was quorate.

2 Presentation: Dumfries Campus Walkthrough of South of Scotland Skills & Learning Network Project

The Acting Principal presented the Architects Visual Display of the vision for the Dumfries Campus. He explained that some of the features of the Henry Duncan Building will be retained in the new build, including the curved room. The Care Hub will be set up as a real life situation including hoist equipment. Cameras will allow demonstrations to the spokes. The building can be segregated for specific events. The Dumfries space, which has a completion date of August 2019, will provide a:

- Large Exhibition Space
- Reception Area

The building is to be powered by renewable energy including Solar 3D Panels

The Acting Principal also presented a Visual Display of the new Mini STEM Hub providing Engineering Facilities at the Stranraer Campus. He explained that this was an additional area for Engineering Apprentices. The Stranraer building is also to be powered by renewable energy including Solar Panels in the roof. The expected date of completion is slightly ahead of the Care Hub at Dumfries. Planning has been granted for Stranraer and contractors have been appointed.

There is a dedicated Project Room at the Point in Dumfries and a Project Room at the Stranraer Campus. The Acting Principal explained that the developments at both Campuses will be perfect for upskilling staff.

Engagement with stakeholders is ongoing, looking at required technology for students and articulation, along with pursuing closer working with the Chamber of Commerce.

The Acting Principal advised that the Project is still on target, with Stranraer building works completing in July 2019 and Dumfries in August 2019 and still within budget. Overall, he is content that the planned timescale will be met.

Following discussion on the spend of the Project, the Acting Principal advised that the only change is in the spend profile between this financial year and the next, but there will not be an overspend in the overall Project budget.

Next steps:

- In terms of Marketing: a variety of presentations to be shared with various groups
- In terms of Curriculum: pilots are being planned for next year, and 20/21 will provide an increased curriculum
- Moving forward, looking for sponsorship where possible

3 Declaration of Interest

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

4 Minute of Meeting of 11 December 2018

The Minute of the Board of Management meeting held on 11 December 2018 was approved.

5 Matters Arising (not covered on the Agenda)

5.1 Contractual agreement with CITB regarding delivery of Construction related Apprenticeships

The Acting Principal reported that although he had not attended any meetings since Carol had left the college, he was keeping a watching brief on the situation. He advised that at present colleges were collectively seeking legal advice.

5.2 Key Facts & Stakeholders Leaflets (Draft)

The Acting Principal presented the draft Key Facts and Stakeholders Leaflets to members, advising that revised versions would be uploaded to Admincontrol for information. The Chair welcomed the information contained in both documents and encouraged Board Members to use outwith the college.

Actions:

- Members to feedback any comments to the Executive Assistant
- The Board Secretary to upload the documents to the Key Documents folder in Admincontrol when the documents have been finalised

5.3 Senior Pathways

Board Member Barry Graham reported that a Working Group had been set up to look at Senior Pathways to create a strategic vision, The Working Group consists of Partners from across Dumfries & Galloway, Andy Wright is the college representative on this group, Barry advised that the Group will meet again next term with a view to finish and provide the strategy before the summer holidays.

6 Matters for Decision

6.1 Appointment of Principal and Chief Executive

The Chair confirmed that after a successful interviewing process and approval by the Board, Joanna Campbell had been offered the position of Principal and Chief Executive of Dumfries and Galloway College, officially starting her post on Monday 3 June. The Chair thanked all involved in the process and asked for thanks to be formally recorded to the Stakeholders.

Members noted the content of the paper and the confirmation of the appointment.

6.2 Interim Position

The Chair advised that Andy Glen, Vice Principal Business Development & Corporate Services has assumed position of Acting Principal meantime. The Chair asked to formally record thanks to the Executive Team for their commitment and hard work; and also to all staff during this interim period.

The Acting Principal asked the Board to recognise the additional workload in the college and pressures on staff who are working extremely hard due to the volume of work. Duties have been shared across the staff during this interim period. In terms of the additional workload involving the SoSEP Project, the Acting Principal advised that a Project Manager was now in post. Additional staff were also in place across the college including areas such as Finance, Human Resources and Quality and that additional senior resource for a short period of cover would not be helpful.

Moving forward, it was agreed:

- To keep lines of communication open
- The Chair and Acting Principal to meet regularly
- Convene a sub group of Human Resources if necessary
- The Board not to put too much pressure on staff

7 Succession Planning including Committee Memberships

The Chair spoke to the report that had been issued. Ministerial Approval had been received for the following Board Members to have their term of office extended as follows:

- Delia Holland, for 3 years
- John Henderson, for 3 years
- Barry Graham, for 4 years
- Ros Francis, for 4 years

Board Members approved the following:

- Janet Brennan – to assume Chair of Human Resources Committee
- Janet Brennan – to join the Grievance/Appeals Committee, the Board Development Committee and Remuneration Committee
- Karen McGahan – to assume Chair of Finance & General Purposes Committee
- Karen McGahan – to join the Grievance/Appeals Committee, the Remuneration Committee and the Board Development Committee

➤ Finance & General Purposes Committee

Members agreed to the proposal of a minimum of two non-executive members at each Finance Committee meeting.

➤ Audit Committee

Board Member reported on the requirement to fill a vacancy in the Audit Committee, to help achieve a Quorate position for each meeting.

Board Member John Henderson reported that he will be resigning as a College Representative from the Crichton Foundation. He explained to members that the Crichton Foundation is a charitable organisation who provide grants and support the broader work of the Crichton Campus. John

encouraged members to notify their interest, advising that meetings are held quarterly. The Chair suggested that it was important to have a college representative on the Crichton Foundation. Janet Brennan suggested that the Student Association apply to the Foundation for their gardening project. **Decision:** Members noted and approved the changes to the Board Committee Membership, highlighted in Appendix A.

Actions:

- Members to submit notes of interest directly to John Henderson to represent the college on the Crichton Foundation
- Student Association to apply to the Crichton Foundation for funds for their gardening project

8 Dates of Board and Board Committee Meetings 2019-20

The Board Secretary spoke to the Draft Schedule of Board and Board Committee Meetings for 2019-20 which had been issued, asking members to approve the dates.

The Executive Assistant advised that the 2019 HN Graduation Ceremonies were both taking place in August:

- Stranraer – Tuesday 13 August
- Dumfries – Thursday 15 August

She explained that the Stranraer Ceremony which normally takes place in June will be held in August this year, which allows for any delayed results/holds to be processed.

Decision: Members noted and approved the dates.

9 Strategic Risk Register

The Acting Principal spoke to the Strategic Risk Register that had been issued, reporting on the changes made, including:

- **Risk No 2.1** – Arithmetical error – Post mitigation score amended to 6 (noted by F&GP Committee)
- **Risk No 2.5** – Comment ‘Only £25,000’ added under mitigation (recommended by F&GP Committee)
- **Risk No 3.5** – ‘**Industrial Relations Problems**’ Likelihood increased to 5 as EIS have announced dispute with Management side and are currently balloting members re taking industrial action.
- **Risk No 3.11** ‘**Failure to meet the SOSEP funded project deadlines**’ This risk has been added after discussion at the previous BoM meeting to highlight the importance of meeting project deadlines and milestones.
- **Risk No 3.12** – ‘**Failure to reach contractual agreement with CITB regarding delivery of Construction related Apprenticeships**’. Failure to reach contractual agreement with CITB regarding delivery of Construction related Apprenticeships. New risk added as agreement has not been reached and matters are becoming ‘business critical’.

Decision: Members approved the Strategic Risk Register

10 Student Association Accounts

The Student Association President spoke to the report which had been issued. The Chair of the L&T Committee advised that the committee had seen more detailed projected spend. The total anticipated funds for the AY 2018-19 is approximately £15,000.

Following discussion on the Student Association Accounts, and whether a separate account is required to be presented to the Board, it was agreed that moving forward the Accounts for the Student Association would be itemised in the overall accounts.

Members noted the report.

The VP L&S and Executive Assistant left the meeting for the confidential discussion.

11 CONFIDENTIAL ITEM - for Board Members only:

Joint Vision and Follow Up re: Options Review for Collaborative Work with Borders College

Before presenting the paper issued the Chair stated that the Board controls the direction and pace and it is for the Board to consider and decide on the recommendations made. The paper summarises discussions held since the Board meeting in December 2018 and the same information has been shared and discussed at the March 2019 Board Meeting of Borders College.

The Chair summarised the content of the paper. As agreed at the last Board meeting the Joint Chairs duly approached SFC for funding to identify and explore the potential collaboration models for future working and also shared the agreed Joint Vision. SFC would like to see the work framed more specifically before considering funding and invited the Joint Chairs to meet with them. At the meeting a number of issues that affect the South of Scotland were discussed and also the potential to create a new type of institution for the south of Scotland.

The Chair stated that he and the Borders College Chair are of the view that before considering other collaborative options, each Board should consider whether it is prepared to explore the creation of a new type of tertiary institution. Both Chairs propose that a joint working group of Board Members from each college should be established. The Chair then opened the meeting to discussion, following which a decision was to be made.

There was a mixed response to the proposals. With some strong views against looking at only one option, without considering other options that may be worthy of consideration. Other views were that if the Board was being asked to look at this, it should be considered with regard to exploring the benefits may be achieved.

The Chair emphasised to Members that any decision to progress this is entirely a matter for the Boards of the Colleges.

Discussion also took place regarding establishing a joint working group. It was agreed that the Members from this Board should include the Chair, Vice Chair and Committee Chairs. Other Board Members wishing to be a part of this group should approach the Chair.

Following discussion, the following recommendation was voted upon, using a show of hands.

'The Board supports exploration of a new type of tertiary institution and that a joint working group be established'

The result of the vote was:

- Accept – 9
- Against – 2
- Abstained – 2

The recommendation was approved.

Decisions:

- The Board supports the exploration of a new type of tertiary institution
- The Board supports the establishment of a joint working group, with Members from this college being the Chair, Vice Chair and Board Committee Chairs

Actions:

- The Joint Chairs to discuss the outcome from both Board meetings
- The Joint Chairs to set up the joint working group
- Board Members, in addition to those agreed, wishing to join the working group to approach the Chair

12 Chair's Annual Performance Review

Board members had indicated a high level of satisfaction especially in the Chair's role as Regional Chair, ensuring Dumfries and Galloway College remains at the forefront of both regional and national activity.

Following a very positive annual performance review, the Vice Chair reported that the following four key areas for development had been identified for the coming year:

- 1.1 To continue to work with Committee Chairs towards clarifying the Terms of Reference and role of Committees to avoid duplication of discussion and further reduce the length of Board Meetings.
- 1.2 In conjunction with the Principal and Chair of the Remuneration Committee, to review and refine the process of setting and monitoring the College Principal's Objectives.
- 1.3 In conjunction with the Principal and Chair of the Finance and General Purposes Committee, to monitor the ongoing financial situation of the college, in line with Vision 2020 and bearing in mind the deficit in 2018.
- 1.4 Together with the Principal, to monitor progress on the SOSEP Project and to keep Board Members informed of any developments regarding possible future joint working with Borders College.

Members noted the content of the paper and the the Vice Chair thanked the Chair on behalf of the Board for all his hard work.

The VP L&S and Executive Assistant returned to the meeting.

Refreshments at the break were served by the hospitality students, from the City & Guilds Level 2 course. The Chair thanked the students for their traybakes and refreshments. Members commented on the professionalism of the students and quality of the food.

13 Matters for Decision from the Learning & Teaching Committee

13.1 Digital Skills Strategy

The Board of Management approved the Digital Skills Strategy, as a key college strategy moving forward.

13.2 Curriculum Development Plan – 2019-20

The Board of Management approved the Curriculum Development Plan 2019-20, following recommendation from the Learning & Teaching Committee.

13.3 Revised Admissions Process

The Vice Principal Learning & Skills presented the revised Admissions Process to the Board of Management, following discussion at the Learning & Teaching Committee.

14 Matters for Discussion

SI: SoSEP – Progress Report

The Acting Principal reported on the information that had been shared with Board Members, including:

- A joint report that had been submitted to the SFC which includes a spend v's variances
- A Risk Register for the project
- Weekly update examples around Governance of the project

The Acting Principal reported on the key highlights of the project:

- Kerry Martin has been appointed as the Project Manager, three days a week
- The Contractors were appointed yesterday. The same Contractor for both Dumfries and Stranraer
- Schools and Spokes - discussions are ongoing with the Education Department in terms of naming schools to pilot
- There will be a pilot with the Bridge
- The project is still within the timescales and on budget

Members noted the report. Members asked that a report which shows progress against agreed project milestones be presented in future.

Action: Future reports to include progress against agreed project milestones

15 SI: Borderlands (Update)

The Acting Principal reported that no recent meetings had taken place. Following recent news reports there was funding of £85 million available over a number of years, of which there is huge demand on the spend for various projects.

Members noted the update.

16 SI: South of Scotland Enterprise Agency (SOSEA) (Update)

No further discussion on this standing update, as discussions included within agenda item number 2.

17 ROA 2019-20

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

- Reflects governments changes in priority

Board of Management

- There are 154 guidance points and so far, the feedback is that a considerable amount are well covered by work in the college. A meeting has been arranged with the Outcome Agreement Manager for the college to discuss and address these key points.

The Acting Principal encouraged members to vote online for funding for the Breakfast Club. He advised that more work had been planned for Healthy Body, Healthy Minds next year.

Members noted the update.

18 Regional Chair's Report

The Chair spoke to the report which had been issued, and also mentioned:

- Institute of Directors – look at joint event in college (including Board Members and Stakeholders)
- DYW – Graham Galloway has been appointed, following Tricia Hunter's retiral

Following earlier conversation regarding workload, Board Member John Henderson spoke of his concern over the Regional Chair's commitments both Nationally, Regionally and within his position as Regional Chair of the college. The Chair recognised this and thanked John for his concerns. The Chair also referred to the important role and work done by our Board Committees and their Chairs.

Members noted the report.

19 Acting Principal's Report

The Acting Principal spoke to the report which had been issued, in particular:

- Congratulations to the Student Association President and Vice President who have been nominated as Office Bearers of the Year
- Innovation Fund – CITB are actively seeking the college to submit a bid. The plan would be to submit a joint bid with Borders College, which fits in with the SoSEP model

Members noted the report

20 President of Student Association Update Report

The President of the Student Association spoke to the report which had been issued, highlighting key points including:

- The Student Association have been nominated as Best Officer Team of the Year – one of four in the shortlist, from all of the colleges and universities in Scotland
- Arrangements in place for End of Year – old School Sport Day: Tuesday 21 May (Joint event for Dumfries and Stranraer). The SA President welcomed Board Members to this event

Members noted the report and the recent developments that the Student Association had been involved in.

21 Agenda items for Next Board Meeting

The Chair welcomed agenda items for the next Board Meeting, to be held on Tuesday 4 June 2019.

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

22 Matters for attention from Board Committees

Draft Minute – HR Committee – 12 February 2019

The Interim Chair of the Human Resources Committee highlighted key discussions, including:

- Staff Survey – disappointment with the low response rate, with just over 1/3 of the workforce. The Head of HR to provide a more detailed analysis of the results to the Human Resources Committee

22.1 Equality and Diversity Report to the Board

Board Member Sue Livermore spoke to the report and the three appendices. She reported on a National Local Strategic Diversity Working Group taking place today. Members noted that Sue (Equality & Diversity Officer for the college) was well recognised locally in her role with Equality & Diversity.

Members noted the report and the three Equality and Diversity Appendices.

23 Draft Minute – Remuneration Committee – 12 February 2019

The Chair of the Remuneration Committee asked to formally note her appreciation of members recent 'votes by email' following previous discussion.

24 Draft Minute – Audit Committee – 19 February 2019

Members noted that the Internal Audit appointment had been extended.

24.1 Whistle Blowing Policy

Members noted the changes in the Whistle Blowing Policy, the policy having been approved by the Audit Committee.

24.2 Anti Fraud & Corruption Policy

Members noted the approved the Anti-Fraud & Corruption Policy, approved by the Audit Committee.

24.3 Risk Management Policy

Members noted the Risk Management Policy, approved by the Audit Committee in February 2019.

Action: The Chair and Board Secretary to look at Training and Development on Risk for Board Members

25 Draft Minute – Finance & General Purposes – 26 February 2019

The Chair of F&GP Committee highlighted key discussions, including:

- Timetable of Work – the Chair recommended the schedule as an approach for other committees

The Regional Chair thanked the Chair of F&GP for her term in office as Chair of F&GP and welcomed Board Member Karen McGahan as the new Chair of the Finance & General Purposes Committee.

Discussion surrounded the two ALFs discussed at the last meeting and subsequently included in the minute. For clarity, it was agreed to amend to recognise the two different ALFs. The college ALF to be formally closed, currently waiting on formal approval from Companies House. The college has a balance remaining in the Scottish Colleges Umbrella Foundation

Action: The Board Secretary to amend the F&GP minute of 26 February to highlight the difference between the two Arms Length Foundations

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

The Chair of the L&T Committee highlighted key discussions, including:

- College Academy – is the revised name of the schools link
- CTS re-branding, now known as the External Development Team
- Student Engagement – the change in the way that bursaries are being awarded, including the internal judgement by the Lecturer on student engagement

27 Matters for Information**National Bargaining Update**

The Acting Principal reported that the next planned strike for the Lecturing staff was scheduled for the 21 March. He advised that no agreements had been reached from recent meetings and that discussions were ongoing.

Members noted the update.

28 Board Links, Learning for Leading Scheme (Update)

The Board Secretary spoke to the report which had been issued. The Board Secretary advised that a Board Member is required to fill the Board Link to the Business Development Unit, following the recent retiral of the current linked Board Member. Positive feedback from staff in college had been noted with the Board Links.

Action: Board Members to forward notes of interest direct to the Board Secretary for the Business Development Unit

Members noted the report.

29 Indicative Offer of Grant

The Acting Principal spoke to the report which had been issued providing key aspects of the indicative grant allocations. Members noted:

- £185,043 additional core funding, representing a 'flat cash' settlement
- Capital Maintenance decreased by 52%
- The Estates Conditions report is not fully funded – feedback has been included in the CDN Consultation Report to the Scottish Government
- Maximum bursary increased by 5.9%
- The additional 350 credits (ie approximately £90,000) is not guaranteed for this year yet

Members noted the key aspects of the Indicative Grant Allocation for 2019-20.

30 Good Governance Consultation Feedback

The Board Secretary asked members to note the letter received from Richard Lochhead MSP in terms of changes in Governance. The Scottish Government Good College Governance Consultation had also been circulated for member's information. Board Secretaries had been asked to provide feedback collectively by 28 March.

31 Joint Academic Strategic Group Consolidated Outcome Agreement for the Crichton Partners

The VP L&S advised that the Joint Academic Strategic Group Consolidated Outcome Agreement for the Crichton Partners 2018-19 had been circulated to members for information. The VP advised that the Outcome Agreement Manager had agreed to change the framework and layout for the 2019-20 report.

32 Any other business**32.1 University of Glasgow Incident**

The Acting Principal reported on a note of thanks received from the Police for the valuable support and assistance from Kenny Henry and the Estates Team on the 7 March following a recent incident at the University of Glasgow.

33 Date and time of Next Meeting

The next Meeting of the Board of Management will take place on Tuesday 4 June, 1–5 pm at Dumfries Campus.

Further dates:

- Board Development Event: Wednesday 24 April 2019, 10 – 3 pm
- Stranraer HN Graduation Ceremony: Tuesday 13 August 2019
- Dumfries HN Graduation Ceremony: Thursday 15 August 2019
- Celebration of Learning Events:
 - Prince's Trust Graduation: Thursday 11 April 2019, 6 pm
 - End of Year Exhibition for Creative Industries Preview: Friday 7 June, 4:30 – 7 pm
 - Hospitality, Sport & Fitness, Passport to College: Wednesday 12 June, 10:30 – 12:30

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 Member Vacancy

2.1 Board Member Appointment:

Stuart Martin retired from the Board on 2 March 2019. Following a successful recruitment process, with 6 applicants and 4 strong candidates shortlisted for interview, with interviews being held on 30 May 2019. The panel should be in a position to inform the Board of their preferred candidate on 4th June, and request approval to appoint, subject to Ministerial Approval.

2.2 Potential of other Applicants

Consideration will be given to the potential involvement of lay members being co-opted to Board Committees as a way of developing potential and harnessing the knowledge and experience offered.

3. Student Board Member Term of Office

Nikki Vjatschslav and Ailsa Paton, Student Board Members, terms of office finish on 30 June 2019. Elections for these positions for 2019/20 have taken place and the new President and Vice Presidents will commence their contracts on 1 August 2019. They are:

- Nikki Vjatschslav, Student Association President, based in Stranraer
- 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 finishes on 28 August 2019. Elections for this position are underway, the voting closes on 10 June, and announcement of the successful candidate will be made by 13th June 2019.

5. Succession Planning for Chairs of Board Committees

It is Good Practice, generally, to have a succession plan for the Board that develops Board Members, harnessing the great range of talent that we have. One element of this, which was approved in June 2018, is to have a term of tenure for Committee Chairs of three years, enabling a number of Board Members to undertake these roles.

The 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.

Board of Management

Over the last year Chairs of Committees have been reviewed and new Chairs are now in post for the Finance and General Purposes, Learning and Teaching and Human Resources Committees.

As agreed in 2018, the final areas for review prior to June 2019, are the Chair of the Audit Committee and the Vice Chair and Senior Independent Member role (covered in section 6).

It is recommended that Hugh Carr remains as Chair of the Audit Committee, starting a 'second' tenure as Chair from 1 September 2019, for a further two years.

6. Vice Chair and Senior Independent Member (SIM)

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. The Board Development Committee propose to the Board that these roles are undertaken by separate Board Members.

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 Chair. I propose, therefore, that the Board Secretary reports on her research on this matter and that reference is also made to the paper produced by Delia Holland in 2017 and then a decision can be made by the Board.

6.1 Vice Chair

Three members responded to a request for Board Members to note their interest in the role of Vice Chair. Following discussion with the Chair, the three Members who wished to be considered are:

- Delia Holland
- Pat Kirby
- Naomi Johnson

Following a confidential voting process, by email, of Board Members, the Board Member receiving the most votes, and therefore elected as Vice Chair is Delia Holland, subject to ratification by the board at the meeting on 4 June 2019.

Regarding the term of office, it is proposed that the term of office for the Vice Chair is either:

- a) A period of 2 years, from 5 June 2019

or

- b) The term of office and role of Vice Chair to be further discussed at the next Board Development Committee, with any revision to the recommendation coming back to the Board for approval

Board of Management

7. Board Committee Membership

The committee Chairs of the Finance & General Purposes and Audit Committees are still looking to recruit new members to increase the membership. The terms of reference (TOR) for the Finance & General Purposes Committee allow for this, but the Audit Committee TOR will require a change to state that the membership is 5-6 non-executive Board Members.

The current vacancies left by Stuart Martin's retirement will be reviewed following recruitment of the new Board Member.

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

8. Recommendations

It is recommended that the Board:

APPROVE:

- The appointment of the preferred candidate as Board Member, subject to Ministerial Approval
- Hugh Carr to undertake a second term of tenure as Chair of the Audit Committee from 1 September 2019
- Delia Holland to be appointed as Vice Chair of the Board
- The term of office for the Vice Chair position is either:
 - a) A period of 2 years, from 5 June 2019
 - or
 - b) The term of office and role of Vice Chair to be further discussed at the next Board Development Committee, with any revision to the recommendation coming back to the Board for approval
- 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

DISCUSS, DECIDE AND APPROVE:

- Whether the roles of Vice Chair and Senior Independent Member are to be held by separate Board Members

NOTE:

- The new Student Board Members, who will commence on 1 August 2019
- Progress regarding the elections for the Academic Staff Board Member
- Changes to Board and Committee Memberships highlighted in Appendix A, subject to approval of the proposals within this paper.

Brian Johnstone
Board Chair
31 May 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, (Vacancy), 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 (Vacancy): Plus Additional Member required
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), Ros Francis and Sue Livermore: Plus Additional Member required
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 and Skills); Vice Principal (Business Development & Corporate Services); and Heads of Curriculum Peter Woods, Gillian Pearce, Paula Hailey
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 2018/19****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 years.” An externally facilitated evaluation was undertaken in 2017.

In line with this and the Board Development Framework, the Board Evaluation for 2018-19 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
- 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 will be undertaken over the summer and individual development plans agreed.

2.2 Evaluation of the 2018-19 Board Development Plan

A review of the plan was undertaken at the Board Development Event held on 24 April 2019. From this, the evaluation of the Board Development Plan been drafted, attached.

This includes any actions outstanding, to be brought forward into the 2019-20 plan

2.3 Board Self Evaluation 2018-19

The Board Development Framework states there should also be an externally facilitated evaluation of its effectiveness every three years to five years. Well performing Boards should aim to commission an external evaluation at five years, rather than three, to enable ‘staggering’ of the number of Boards being evaluated over the years. We were considered as well performing and so the proposal is for this college to have an external evaluation in 2022.

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 2017-18 it is proposed to target areas for 2018-19. These being to evaluate the Audit Committee and to review the Terms of Reference of the Learning and Teaching Committee. In addition, the Board Links scheme will be reviewed in September 2019.

Learning and action points will be taken from these reviews to be included in the 2018-19 Board Development Plan.

4 2019-20 Board Development Plan

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

Any additional development that the Board wish to include will be considered for the plan.

Board of Management

5. Recommendations:

The Board is asked to:

- Note the content of the report
- Approve the Evaluation of the Board Development Plan 2018-19, noting the developments to be brought Forward to 2019-20
- Approve that the next Externally Facilitated governance review should be at 5 years, in 2022
- Approve the proposed areas for self-evaluation for 2019-20

Ann Walsh
Secretary to the Board of Management
28 May 2019

Board of Management

Evaluation of Board Development Plan 2018-19

Code of Good Governance Criteria Development Planned for 2018-19	Our performance in the last 12 months	Outstanding Actions to be included in the 2019-20 Board Development Plan
<p>1. LEADERSHIP & STRATEGY</p> <p>To improve how we link strategic priorities of the sector with the strategic priorities of the college in order to maximise funding and to inform decision making</p> <p>To understand and improve how, as Board Members, we affect change within the sector nationally and regionally through an improved internal information system</p>	<p>1.1 Board Engagement</p> <ul style="list-style-type: none"> Implementation of Board Links scheme commenced in September 2018 with positive feedback from Board Members and Curriculum Managers <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"> Regular weekly 'Blogs' have provided by managers within the college for Board Members and staff of the college. The content has been very informative and extremely helpful <p>1.4 SoSEP</p> <ul style="list-style-type: none"> Governance arrangements are in place and reports come to each Board meeting. Specific finance and Learning & Teaching reports are presented to the relevant committees 	<p>1.2</p> <ul style="list-style-type: none"> Stranraer Strategy to be reviewed within the overall Strategic Review to be undertaken in 2019-20
<p>2. STUDENT EXPERIENCE</p>	<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 Interim budget update and benefits report received by F&GP Committee in Nov 2018 and also by L&T Committee in Feb 2018, reporting positive impact from the changes 	<p>2.1</p> <ul style="list-style-type: none"> Impact to be considered against the next national student survey results

Board of Management Evaluation of Board Development Plan 2018-19

Item 7.3
BoM 04.06.19

Code of Good Governance Criteria Development Planned for 2018-19	Our performance in the last 12 months	Outstanding Actions to be included in the 2019-20 Board Development Plan
3. ACCOUNTABILITY	3.1 Board Meetings <ul style="list-style-type: none"> Review of the effectiveness of meetings has been ongoing. The agendas are reviewed prior to agreeing the content and having indicative times to the agenda is helping to ensure appropriate items and discussion time is available for the Board. 	3.1 Board Meetings <ul style="list-style-type: none"> Continue to review and improve the effectiveness of meetings
4. BOARD EFFECTIVENESS	4.1 <ul style="list-style-type: none"> The Chair and Secretary of the Multi-cultural Association visited the to continue communications and sharing of information 4.2 Board Member Induction <ul style="list-style-type: none"> Further review of Board Member Induction Programme using a suggested checklist has been developed and is reviewed and targeted to individual needs for each new Board Member 4.3 Succession Planning <ul style="list-style-type: none"> Review has continued with update papers and proposals to each Board Meeting. 	4.3 <ul style="list-style-type: none"> Succession Planning will continue, with particular attention to preparing for changes as terms of appointment end
5. INDIVIDUAL EFFECTIVENESS	5.1 CDN Board member Induction Programme <ul style="list-style-type: none"> 3 Board Members have attended this training during 2018-20 5.2 Training <ul style="list-style-type: none"> Regional Chair, Board Members and Board Secretary have accessed/attended CDN workshops and on-line training A range of development opportunities have been accessed, along with personal development into specific areas, including participation in the Board Links Scheme 	5.2 <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

Board of Management Evaluation of Board Development Plan 2018-19

Item 7.3
BoM 04.06.19

Code of Good Governance Criteria Development Planned for 2018-19	Our performance in the last 12 months	Outstanding Actions to be included in the 2019-20 Board Development Plan
6. RELATIONSHIPS & COLLABORATION	<p>6.1</p> <ul style="list-style-type: none"> o Reciprocal arrangements have been made with Ayrshire College for attendance to each other's meetings. This will commence during 2019-20 <p>6.2</p> <ul style="list-style-type: none"> o Joint meetings have continued with Borders College. <p>6.3</p> <ul style="list-style-type: none"> o Visit from Board Member of NHS Board o Linked with, and have two Board Members also on, the DYW Board o The Chair of SOSEP attended the Joint meeting with Borders College Board on 6 Nov 2018. o Collaboration across the South of Scotland has continued. A joint Vision has been agreed and discussions are underway regarding the work required to identify the future collaboration model/s 	<p>6.1</p> <ul style="list-style-type: none"> o 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"> o Continue joint Board Meetings with Borders College <p>6.3</p> <ul style="list-style-type: none"> o Develop/Maintain links with other Stakeholders o Develop collaboration across the South of Scotland

Board of Management

DRAFT BUDGET FOR 2019-20

1. PURPOSE OF REPORT

The purpose of this report is to approve the initial budget proposals for the 2019-20 financial year.

2. REPORT

The Scottish Funding Council provided the indicative allocations of grant funding for 2019-20 on 28 February, with an aim to finalise the funding offer in May pending finalisation of the Outcome Agreements with the college sector for 2019-20. Any changes to the grant offer from SFC will be reported to this committee in future budget updates.

This report has been drafted with the aim of achieving an underlying break-even out-turn for 2019-20. No contingency has been included in the current budget allocations, but any savings identified following completion of budget discussions will be allocated to a contingency to provide some budget cover for future changes.

The approach to budget setting for 2019-20 has been 'Zero-based', with each budget holder asked to set out their requirements for 2019-20, as well as any areas where savings can be made. That process is still ongoing, and budget holders are being supported to help them provide the information necessary. Total non-pay budget for 2018-19, excluding depreciation, amounts to £2,475,000 which represents approximately 20% of the overall costs for the College. Planned savings amount to £130,000.

All budget requests will require to be scrutinised and approved by the Executive Management Team. As the total request for non-staff budget has not yet been finalised, the figures in this report have been based on the forecast spend for the current year, with changes applied relating to the South of Scotland Enterprise (SoSEP) project and other known changes in order to provide initial high-level budget figures.

The Appendix to this report shows a detailed breakdown of income and expenditure items, with the format of the report showing the net operating results and the non-cash and other adjustments highlighted, which mirrors the format of the year-end financial statements.

Key Assumptions

The key assumptions made for the draft budget are set out below.

Board of Management

Income

SFC Grant Allocation

As highlighted in the summary reported to the Board meeting in March, the core funding indicated by SFC includes additional costs to meet national bargaining pay harmonisation costs and is effectively a 'flat cash' settlement.

The capital maintenance grant has decreased by 52% and is intended to provide a 'contribution towards backlog and life cycle maintenance'.

The table below shows a comparison of the indicative allocation of core grant and credit target for 2019-20 compared to the current year:

	2018-19	2019-20	<i>change from 2018-19</i>	
Credit Target	30,176	30,176	-	
Additional allocation of credits	350		-	350
Core Funding	9,073,517	9,820,471		746,954
In-Year additional Credit funding	53,914	-	-	53,914
National Bargaining Funding	771,126	209,215		
	9,898,557	10,029,686	131,129	1%
Capital Maintenance	381,214	184,000	-	197,214 -52%

Other Income

SAAS fee income has been based on target numbers of HE students for 2019-20, with some allowance for places not filled, and some students leaving before the cut-off date for fees.

Commercial income has been based on the curriculum plan and targets and planned activity for 2019-20.

Board of Management

Fees for SDS and other fee income has been based on planned activity for the period.

Expenditure

Salaries

The total salary budget has been estimated at £9,700,000 which represents 80% of total costs, excluding depreciation.

Salary costs have been set based on the lecturing staff required to deliver the Curriculum Plan for 2019-20 and allowing for an increase in employer pension rates and current levels of support staff.

No allowance has been made for the Support Staff Job Evaluation Project. Any changes in salary costs will not be known for some time, and the costs are expected to be met for the period from SFC grant funding.

A pay award has been included in the forecast costs, which has been based on Public Sector Pay Policy of 3% increase for staff earning less than £36,500 and 2% increase for staff on higher salary levels.

Property costs

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

No allowance has been included to cover any development work, and any future plans will require to be costed and assessed against any funding which may become available.

SoSEP Project

Income and related expenditure for the SoSEP Project of £140,000 has been included in the budget, based on the forecast spend on running costs for the period as set out in the Project reports.

Student Support Funding

The indicative grant from SFC sets out the same level of cash as actually received during the current year, including the additional funding received for the In-Year Re-distribution of funds, which amounts to £2,554,000.

Board of Management

SFC have indicated that the Bursary Maintenance grant to students should increase by 5.9%, and the increased bursary for Care Experienced students will continue for 2019-20.

The College is able to determine the level of support we provide for Childcare and Housing costs to students. In previous years, the levels have been set at a conservative rate, with additional funds being distributed later in the year. An increase in rates has been proposed for 2019-20, which will bring the support in line with other colleges and aims to help with student retention.

Assets and depreciation

Depreciation costs and release of deferred capital grants re based on the asset register at April. The budget will require to be updated for capital expenditure from the SoSEP project, but the additional deprecation costs should be covered by release of deferred grants.

Contingency

No general contingency has been included in the budget at this time. The Executive Management Team aim to identify savings when the budget reviews have been completed, and those savings will be added to the contingency.

Out-turn for the period

The budget shows an Operating deficit of £659,000 and the underlying position after adjusting for depreciation and release of deferred capital grants is a net surplus of £3,000.

3. RECOMMENDATION

The Finance and General Purposed Committee reviewed and approved the 2019-20 budget at its meeting on 14th May 2019. Members are asked to accept the Finance and General Purposes Committee recommendation to approve the budget for 2019-20.

Board of Management

APPENDIX

Budget Summary:	Forecast for 2018-19	Budget for 2019-20	Change from 2018-19 forecast
Income	£	£	£
Grant Income			-
- SFC Core grant	(9,148)	(9,820)	(672)
- SFC NB Grant	(549)	(209)	340
- FWDF Grant	(152)	(153)	(1)
- CCLG grant	(41)	(48)	(7)
- Access to free sanitary products	(35)	(35)	0
- SoSEP grant	(1,000)	(141)	859
- Other SFC grants	(12)	(12)	0
- Hollywood trust grant	(47)	(2)	45
- ALF grant	(45)	0	45
- Other grants	(17)	(12)	5
- Capital maintenance grant	(381)	(184)	197
- Release of deferred capital grants	(762)	(752)	10
Fee Income	(1,494)	(1,508)	(14)
Other Income	(67)	(53)	14
Total Income	(13,750)	(12,930)	820
Expenditure			
Total Pay Costs	9,291	9,700	409
Property Costs	780	685	(95)
SoSEP costs	1,000	141	(859)
Supplies and Services	670	439	(231)
FWDF costs	153	153	0
Other Employee Costs	186	189	3
Telephones and IT Infrastructure	368	376	8
Transport	61	60	(1)
Refectory	8	5	(3)
Other	167	150	(17)
Registration costs	211	211	0
Marketing	68	66	(2)
Depreciation	1,438	1,414	(24)
Contingency	0	0	0
Total Other Costs	5,110	3,889	(1,221)
Total Expenditure	14,401	13,589	(812)
Operating Surplus/ (Deficit)	(651)	(659)	8
Adjustment for non-cash and other items:			0
Non-government capital grants (ALF)	0	0	
Depreciation net of deferred grants released	676	662	(14)
Underlying Operating Surplus/ (Deficit)	25	3	(22)

Board of Management

Student Support:		Forecast for 2018-19		Budget for 2019-20		Change from 2018-19 forecast
Income		(2,554)		(2,554)		0
Expenditure		2,554		2,554		0
Net costs		0		0		0



DUMFRIES AND GALLOWAY COLLEGE

Financial Planning and Forecasting

FINAL Internal audit report: 7.18/19

12 April 2019

This report is solely for the use of the persons to whom it is addressed.
To the fullest extent permitted by law, RSM Risk Assurance Services LLP will accept
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Debrief held	21 March 2019	Internal audit team	Robert Barnett, Head of Internal Audit
Draft report issued	28 March 2019		
Responses due by	12 April 2019		Philip Church, Client Manager
			Gregory Barnett, Lead Auditor
Final report issued	12 April 2019	Client sponsor	Head of Finance
		Distribution	Head of Finance

1 EXECUTIVE SUMMARY

1.1 Background

As part of the agreed annual internal audit plan for 2018/2019, we performed a review of financial planning and forecasting at Dumfries and Galloway College.

On an annual basis, Dumfries and Galloway College must submit a Financial Forecast Return (FFR) to the Scottish Funding Council (SFC). The FFR is submitted using a template Excel spreadsheet supplied by the SFC and the submission deadline for 2018/2019 financial year was 28 September 2018.

The coversheet of the Financial Forecast Return states that the Board of Management must review and approve the return, working sheets and assumptions used prior to submission. This is confirmed by the college Principal signing and dating the FFR coversheet.

The FFR contains performance figures from the prior two financial years and forecast figures for the coming five years. New to the 2018/2019 forecasting process, the SFC now require a risk assessment to be performed, highlighting known risks to the college, which may prevent the forecast figures being attained.

The finance department at Dumfries and Galloway College consists of four members of staff lead by the Head of Finance. The Head of Finance has been in the post for 13 years, independently creates and prepares the budgets, Forecasts and the FFR.

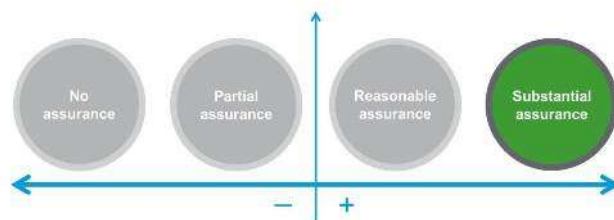
1.2 Conclusion

Our review confirmed that overall the college has maintained robust processes used in the preparation, approval and submission of the FFR. Therefore, as a result of this review, we can offer the opinion of **substantial assurance** regarding the processes and procedures included within financial planning and forecasting.

As highlighted within the key findings below, we have identified two opportunities for improvement. Please see section 1.3 for further details.

Internal audit opinion:

Taking account of the issues identified, the Board can take **substantial assurance** that the controls upon which the organisation relies to manage the identified risks are suitably designed, consistently applied and operating effectively.



1.3 Key findings

The key findings from this review are as follows:

- We confirmed that guidance for assumptions used was issued by Scottish Funding Council through the "Call for Information". Through discussion with Head of Finance, we confirmed the assumptions used behind each line of FFR submission.
- We obtained a copy of financial statements for 2016/2017 and 2017/2018 financial years. We confirmed the income and expenditure figures had been correctly carried forward into the Financial Forecast Return.

- We confirmed the Financial Forecast Return was submitted by Head of Finance on 26 October 2018 to the 'isg-returns@sfc.ac.uk' email address. We noted further correspondence occurred between Head of Finance and Senior Financial Analyst from Scottish Funding Council, clarifying queries and providing further explanation.
- We confirmed the Financial Forecast Return had been submitted to Scottish Funding Agency was signed and approved by college Principal on date of submission, 26 October 2018. Through inspection of Board Minutes, we confirmed the five-year Financial Forecast Return was approved by the Finance and General Purposes Committee (F&GP) on 18 September 2018. We confirmed F&GP meeting minutes were accompanied by corresponding report for the Financial Forecast Return. Minutes of the F&GP Committee were reported up to Board of Management during meeting on 9 October 2018.
- We confirmed financial updates are created by Head of Finance monthly. These include adherence of actual YTD income/expenditure to budget and forecast. This includes a chart of proposed changes to forecast. We understand these updates are communicated to College Leadership Team (CLT) monthly through Admin Control app and financial updates are discussed at CLT meetings.
- We obtained a copy of budget for 2018/2019 financial year. We confirmed the draft budget was reviewed by the F&GP Committee on 22 May 2018. We confirmed the F&GP Committee recommended the budget to the Board and Board of Management approved the draft budget on 5 June 2018.

We noted the following opportunities for improvement

- Sensitivity analysis performed on the FFR workings spreadsheet tested only four parameters to a limited extent. Furthermore, there was no breakdown for sensitivity analysis per revenue/expense stream.
- We observed the "Key risk" page on Financial Forecast Return only had corresponding descriptions of actions planned to mitigate risks on three of the seven risks highlighted. The remaining Four highlighted risks had no explanation of how risk is to be mitigated.

Full details of these observations can be seen in Section two of this report.

1.4 Additional information to support our conclusion

The following table highlights the number and categories of management actions made. The detailed findings section lists the specific actions agreed with management to implement.

Risk	Control design		Non-Compliance with controls		Low	Agreed actions	
						Medium	High
Public sector funding cuts – forecast for sessions 2017 – 2018	0	(9)	2	(9)	0	2	0

2 DETAILED FINDINGS AND ACTION PLAN

Categorisation of internal audit findings

Priority	Definition
Low	There is scope for enhancing control or improving efficiency and quality.
Medium	Timely management attention is necessary. This is an internal control risk management issue that could lead to: Financial losses which could affect the effective function of a department, loss of controls or process being audited or possible regulatory scrutiny/reputational damage, negative publicity in local or regional media.
High	Immediate management attention is necessary. This is a serious internal control or risk management issue that may lead to: Substantial losses, violation of corporate strategies, policies or values, regulatory scrutiny, reputational damage, negative publicity in national or international media or adverse regulatory impact, such as loss of operating licences or material fines.

This report has been prepared by exception. Therefore, we have included in this section, only those risks of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

Ref	Control	Detailed audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
Risk: Public sector funding cuts – forecast for sessions 2017 – 2018						
i1	<p>Sensitivity analysis has been performed in the creation of Financial Forecast Return.</p> <p>This involves flexing certain assumed parameters to locate "pinch points" within the college forecast.</p>	<p>We understand the SFC FFR template has changed since 2017/2018 submission year.</p> <p>The required "sensitivity analysis" worksheet has been replaced by a "key risks" page, where material risks to income and expenditure are reiterated from the college risk register.</p> <p>We noted in the FFR workings spreadsheet, sensitivity analysis was performed, though only four parameters had been flexed; total SFC funding received, non-SFC income received, total non-staff costs and total staff costs.</p>	Medium	<p>The Head of Finance will perform further, more in-depth sensitivity analysis when evaluating the college's forecasts.</p> <p>This includes stress testing of income and expenditure streams on a line by line basis, highlighting potential areas of vulnerability for the college.</p>	01 October 2019	Head of Finance

Ref	Control	Detailed audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
		<p>Furthermore, there was no breakdown for sensitivity analysis per revenue / expense stream.</p> <p>If insufficient sensitivity analysis is performed, there is a risk that fluctuations in specific revenue/expense streams may lead to reduction in control of cash position.</p>				
2	A risk assessment has been performed as part of the Financial Forecast Return as per submitted to the Scottish Funding Council.	<p>We confirmed that seven risks were identified under the "key risks" page on the Financial Forecast Return submission.</p> <p>We further noted only three risks had corresponding description of actions planned to the mitigate risk.</p> <p>If the college does not effectively plan to mitigate identified risks, there is a risk the college may suffer negative symptoms associated with that risk.</p>	Medium	<p>Each risk as per highlighted within Financial Forecast Return will be assessed using the TARA matrix (transfer, accept, reduce, avoid).</p> <p>Each risk will contain sufficient comment regarding how risk is planned to be mitigated.</p>	01 October 2019	Head of Finance

APPENDIX A: SCOPE

The scope below is a copy of the original document issued.

Scope of the review

The scope was planned to provide assurance on the controls and mitigations in place relating to the following risk:

Objective of the risk under review	Risks relevant to the scope of the review	Risk source
Effective financial planning is undertaken in order to achieve the strategic objectives of the college.	Public sector funding cuts – forecast for sessions 2017 – 2018	Corporate Risk Register
Appropriate assumption / stress testing is undertaken on the financial plan to assess the financial sustainability of the college.		

When planning the audit, the following areas for consideration and limitations were agreed:

Areas for consideration:

The college is required to produce a financial plan that gives a realist review of the college's financial performance as a group, including subsidiaries and joint ventures, where applicable. The financial plan must also reflect the cost of implementing the college's strategy including income, expenditure and cash flows associated with projected levels of activity. Our review will consider the following areas:

- Formulation of the college's financial plan and it takes into consideration of the college's subsidiaries and joint ventures, where applicable.
- Review the college's financial plan to ensure it has been subject to robust review and approval by the Board.
- Whether the assumptions utilised for the financial plan appear reasonable, this will be undertaken by reviewing the backing documentation to support the assumptions used.
- Whether the annual budget has been subject to robust review and approval by the Board;
- Review of both the annual budget and the financial plan to identify how these align.
- Whether stress testing and sensitivity analysis in relation to the financial plan has been undertaken, including the use of multi-scenario testing. This will include a review of the parameters used and reasoning behind the use of these assumptions, and a reconciliation of a sample of figures to confirm the accuracy of the stress testing documented.
- How the financial plan has taken into account potential changes and horizon scanning, including any external advice.
- The governance structure in place to report on progress against the financial plan.
- Confirmation 'pinch points' have been identified and appropriate measures put in place.

Limitations to the scope of the audit assignment:

- We will not comment on the assumptions used.
- We will not perform scenario testing on behalf of the college.
- The scope of the work will be limited to those areas examined and reported upon in the areas for consideration in the context of the objectives set out for this review.
- We will not confirm whether the financial plan will be achieved.
- We will not seek to validate data included within the financial plan or within management reports.
- We will not review the setting and approval of the annual budget.
- Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

APPENDIX B: FURTHER INFORMATION

Persons interviewed during the audit:

- Karen Hunter, Head of Finance

Documentation reviewed during the audit:

- Financial Forecast Submission, 2018/2019
- Minutes of Board meeting, 5 June 2018
- Minutes of Finance and General Purposes Committee, 22 May 2018
- Minutes of College Leadership Team, 20 February 2019
- Scottish Colleges Foundation – Project Funding Application Form
- Scottish Funding Council - Call for Information Guidance
- Financial Update, January 2019
- Financial Statements, 2017/2018

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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Actions for improvements should be assessed by you for their full impact. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

Our report is prepared solely for the confidential use of **Dumfries and Galloway College**, and solely for the purposes set out herein. This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights from RSM Risk Assurance Services LLP for any purpose or in any context. Any third party which obtains access to this report or a copy and chooses to rely on it (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person's reliance on representations in this report.

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Board of Management

Strategic Risk Register

1 Introduction

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

2 The Report

- 2.1 The Principal and Executive Management Team routinely review the Strategic Risk Register to reflect the risks the College is facing and the mitigation that will be applied to each risk. There are currently 22 strategic risks, 6 of which are rated 9 (Amber = Significant risk) or above.

2.2 Reporting

The risk register has been around each board committee and has received appropriate approvals.

3 Recommendation

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

Andy Glen

Vice Principal Corporate Services and Business Development

May 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

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility/ Committee Oversight
2	Financial									
2.1	Change in SFC Funding Methodology and Allocation – Reduction in Funding	3	3	9	<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	3	12	<ul style="list-style-type: none"> Regular monitoring of budgets Regular review of financial strategy and non-core income sensitivity 	CLT 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

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

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

Risk Number	POTENTIAL CONTRIBUTING FACTORS			TREATMENT		POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility/ Committee Oversight
2	Financial (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. Current shortfall of approx. 450 credits – expected to achieve target, including ELC target. Indicated to SFC that we will take additional 350 credits this year 	ELT HoC HoP&Q 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

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

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

Risk Number	POTENTIAL CONTRIBUTING FACTORS				TREATMENT		POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility /Committee Oversight	
3	Organisational										
3.1	Legal actions; serious accident; incident or civil/criminal breach	4	5	20	<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	VPBD&CS VPL&S 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	

Post Holders	Board	Board of Management	HoC	Head of Curriculum	HoSS&G	Head of Student Support & Guidance
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Risk Number	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility /Committee Oversight
3	Organisational (cont.)									
3.5	Industrial Relations Problems (including industrial action)	4	5	20	<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	5	20	<ul style="list-style-type: none">Regular union/management dialogueRegular employee engagement monitoringOpen communication with staffEIS currently taking industrial (including strike) action.	ELT HoHR HR
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	3	12	<ul style="list-style-type: none"> Clear quality arrangements and priority actions Continuous self-evaluation and action planning Rigorous CPD arrangements in place Regular classroom observation and learner feedback arrangements 	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
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	4	16	<ul style="list-style-type: none"> Principal actively involved in national discussions Detailed scenario planning regarding costs of delivery and impact on college currently being completed Curriculum Manager involved in national forum exploring options 	PRIN VP L&S CM BoM

**Scottish Government Grants
Quarterly Monitoring Report**

(To be completed and returned by the lead SOSEP contact)

Project Title:	The South of Scotland Skills and Learning Network: Globally Connected, Regionally Focussed Project and Get that Degree – Articulation Project
Delivery Organisation:	Dumfries and Galloway College and Borders College
Geographic Area:	Dumfries and Galloway and Borders
SOSEP Contact:	Cathy Mitchell
Email Address:	cmitchell@sfc.ac.uk
Telephone Number:	0131 313 6699
Grant Period:	From: 08/2018 To: 10/2019
Reporting Period:	From: 1 Apr 19 To: 30 Apr 19
SG Lead Contact:	Kimberley Daly

Please select which SOSEP Workplan Theme your project contributes to:

Overarching	Communities	Farming, Forestry & Land Management	Education & Skills
Key Sectors	Business Support	Infrastructure	Support Costs

Our Economic Strategy and Programme for Government commit us to driving inclusive economic growth across the South of Scotland that sustains and grows communities, and harnesses the potential of people and resources.

Please outline how your project is helping us to deliver on that objective.

As with previous update this report retains the existing layout and is updated as the project requires.

The projects will deliver:

- the creation of hub and spoke model to provide new facilities across the South of Scotland to facilitate digital learning in rural locations; and
- the development of a coherent regional model to deliver increased pathways to higher education for learners in the South of Scotland through articulation

As a result of this investment the curriculum offer in the South of Scotland will better respond to regional need. The project seeks to address the immediate skills gaps identified in the region in key sectors such as energy, construction and engineering, and in care. Through digital connection to the project spokes it overcomes problems of access and widens choice to individuals, communities and businesses. The Hubs will enable

opportunities for upskilling and re-skilling to the current and future workforce, improving the competitiveness and productivity of South of Scotland businesses.

The second strand of the project has two stages in supporting the development of a coherent regional model to deliver increased pathways to HE for learners in the South of Scotland, which are recognised to be currently lacking, through articulation.

PROJECT MONITORING

Please detail the specific outputs and outcomes delivered, and progress made towards the achievement of agreed milestones during the reporting period.

Specifically, the funding will be used to support the delivery of:

- Three high quality learning centres that are digitally connected by August 2019;
- Three STEM hubs - physical and content – delivering training in three key economic sectors for the south of Scotland; and delivery of a mini-STEM hub for engineering at Stranraer Centre by August 2019;
- Two pilot digital spokes (Eyemouth High School and the Bridge, Dumfries) connected to the Centres and Hubs and to each other by August 2019;
- Further digital spokes connected to the Centres and hubs and spokes by August 2019;
- Further digital spokes connected to the Centres and hubs and spokes by August 2020;
- Enhanced volume of learners using articulation routes to successfully achieve higher learning outcomes;
- Routes for articulation in subject areas that support SOSEP priority sector areas; and
- Increased HEI engagement in the South of Scotland region

Progress as at the end of the reporting period is outlined below.

PROJECT GOVERNANCE AND MANAGEMENT

A process has been launched to develop a joint benefits realisation plan. This has resulted in a first stage strategic model being developed which will be supported by operational models for each project area and underpinned with SMART performance measures and a revision of the risk register. The revision of the risk register has commenced.

The part time Project Manager, Kerry Martin, commenced on 11 March 2019. Her role is to support and collate all strands of the project in Dumfries and Galloway.

DIGITAL SPOKES AND HUBS

Dumfries & Galloway Council have identified four schools throughout the region, in addition to The Bridge, which will take part in Phase 1 of the Project. The schools, which have been chosen for Phase 1 on the basis of rurality, equal opportunity, geographical location (1 in each area) and existing partnership links with Dumfries and Galloway College, are as follows:

Annan Academy
Castle Douglas High School
Douglas Ewart High School
Sanquhar Academy

A joint press release to this effect was issued by Dumfries & Galloway College and Dumfries and Galloway Council on 26 April.

Virtual classroom technology equipment has been purchased for the 3 hubs and 2 of the spokes. Once delivery received testing will be undertaken between the college and the education teams before deployment into the spoke sites.

Meeting with education service team on 25th March successfully demonstrated how the spokes will be able to access college resources from the education network. Connection was also successfully tested to the virtual classroom platform.

On 14 May Dumfries College hosted a trip to Ajenta's office in Edinburgh for representatives from Dumfries & Galloway Council, the Head Teachers from the appointed schools/spokes and College Staff. This provided the opportunity to gain knowledge and understanding in respect of the technological capabilities and see first-hand the learning/teaching options and opportunities.

All equipment for the identified hub rooms with Borders College has been purchased and is being installed ready for use. Training for staff on the use of the equipment will now be scheduled to ensure staff are familiar with the resource and can use it to its maximum potential.

The first spoke sites within the schools Earlston, Kelso, Eyemouth, Berwickshire and Selkirk are in the process of having equipment installed with hardware, connectivity and user acceptance testing to be scheduled to ensure that configurations are complete. Staff are to be engaged in training of delivery techniques and technicalities to ensure the completeness of delivery next session.

Further consideration is being given to the next phase of spoke sites alongside further discussion on-going concerning standardisation of timetabling for remote delivery of schools academy to avoid pressure on availability of digital spoke rooms.

Staff from the two Colleges attended an informative and positive meeting with University of Edinburgh to see how they have established their platform, and support for the organisation to promote digital delivery.

A domain name has been purchased, which can be used for the common platform. Digiskillscotland.com. A meeting is being held of the two College teams to discuss how the common platform will be established, and how we will develop common standards and policies for jointly developed and shared materials.

CARE HUBS

The internal layout for the D&G care hub is being finalised to incorporate some additional requirements. An order has been placed for a selection of the specific health care equipment. Delivery is planned for end June/beginning July. Further equipment will be ordered in due course.

Contract works cost have been received for the physical works and are being reviewed. Works are scheduled for during the summer break. Equipment for the Health and Social care rooms have been purchased

In Borders, we are currently awaiting quotes for the physical works. Equipment has been purchased and is ready to be set up when the physical space is available in the summer.

Meetings have been planned with Scottish Borders Council around the Older peoples Strategy for the Scottish Borders. Discussion will also be undertaken with Dumfries & Galloway on developing a care village in both areas. This will allow for a more joined up approach between the different partners including Housing, NHS and third sector so that we are not duplicating services. This will result in a work stream looking at service change that feeds into the Strategic Board.

STEM HUBS

Dumfries and Galloway College have moved to stage 4 of the project build which is looking at more detailed drawings, these are expected to be made available early next week.

Dumfries and Galloway College have been successful in obtain a funding grant of £195,000 for renewables to support this project.

Dumfries – All relevant planning permissions are now in place.

The tender process has been completed for the selection of the Principal Contract resulting in the appointment of Bell Contracts. Following a pre-start meeting, it was confirmed that work will commence on site on April 15th and is scheduled for completion at the end of August. Enabling works are advanced in preparation for the foundations to be laid for the extension and new build. The internal strip out of the Henry Duncan has been completed. Work is on schedule as per the agreed programme.

Stranraer – Enabling works commenced on 25 March and are due to be completed on The tender process has been completed for the selection of the Principal Contract resulting in the appointment of Bell Contracts. Following a pre-start meeting, it was confirmed that work will commence on site on April 15th and is scheduled for completion at the end of August. Enabling works well under way in preparation for the foundations for the extension. Work is on schedule as per the agreed programme.

A 3D walkthrough of the development has been created showing how the building will look. This was presented to the College staff and students on 21 March followed by and Q & A session.

Borders – the tender for the construction work has been awarded to Ogilvie Construction Limited with work commenced on site 22nd April and completion scheduled for Mid-August to ensure all completed ready for the start of the new Academic Year.

Ogilvie Construction are keen to be involved in the development of the materials and on-site videos that will be developed during the construction phase and will be used for future construction curriculum delivery. They see the value of using the opportunity and have ideas that could be incorporated into the development.

Staff from the Hawick campus have been decanted to suitable premises and classes are continuing in the new locations.

The Eco house drawings have been finalised and costings now agreed with the development scheduled and incorporated into the main building profile. This is an exciting aspect of the build work and will be included in the video progression work.

Borders College has now appointed a STEM Hub Manager who has many years experience within the STEM sector and will be commencing employment on the 10th June. This will facilitate the work already undertaken with regards to the reference document and strategy

for the STEM Hub and enable development of this in conjunction with local employers and industry within the region.

CURRICULUM DEVELOPMENT

The Colleges are meeting regularly in relation to shared resources for the sector with resources ready for uploading to the shared platform in August in readiness for the new Academic Year. The development of a dedicated VLE will ensure a consistent brand image so our new learners on these programmes will be aware they are part of an exciting time to be learning in the South of Scotland.

There has been further collaboration between the curriculum development teams of the two colleges, and more is scheduled to take forward direct actions that move things forward in terms of understanding development needs as well as the capital build. Action plan agreed for curriculum delivery between the Colleges.

Joint working is most advanced in relation to care. The Colleges are meeting regularly in relation to shared resources for the sector with resources ready for uploading to the shared platform in August in readiness for the new Academic Year.

In D&G

- Curriculum development is underway with lecturers being supported by our new e-learning technologist officer and e-learning technologist support. These posts are instrumental in directing new technologies which are being embedded into the teaching and learning material to change how we deliver the curriculum.
- **Care** – The development of the content of this course is in progress with a schedule for completion has agreed for the beginning of June.
- **Engineering** – HNC Electrical: AC & DC Principles Unit. The content of this course is progressing through development and is on schedule for completion by the end of May.
- HNC Electrical: Machines Principles Unit. Development of this unit is scheduled to begin in June.
- **Built Environment & Renewables** – Good progress continues to be made on developing the 12 week Sustainable Communities project.
- The content of the award has been updated to include some 'off the shelf' interactive activities. Some of the existing paper based materials are now digitised and embedded in to the Moodle format. Digitised team collaboration formats, team presentation templates and digitised activities are being considered/sourced or under development.
- The team are also looking at communication systems such as video conferencing, live feeds etc. to suit the level of student (S3 school groups)
- **Short course/Upskilling** – A selection of courses and qualifications have been identified and approved to trial different teaching and communication techniques with students engaged in open learning courses and work based learning qualifications.

In Borders

- **Care** - NPA Social Services & Healthcare (which is an SCQF level 6 award) course materials have been jointly completed and uploaded into Moodle ready for new

session. This will complement the NPA Social Health and Social Care: promoting Re-ablement being developed by Dumfries & Galloway.

- Higher Psychology is progressing with development work on an on line information sheet to be given to school staff and pupils to explain and manage expectations, along with specific plans for delivery in 2019/20 which includes a combination of on line and VC each week.
- PDA Acute and community Care (level 8) has now passed approvals panel and is ready for delivery. First cohort of students from the NHS have commenced.
- PDA Health and Social Care (level 7) is scheduled for student start in June.
- HNC Health & Fitness has been identified for digital development, looking at 3 units as a core element.
- STEM courses are also being identified for development and work scheduled.
- Continuation of planning for further online content and courses.

ARTICULATION

Following the availability of the report for the “Get That Degree” project, it was agreed at a recent Strategic Meeting with both Colleges and SFC that the proposed curriculums to develop would be presented to the College Principal’s by 15th May 2019. Once the agreement is reached for the pathways that are to be delivered in 2020/2021, the curriculum planning, alignment and partnership working will progress. Further discussions with the SFC will take place to finalise the funding model for delivery of the pathways once the above is agreed.

Following introductory meeting with Dumfries & Galloway College, Borders College, SFC, Forth Valley College and Stirling University further discussion is taking place with particular interest from Stirling University in new or niche areas of delivery e.g. Mountain Biking. As part of enabling and facilitating Borders College has undertaken a SWOT analysis of possible degree pathways that will help inform decisions going forward.

Open University – Discussions commenced regarding delivery of OU Sport Degree with OU support staff delivering- supporting students from Borders Campus. Meeting to be arranged with BC, D&G and OU

Queen Margaret University -

Interested in a further discussion with us around a potential Sports Therapy 3+1 route – QMU going to speak to the relevant Head of Division about it and let me know soon how they wish to proceed.

Another area QMU keen to discuss a pathway from your FA Food and Drink Tech into a potential new HN if we are interested, as a route into their new Food Science degree, once QMU are in a position to proceed with that. This one as likely to be 2021 at the earliest, but good to start discussions

Also possible new HN Tourism, Heritage and Events (developed with Newbattle) leading to QMU degree in Tourism, possible 3 plus 1 model

Heriot Watt- Creative Industries

The potential to look at Borders College and HWU working more closely on the Textiles, Fashion, Fashion Comms, Fashion Marketing and Retailing, Fashion Technology, Interior

Design, specifically the possibility of BC running courses which could feed into some of these programmes.

Through the discussions for potential articulation routes an agreement has been reached for Graduate Apprenticeships in management. An agreement has been developed that will see delivery of 5 Management GA's with candidates commencing in August 2019.

Napier and Edinburgh University

Initial enquiries have led to a scheduled meeting this month to discuss a pathway for Sport and Creative industries.

Please confirm whether the project is progressing as anticipated. If not, please outline any constraints or challenges experienced over the reporting period, and the actions taken / being taken to address them.

As previously notified there has been slippage from the original project development plan. This slippage is due to the timing of the announcement of funding which consequently affected the timeline of tendering for main construction works thereby reducing projected spending in FY 18/19. Formal confirmation of the carry forward of slippage is awaited.

The overall project is still on target to be completed by March 2020.

FINANCIAL INFORMATION

Please provide a detailed breakdown of actual expenditure to date for the reporting period, compared to planned expenditure detailed in your grant letter.

Spend up to end of April 2019

Expenditure	Revenue/ Capital	Planned	Actual	Variance
Planning application	Revenue	£5,000	£5,000	£0
Lead in		£0	£0	£0
Centre Construction works 1 - Stranraer	Capital	£79,800	£14,199	£65,601
Centre Construction works 2- Dumfries Renewable Technologies	Capital	£165,000	£0	£165,000
Centre Construction work 3 – Dumfries Care and STEM	Capital	£65,500	£0	£65,500
Centre construction works 3 Hawick		£0	£1,363	-£1,363
Hub development STEM Hawick – New Technology Kits	Revenue	£971	£51,786	-£50,815
Hub development (Gala) - IT software/services	Revenue	£1,200	£2,776	-£1,576
Hub development Care (Gala) - Equipment		£16,784	£23,647	-£6,862
Hub Development STEM/Care (Gala/Hawick)	Revenue	£12,397	£11,024	£1,373

Hub development (Gala/Hawick) - Project Management	Revenue	£34,491	£23,702	£10,789
Hub Development. Dumfries and Stranraer IT	Capital	£204,000	£0	£204,000
Hub Development Dumfries-Care Technology Kits	Capital	£312,000	£22,137	£289,863
Hub Development Dumfries-Renewable Technology Kits	Capital	£400,014	£59,838	£340,176
Spoke development 1 - staff training	Revenue	£20,563	£29,836	-£9,273
Spoke development 2 - equipment	Revenue	£120,000	£214,863	-£94,863
Spoke development 3 - Project Management	Revenue	£23,968	£41,972	-£18,004
Professional fees-Dumfries Renewable Technologies Centre	Revenue	£66,472	£74,658	-£8,186
Professional fees-Dumfries Care Hub and STEM Centre	Revenue	£46,476	£51,955	-£5,479
Professional fees-Stranraer Engineering	Revenue	£48,472	£62,258	-£13,786
Professional Fees Hawick STEM and Care Hub	Revenue	£41,976	£29,148	£12,828
D&G - Spoke Development	Revenue	£310,000	£25,200	£284,800
D&G - Running costs	Revenue	£23,500	£0	£23,500
D&G - Project Management & Support	Revenue	£25,224	£16,993	£8,231
BC Articulation	Revenue	£8,200	£7,364	£836
D & G Articulation	Revenue	£7,480	£7,480	£0
TOTAL		£2,039,488	£777,199	£1,262,289

Please comment on any variance between planned and actual expenditure.

- Virements have been made between budget lines in accordance with the updated estimates for costs.
- As detailed above timescales for main construction works have effected actual expenditure.
-

Do you anticipate that the full amount awarded in the current financial year will be claimed by 31st March? If not please tell us of any expected underspend.

Print Name:

Signature:

Date:

Please return your completed report to: Kimberley Daly, South of Scotland Team, Scottish Government, 5 Atlantic Quay, 150 Broomielaw, Glasgow, G2 8LU or by email to: Kimberley.Daly@gov.scot

Id	Task name	Project Ref	College	Notes	Duration	Start	Finish	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Sub Total - GROSS	Total				
1	Prepare tender doc Architectural and design			Slippage from initial profile due to later decision announcement	4 weeks	25/06/2018	27/07/2018																												
2	Prepare tender doc Construction works				4 weeks	01/08/2018	31/08/2018																												
3	Prepare tender docs Hub-development 10-14 below				4 weeks	18/06/2018	15/07/2018																												
4	Prepare tender docs Spoke development 14-16 below				4 weeks	18/06/2018	15/07/2018																												
5	Tender submissions				4 weeks	03/09/2018	28/09/2018																												
6	Contractor review				1 weeks	01/10/2018	05/10/2018																												
7	Contractor appointment				2 weeks	08/10/2018	19/10/2018																												
8	Planning application				8-13 weeks	06/07/2018	09/11/2018																								£5,000				
9	Lead in	4. Stranraer mini hub	D&G	Stranraer Application completed. Dumfries Application may be late due to time taken to over							£2,500	£2,500																							
10	Centre construction works 1 Stranraer	2. Dumfries Innovation	D&G		22 weeks	05/11/2018	29/05/2019										£13,563	£423	£213	£322,555	£177,000	£111,202									£624,954				
11	Centre construction works 2 Dumfries Renewable Technologies	3. Care 5 STEM Hub	D&G		41 weeks	05/11/2018	26/07/2019											£0	£0	£565,000	£475,000	£252,071									£1,292,071				
12	Centre construction works 3 Dumfries Care and STEM	1. IT Infrastructure	D&G		22 weeks	05/11/2018	29/05/2019											£0	£0	£283,500	£128,000	£102,893									£534,393				
13	Centre construction works 3 Hawick		Borders		16 weeks	11/02/2019	30/06/2019											£313	£1,050	£0	£141,780	£153,000	£162,000	£151,200	£134,400						£743,743				
14	Centre construction works 4 Galashiels		Borders		4 weeks	07/04/2019	06/05/2019												£0	£3,210		£20,670	£20,524								£34,404				
15	Hub development STEM Hawick - New Technology Kits (inc.12 yr running costs)		Borders																£5,003	£45,812											£318,497				
16	Hub development (Gala) - IT software/services		Borders																£480	£720											£79,970				
17	Hub development Care (Gala) - Equipment		Borders																	£18,412	£5,234	£0	£21,584	£27,315	£6,000						£78,546				
18	Hub Development STEM/Care (Gala/Hawick) - Staff Training/Dev		Borders																	£834	£487	£465	£132	£2,645	£5,852	£609	£10,491	£14,691	£16,491	£16,057	£24,891	£12,606	£106,250		
19	Hub development (Gala/Hawick) - Project Management + 50% overall PM		Borders																£0	£0	£0	£10,646	£3,002	£3,002	£3,002	£4,050	£3,000	£6,471	£7,943	£7,943	£7,943	£7,943	£104,655		
20	Hub Development, Dumfries and Stranraer IT	5. New Technology Kits	D&G																£0	£0	£57,600	£146,400									£204,000				
21	Hub Development Dumfries-Care Technology Kits and equipment	2. Dumfries Innovation	D&G																£0	£22,137	£0	£174,932	£174,931								£372,000				
22	Hub Development Dumfries and Stranraer - Renewable Technology Kits		D&G																£0	£59,838	£0	£100,000	£160,162	£80,014							£400,014				
23	Spoke development 1 - staff training/Dev - schools/BC		Borders																	£179	£0	£0	£1,345	£4,905	£17,447	£5,960	£6,732	£14,532	£11,932	£6,732	£6,732	£10,083	£8,150	£5,131	£127,851
24	Spoke development 2 - equipment - virtual classrooms/spoke creation		Borders																	£2,985	£1,484	£0	£0	£210,009	£385	£31,325	£71,200	£58,920	£53,798		£0	£0	£430,106		
25	Spoke development 3 - Project Management		Borders																	£0	£2,252	£2,252	£2,252	£3,740	£17,248	£5,988	£5,988	£5,988	£5,988	£5,988	£5,988	£5,988	£107,840		
26	Professional fees-Dumfries Renewable Technologies Centre	2. Dumfries Innovation	D&G	Revised projections per architects and QS																£9,036	£1,260	£18,477	£2,005	£12,372	£24,257	£7,251	£7,146	£7,146				£95,056			
27	Professional fees-Dumfries Care Hub and STEM Centre	3. Care 5 STEM Hub	D&G	Revised projections per architects and QS																£7,146	£7,146		£7,338	£23,074	£7,251	£7,146	£7,146	£7,041	£1,768			£75,056			
28	Professional fees-Stranraer Engineering	4. Stranraer mini hub	D&G	Revised projections per architects and QS																£7,146	£1,889	£9,306	£11,409	£25,257	£7,251	£7,146	£7,652					£77,056			
29	Professional Fees-Hawick STEM and Care Hub		Borders	Architects appointed, more accurate profile being worked on															£0	£1,170	£11,640	£4,800	£401	£0	£11,137	£0	£12,276	£0	£13,322	£13,291		£68,037			
30	D&G - Spoke Development		D&G																	£25,200	£0	£86,021	£284,800	£86,021							£623,038				
31	D&G - Running costs		D&G																			£23,500									£23,500				
32	D&G - Project Management & Support		9. Project Management & Support																	£12,707	£4,286	£16,638	£8,408	£8,408	£8,408	£8,408	£8,408	£8,408	£3,413		£95,900				
33	BC Articulation		Borders																	£5,564	£1,800		£3,000	£3,500	£3,500	£3,500	£3,500	£3,836	£4,000	£4,000	£1,400	£41,600			
34	D & G Articulation		D&G																	£3,740	£3,740	£3,740	£3,740	£3,740	£3,740	£3,740	£3,740	£3,740			£37,400				

Completed
On target and on budget
At risk of going behind schedule or behind
schedule but still achievable within
timescales
Will not achieve schedule or will not meet budget

£6,680,918

D&G £4,402,018
D&G - Articulation 37,400.00
Borders 2,199,900.10
B - Articulation 41,600.00
6,680,918.10

**Skills and Learning Digital Network
Risk Register**

The two regional colleges will adhere to the risk management processes established by their Boards and will align with standards of corporate governance the SFC is committed to as an accountable organisation.

ID	Date opened	Uncertain event	Potential impact	Likelihood score	Impact score	Risk score	Rating	Lead	Mitigation/Control description
1	May 2018	IF bandwidth/latency at Hub site is insufficient	THEN it may not be suitable to support video conferencing	2	2	4	Low	Heads of ICT/ISLT	No issues identified - some testing ongoing for Tweedbank
2	May 2018	IF bandwidth/latency at Spoke site is insufficient	THEN it may not be suitable to support video conferencing	3	3	9	Medium	Heads of ICT/ISLT	No concerns in relation to phase one - schools (BC) although feedback is awaited from CGI. Before exploring other provision, undertaken survey
3	May 2018	IF there is a business interruption event such as fire, flood, theft or other damage equipment at the Hub or Spoke	THEN the ability to maintain services may be impacted	2	4	8	Medium	Project Managers	This should form part of each Colleges Business Continuity Planning arrangements - therefore close this and pick up on College Risk Registers.
4	May 2018	IF the provision of services through digital means is of an inferior quality	THEN learning outcomes may be impacted for students studying remotely	2	3	6	Medium	Project Managers	Suitable training in online delivery planned for lecturing staff. Staff/student feedback to be collected through project. Quality standards to be developed and agreed across the two Colleges. Keep under review and seek feedback from early adopters.
5	May 2018	Future technology (hardware or services) changes	THEN this may make planned rollout solution obsolete or break essential component of delivery	1	3	3	Low	Heads of ICT/ISLT	This is not considered to be an issue for the lifespan of the project, however arrangements will have to be put in place for post project management of changes.
6	May 2018	IF staff at sites do not have required skills	THEN this may impair ability to deliver remote learning	2	3	6	Medium	Project Managers	Suitable training in online delivery planned for lecturing staff. Targetted support is being provided to the agreed curriculum areas. Spread of these skills is a significant challenge going forward
7	May 2018	IF there are timeline overruns	THEN the digital solution may not be in place for start of 19/20 academic year	3	5	15	Medium	VPs Curriculum	There is the potential for delay for some of the schools targeted for the first phase, not with equipment delivery or installation, but set up of the network by CGI. Both colleges are on track with their timelines for delivery of digital content.
8	May 2018	IF there is a failure of either /both College to deliver on the project	THEN there may be reputational damage to colleges participating	2	4	8	Medium	Principals/ Marketing Managers	Regular review of project progress against milestones by Project Manager. Staff/student feedback to be collected through project. College marketing departments to be included in operational project teams. This risk should also sit on each Colleges Risk Register
9	May 2018	IF there are cyber security incidents affecting the network	THEN this may interrupt delivery	2	5	10	Medium	Heads of ICT/ISLT	This risk is similar to risk 3 as this is another form of business interruption. Recommend closing this risk.
10	May 2018	IF there are network failures at a site	THEN the ability to maintain services may be impacted	2	4	8	Medium	Heads of ICT/ISLT	This risk is similar to risk 3 as this is another form of business interruption. Recommend closing this risk.
11	May 2018	IF there is a delay relating to logistical issues (late delivery/setup of equipment)	THEN this may impact on other timelines e.g. planned staff training	3	3	9	Medium	Project Managers	Regular review of project progress against milestones by Project Manager. Assignment of named individuals at each site to maintain reporting on progress.
12	May 2018	IF there is a failure to raise student numbers	THEN this may impact on our ability to offer improved learning within the new developments	1	4	4	Low	VPs Curriculum	Extensive marketing of new developments including engagement events. Curriculum teams involved heavily in the development design along with external partners. Sufficient numbers are coming forward to enable early adopters to
13	May 2018	IF physical hubs project costs escalate outwith the provided budget	THEN this may restrict later project activity including the roll out of phase 2 of the Digital Hub and spokes model and equipping of Physical Hubs	2	5	10	Medium	Project Board	Full project board will manage the spend to ensure budgetary constraints are met
14	May 2018	IF there is a failure of quality control during building and development stages	THEN the physical hubs may not be fit for purpose for delivery of new offers					Project Managers	Agreed procurement approach by bid team when sourcing design team, project managers and contractors.
15	Feb-19	IF the £1.9m slippage in expenditure as notified to SFC is not able to be carried forward	THEN future phases and outcomes of the project may be in jeopardy and Colleges may be required to pick up financial consequences outwith the available funding.	3	4	12	Medium	Project Managers	Ensure all aspects of the project are covered by suitable project managers, independent of Colleges and Contractors.
16	May-19	IF we do not use the full spend within the time and categories as set out in the budget	THEN the achievement of outcomes may be impacted resulting in poorer service delivery	4	5	20	High	Project Board	Full audit trail of funding profiles feedback on any issues and completion of works. Project Managers to liaise between parties to feedback on the reasons for the slippage, and that this was communicated in advance. Ongoing dialogue between Principals and SFC to resolve this urgently.
17	May-19	IF there is uncertainty over course delivery from the physical Hubs	THEN we may not fit out the Hubs properly, thus resulting in a time delay or worse, a lack of available funding to enable	3	4	12	Medium	Project Board	Any concerns regarding the use of funds needs to be identified to the Project Board so that decisions can be made about potential for re-allocation of resources.
18	May-19	IF external expectations are not effectively managed	THEN the establishment of hub and spoke model may be suboptimal and investment may not be appropriately targeted to areas of most need/gain	3	5	15	Medium	Principals/ Marketing Managers	Effective employer/industry engagement is key. Also marketing strategy for the launch of new facilities.
				3	5	15	Medium	Project Board	Importance of effective and targeted employer / industry engagement in STEM/Care

Risks which should be reflected on the two Colleges risk registers

Business continuity events
Sustainability of delivery for wider curriculum and post SOSEP funding - ICT costs, staff training and transformation
Failure of one or other College to deliver

Risk Score

Likelihood	5	5	10	15	20	25
4	4	8	12	16	20	24
3	3	6	9	12	15	18
2	2	4	6	8	10	12
1	1	2	3	4	5	6
	1	2	3	4	5	
						Impact

Likelihood	5	5	Critical	5	5	5
4	4	8	12	16	20	24
3	3	6	9	12	15	18
2	2	4	6	8	10	12
1	1	2	3	4	5	6
	1	2	3	4	5	
						Impact

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

- 2.1.** Attended a DYW Regional Group presentation on employment of 'millennials'. This included an excellent presentation from a consultant followed by discussion on employer expectations, attitudes and practices.
- 2.2.** Chamber of Commerce lunch.
- 2.3.** Various meetings with new Principal, in which I shared background to the college, key stakeholders, outlined strategic objectives etc
- 2.4.** Arranged and participated in Board Development day in the college.
- 2.5.** Attended various CCLG meetings where topics have included South of Scotland Enterprise Agency, drafting Statement of Ambition for Scottish Government, and discussion regarding the preparation of an Economic impact report for Crichton.
- 2.6.** I have attended various meetings of board committees and with the board secretary and others on process and planning matters.
- 2.7.** With colleagues I have been busy on board member recruitment.

3. College/Regional Business

- 3.1.** CDN Board meeting. Topics included a presentation on training and development for aspiring college leaders, and on plans for EXPO, and for Governance summit.
- 3.2.** Attended DYW National Advisory Group. This was led by the Deputy First Minister where discussion focused on progress in schools. The importance of college as a route from school was emphasised.
- 3.3.** Colleges Scotland AGM, Board Meeting and presentations by Scottish Government, SFC and Minister for Further and Higher Education on current issues. These included reference to the principles of the Learner Journey and to tertiary models.

Board of Management

3.4. Attended with some colleagues CDN Governance Summit.

3.5. CDN Strategy Day on 29 May

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

27 May 2019

Board of Management

ACTING PRINCIPAL'S REPORT

1 Introduction

This paper aims to give the Board some key policy and college highlights since the last Board meeting.

2. Report

South of Scotland Digital Skills and Learning Network (aka SoSEP project) – The project continues to be on schedule and within budget. Recent highlights have been the agreement with the Local Authority that the school spokes in the first year have been agreed as; The Bridge, Douglas Ewart, Sanquhar, Annan and Castle Douglas. This is a key milestone and achievement and 3 of the four head teachers have recently visited the head office of Ajenta, where they received a training session on what the technology will be able to deliver to them.

Works progress well at both Stranraer and Dumfries campus, with the Bay tree at Stranraer having been successfully relocated to a new area where a herb garden will be introduced.

Our H&S consultants will provide the college with the required Quality Technician (Clerk of Works), this is included, in the update, to give the Board members the necessary assurance following a question at the previous meeting.

The Risk Register for the project has been recently updated. Regular Newsletters continue to be produce in partnership with Borders College, and the latest one is included for members today.

Student Association Elections – We have commenced the preparation for the election for the President and Vice President for academic year 2019/20. With only 1 student standing for election as president and only one standing for Vice President. It is likely that both will be successful and offered the positions. Both students who have put their name forward currently study at our Stranraer campus.

Employers Association – I recently attended a 2 day event in Dundee as part of the employers association, where various topics were discussed, but the main focus was upon National Bargaining. I noted with interest that industrial relationships at other colleges appeared more polarized than my own perception of our own college.

CITB innovation fund – Meetings have taken place with CITB around putting in a bid for funding to support the construction industry with ICT, this may fit in with the colleges hub and spoke model, but we will analyse the scope of the funding opportunity prior to deciding on bidding for the work.

Board of Management

CDN Presentation – Callum Rodgers, our ICT manager recently was asked to present to CDN, a good achievement for a relatively new member of staff and a very good endorsement for what he has implemented here in our college

Recommendation

The Committee is asked to note the paper.

Andy Glen
Acting Principal
May 2019

Board of Management

Report to the Board by the President of the Students' Association

1 Introduction

The purpose of this report is to update the Board of Management on recent developments in the Students' Association.

2 Events/Training/Partnerships

Recruitment Interviews – 7th March

We were very honoured to be invited to take part in the recruitment process for the new Principal position. It was important for students to be involved at the highest level and that the learner voice in college was represented that day. Amy, Bronwyn, Liam, and Steph made us incredibly proud that day.

Princes Trust Placements - 13th & 14th March

Myself and Ailsa both had the privilege of each having two Princes Trust students for Work Experience with us. They were a joy to work with, and very professional. By the end of each day we both said that we noticed them become more confident and we hoped they enjoyed their days as much as we did.

Curriculum Managers Meeting – 15th March

This was to discuss and finalise a date for our end of year event. This event was to be an old school sports day with a festival feel. We hoped that bringing staff and students together from both campuses it would be a great annual teambuilding event that would enrich the community of our college. We are in planning for next year.

Mental Toughness Development Report – 19th March

We had been asked to take part in an online survey for assessing Mental Health. The algorithm used is incredibly intelligent, and the in depth results are surprisingly accurate. This could be integrated in our inductions for all staff and students, it would be a great way for them to see their own strengths and what they could work on to improve their coping methods. If students and staff know which areas they could improve we could have specific workshops for each area. This could help staff and students make positive lifetime changes, and improve retention within the college.

New SA Communal Areas

The new SA areas are inclusive to all, and will have quiet times allocated. Games tables are now available for free use on both campuses. The new planned areas include the garden area in Dumfries, and the mezzanine in Stranraer. In future there will be craft activities, board games, and student action groups happening in both areas.

CoH Sync SA Plan – Plan for next year

We have made a plan for the NHS funded CoH Sync staff to use the student association as a base to work from next year. This will start as 2 days a week, with the potential to increase. The collaboration will increase the support students can access regarding Mental Health, Smoking, Alcohol, Nutrition, and Physical Activity.

Student Association Elections

The elections have now finished. I am very happy to announce that I have been re-elected to be the Student Association President again next year. Our newly elected Vice President is Caitlin McCutcheon, a current Motor Vehicle student. I hope that you will all join me in welcoming her to the board. I know that she will be an asset to the college and the students, we will be a great team.

Our current Vice President Ailsa will be continuing her journey in education. She is an articulating student for Business at UWS, I know that she will carve herself a successful career. I hope that you will join me in wishing her luck on her next path and thank her for her work this year.

Board of Management

Learner Journey with Young Scot – 7th May

Students were invited to take part in a discussion on how they felt their journey through education had been so far, and what changes could be made to improve it for themselves and others.

Geez a break – Exam Time - May

The SA is always a safe place to talk about mental health, and we know that during exam time the pressure can increase. We will be having exam time drop ins, with free tea/coffee/biscuits.

The above new partnerships and activities are going to really help us as a college to gain higher accreditation for the NUS Healthy Bodies Healthy Minds Campaign. We currently have one out of 5 available stars!

3 Meetings

The President and Vice President have attended various meetings since the last Board meeting, including:

- Health & Safety Committee – How we could help engage the students to think about Health & Safety, in inductions, their courses, and on and off campus.
- PECOS Training
- PAW meeting (Partnership of Activities in Wigtownshire) – Setting up sporting and sociable events locally, and in rural locations.
- Lynn Davis (Fife College) – To chat about the breakfast club.
- Campus Meetings (Stranraer) – ongoing
- Advice Session, Dumfries – Potential students in for interviews for upcoming courses. SA information stall.
- Support Services – Fortnightly meetings to work in partnership for student advice and support.
- Yearly Budget report meeting, with Finance and Sandra Norris.
- DYW Meeting – Discussing upcoming events and setting up meeting with Dougie Small for Construction Apprenticeships.
- Kaleidoscope Meeting – Discussed plan for 19/20, Healthy Bodies Healthy Minds campaign, and upcoming events.
- Curriculum Meeting – (2 meetings). Discussions and planning.
- Creative Learning for students on Health & Safety – Andy Carthow, Dundee & Angus. – How to make H&S engaging for students.
- Princes Trust info Session.
- Princes Trust Graduation – Dumfries.
- ICT Roadmap Development (24th and 26th – Dumfries, 30th – Stranraer) – Students giving their views, concerns, and advice on what ICT changes and updates are needed.
- PAW Meeting (Partnership of Activities in Wigtownshire).
- Industrial Action Meeting – College Executives.
- Industrial Action Meetings – College Union reps.
- Industrial Action Meeting – NUS President Liam McCabe
- Industrial Action Meeting – EIS-FELA Ruth Winters (Regional)
- Industrial Action Meeting & Conference – EIS-FELA President Pamela Currie
- Industrial Action Meeting – SA's Presidents & NUS, via social media
- SA Project Meeting – Photography student (Taylor) for Body Image project.
- SA Project Meeting – Photography student (Amy) for Wellbeing project.
- SHAX Volunteer meeting – Discussing volunteer opportunities for students, and helping people in need. Fundraising, promotion, and future re-cycle craft sessions.
- Soroptimist International – Networking and involved in their future movement. Stall and meeting in college 28th May.
- SAAS information meeting – For their new Funding Portal Launch
- Learning & Teaching Committee
- Freshers Meeting & Planning.
- NUS – Georgia Dennison. Our new regional officer.

Board of Management

4 Moving forward

Upcoming activities include;

- Health & Wellbeing Plan with the new NHS CoH Sync Mental Health Partnership, Dumfries and Stranraer.
- Fortnightly meetings with Support Services.
- Debate Club, at both campuses. Supported by the SA, but will be student led.
- Continue working in partnership with SPARQS, NUS and Education Scotland to access training, campaigns and events
- Promote our key focuses this year; Mental Health & Sustainability.
- NUS – Work towards higher accreditation for Healthy Body Healthy Minds
- NUS – Work towards accreditation for Responsible Futures
- NUS – Mini Environmental Projects; on campus and in the community.
- NUS – Student Eats; including setting up 'grow your own course'.
- Ongoing – Improve new SA communal areas (Dumfries – Garden, Stranraer – Mezzanine).
- Upcoming – Sustainability push, single use plastics. Ongoing, awaiting water bottles.
- Upcoming – CoH Sync Meeting, plan times and sessions.
- Upcoming – Grow Your Own course, ongoing. Also student garden area, ongoing.
- Upcoming – SA Project – Body Image, linked to mental health.
- Upcoming – SA Project – Wellbeing, linked to mental health & outdoors.
- End of Year Activities.
- SA Officers – Fill positions for after the summer. Both campuses.
- Sports & Activities Planning for next the next academic year.

Full details of activities for the coming year are available on the Student Association working plan. Any relevant additions and events will be added throughout the year.

5 Industrial Action

We have kept the students as informed as possible throughout the industrial action. We have been able to do this by having communication between ourselves, the college and the union. We are concerned that the actions are causing a disruption at a critical time. We truly hope the issues are resolved for both parties to a conclusion that both sides are satisfied with.

6 Recommendation

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

Nikki-Marie Vjatschslav
President
Students' Association

May 2019

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

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

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

1 Welcome and Apologies

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

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

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

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

2 Declaration of Interest

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

3 Minutes of the Meeting held on 6th March 2018

Approved

4 Matters Arising**4.1 Board Links**

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

4.2 Partnership Working with Wallace Hall

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

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

Board of Management

Approved Minute of Board Development Committee

4.3 Requirements when Recruiting a Committee Chair

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

5 SoSEP Project

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

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

Governance and Oversight:

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

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

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

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

Progress of the Projects:

Updates will be provided at Board Meetings. Members requested:

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

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

Risks Monitoring:

Is included in the College Strategic Risk Register

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

Appropriate interest by Board Committees:

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

6 Board Evaluation and Development

6.1 Draft Board Evaluation 2017-18

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

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

Board of Management

Approved Minute of Board Development Committee

6.2 Draft Board Development Plan 2018-19

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

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

Actions:

The Secretary to the Board will amend the plan as discussed

7 Succession Planning

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

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

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

➤ Delia Holland left the room

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

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

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

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

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

8 Strategic Risk Register

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

9 Any other business

None

Board of Management
Approved Minute of Board Development Committee

10 Date and time of next Meeting

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

Board of Management

Approved Minute of Audit Committee Meeting

Minute of the Meeting of the Audit Committee of the Board of Management of Dumfries and Galloway College held on 19 February 2019 at 2 pm in Room 1074b

Present: Hugh Carr (Chair) Robbie Thomas (via Facetime)
Pat Kirby

In attendance: Carol Turnbull Andy Glen (Vice Principal)
Karen Hunter, Head of Finance Ann Walsh (Board Secretary)
Katy Matkin (RSM) (via telephone) – for agenda no 10.2 only

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 Stuart Martin and Naomi Johnson. Katy Matkin (RSM) attended the meeting by teleconference on behalf of Philip Church (RSM).

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 13 November 2018

The Minute of the meeting of 13 November 2018 was approved.

4 Matter Arising not on the Agenda

4.1 Feedback from recommendations to the Board (External Audit Report and Financial Statements for 2017-18)

The Chair reported that these had been given unqualified approval.

4.2 Board Toolkit, five questions from the National Cyber Security Centre

The Board Secretary advised that an update would be provided at the next meeting.

5 Internal Audit Contract – Tender Update

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

- The APUC framework had been refreshed – members noted the eight Contracts
- In terms of the period, the Head of Finance suggested a 3 year followed by a 2-year period, allowing to refresh after 3 years if necessary. The last appointment was 5 years

The committee also discussed the Evaluation Criteria and agreed the following amendment:

- 70% Quality /30% Price – replacing 60%/40% as suggested in the report

The committee also agreed:

- Audit Approach – 10% - instead of 7.5% as suggested in the report
- Quality Assurance – 10% - instead of 7.5% as suggested in the report
- Audit Procedures – 10% - instead of 5% as suggested in the report

Following a request, the Head of Finance advised that the Evaluation of Tender responses due on 2nd May would be shared with the committee. The responses are due in on 30th April.

Board of Management

Approved Minute of Audit Committee Meeting

Members reviewed the proposed procurement timetable, service requirements, and the evaluation criteria, and suggested changes were agreed.

Decision: The Committee agreed the proposed contract period of 3 years followed by a 24-month period of extension where agreed by both parties

Actions:

- The Head of Finance to make necessary changes as agreed
- The Head of Finance to share a summary report of the Evaluation Tender Responses with the committee for input

6 GDPR & Cyber Security

6.1 GDPR Policy

The Vice Principal Business Development & Corporate Services spoke to the report that had been issued, reporting that the draft GDPR Policy had been revised following advice from the Colleges' Shared Data Protection Officer, Lisa Powell. The key change includes the roles of the key staff members. The papers presented to the committee include the Updated Policy and Data Breach Procedure for formal approval. The Vice Principal reported that over 92% of staff have completed online GDPR Training and advised that staff are fully compliant of GDPR. Members welcomed the updated policy. The Vice Principal confirmed that periodically test processes are in place throughout the course of the year for both GDPR and Cyber Security.

Members approved the Data Protection Policy.

6.2 Cyber Security Update

The Vice Principal Business Development & Corporate Services spoke to the report, reporting that the college successfully gained Cyber Essentials in April 2018, and are working towards re-certifying for Cyber Essentials in April 2019. The ICT Manager is compiling a Operational Plan for completion in the summer. In terms of the ICT works, Windows 7 is end of life on 14 January 2020 and the ICT team are in the process of upgrading the remaining Windows 7 PCs, as part of a planned spend. In terms of security, the Vice Principal confirmed that the Network Drives are backed up on a daily basis as part of a secure back up for all college data.

Action: The Vice Principal Business Development & Corporate Services to report back to members whether the security camera is connected to the college internet system

Members noted the report and agreed to continue to monitor Cyber Security activities.

7 Whistle Blowing Policy

The Principal spoke to the report which had been issued, updating members on the changes to the Whistle Blowing Policy. The Policy originally was under the remit of the Vice Principal Business Development and Corporate Services and has now been remitted to sit with the Head of HR. Following current practice, the recent changes include:

- Change in the title to include Public Interest Disclosure to reflect the change in terminology more widely used currently
- Change of responsibility to Head of Human Resources to reflect the new structure and remits of posts in the college
- Additional undertaking of the college to protect all parties involved in the process
- Additional links to the disciplinary procedure for false or malicious allegations

Board of Management

Approved Minute of Audit Committee Meeting

The Principal reported that both the previous and the revised policy had been included for member's comparison. With regard to the information on the Public Domain the Principal confirmed that there is no relation to the Whistle Blowing Policy.

Decision: Members approved with minor amendment

Action: The Policy to be amended as agreed:

- Section 5.1 to read: Abuse of this policy by staff making 'knowingly' false or malicious allegations

8 Anti-Fraud & Corruption Policy

The Head of Finance spoke to the report which had been issued, providing an overview of the changes to the Anti-Fraud & Corruption Policy. Minor changes have been made to the previous policy, including an update on code of good governance to Scotland's Colleges.

Members reviewed the changes and recommended the revised Policy to the Board.

Action: Financial Regulations update to be presented to the next committee meeting

9 Risk Management Policy

The Principal spoke to the report which had been issued, providing members with an updated Risk Management Policy. The Principal advised that both the previous and the current Policy had been included for comparison and comment. Following discussion on point 5.7 in terms of the threshold that has not been included in the revised policy, it was agreed not to include this but to look at each threshold on its own merit.

Members reviewed and approved the updated Risk Management Policy.

10 *Internal Audit Reports

10.1 Action Tracking Spreadsheet

The Head of Finance spoke to the Action Tracking Spreadsheet, highlighting key points:

- The actions have been reviewed by the Internal Auditors, subject to change at the next review
- Actions are on track to meet deadlines
- Four actions in progress as at beginning of February

In terms of risk 12 (Health and Safety), the Principal advised that the H&S Committee would consider any risks of concern. A H&S report is presented to the College Leadership Team, and will also be presented to the HR Committee in October. In terms of the number of incidents reported at the last Audit Committee meeting, the VP BDCS advised that following recent training, staff are more aware of reporting H&S incidents.

Members noted the Action Tracking Spreadsheet.

10.2 Progress Report

Katy Matkin, Assistant Manager, (RSM) joined the meeting by teleconference, on behalf of Philip Church (RSM), presenting the Progress Report, a summary of assurance giving the college an update on progress against the 2018/19 plan.

In terms of the summary update on progress members noted:

- 43% - complete
- 14% - plan in draft, a report has been issued to college Management

Board of Management

Approved Minute of Audit Committee Meeting

- 29% - plan in progress, draft report to follow
- 14% - Final report in plan
 - On 8th April an Audit of Final Planning and Forecasting will take place

Katy advised that the remaining four Audits will be presented to the next committee meeting in May. Overall, members noted that the college is on track to achieve.

Members noted the Report.

11 Audit Scotland

11.1 Audit Scotland letter on the fees for 2018-19

The Head of Finance spoke to the Audit Scotland letter received on their proposed fee update. She advised that Scott Moncrieff are still to confirm their fee which will be included in their Audit Plan.

11.2 Upcoming feedback request re: External Audit

The Head of Finance spoke to the report which had been issued, advising that Audit Scotland are proposing to issue a Questionnaire on the work of the External Auditors, which will be on online version. Members requested confirmation on who would be asked to complete the survey.

Action: The Head of Finance to check if a college response is required and confirm with members

12 Strategic Risk Register

The Principal spoke to the Strategic Risk Register, reporting on the recent changes, including:

- Risk No 2.6 – Failure to achieve credit targets
- Risk No 2.7 – Insufficient Student Support Funding to meet Demand
- Risk No 3.5 - Industrial Relations Problems
- Risk No 3.9 – Failure to reach Aspirational Standards in learning, teaching and service delivery

Members approved the Strategic Risk Register

13 Any other Business

The Chair asked to formally note that Stuart Martin was leaving the Audit Committee and recognised his time as a member of the Committee. Also, the Principal is leaving the college in February, and wished Carol well in her new Post.

14 Date and time of Next Meeting

The next meeting of the Audit committee is to take place on Tuesday 7 May 2019 at 2 pm.

Board of Management Approved Minute of Finance & General Puroposes Committee Meeting

Minute of the Meeting of the Finance and General Purposes Committee of the Board of Management of Dumfries and Galloway College, held on Tuesday 26 February 2019 at 12 noon in Room 2009, Dumfries Campus.

Present: Ros Francis (Chair) Sue Livermore
Carol Turnbull (Principal) Karen McGahan

In attendance: Karen Hunter, Head of Finance
Andy Glen, Vice Principal Business Development & Corporate Services
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 particular the Principal, attending her last Finance and General Purposes Committee meeting, before leaving the college to take up a new post on 1 March.

Apologies for absence were received from John Henderson.

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 20 November 2018

The Minute of the Finance and General Purposes Committee meeting held on 20 November 2018 was approved.

4 Matters Arising

4.1 Actions Monitoring Log

Members discussed the Actions Monitoring Log, and agreed:

- Arms Length Foundation (Dumfries and Galloway) – should be dissolved by April 2019.
- Terms of Reference – requested changes will be brought to the Board for approval, within the Chair of the Board's Succession Planning paper at the Board Meeting in March 2019

Action: Approval of the changes to the Terms of Reference to be requested at the Board of Management meeting on 19 March 2019

4.2 Timetable of Work (Papers) for F&GP

Members discussed and agreed amendments to the Timetable of Work, including:

- Remove Student Association Accounts
- Include a date on the schedule
- Add the document to Admincontrol as a guide for members

The Principal advised that the schedule was also a helpful reference for the Executive Team.

Action: The Board Secretary to update the Timetable of Work and upload to Admincontrol

Board of Management

Approved Minute of Finance & General Puroposes Committee Meeting

5 National Bargaining - Update

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

- Confirmation had been received regarding the allocation of funding to resource the work required to undertake the Support Staff Job Evaluation. Staff have been seconded to undertake the preparatory work for this
- With regard to Lecturing Staff, another two days have been scheduled for strike action. No agreement had been reached at the last NJNC, another meeting is scheduled

6 SoSEP Project Budget

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

- A formal grant offer letter had been received from the SFC
- Cash can now be claimed on a monthly basis
- The formalities of governance are now in place
- SFC have requested quarterly reports jointly from Dumfries and Galloway and Borders College, which includes a detailed budget monitoring report and a narrative report showing progress against the agreed outcomes.

The Principal also updated members on the Project to date, reporting that:

- The Project is on target regarding time and budget
- Tenders are now out for Construction
- Interviews have been held for a Part-time Project Manager
- Discussion ongoing with schools – a Memorandum of Agreement will be reached with the Education Services moving forward
- Stranraer Blue Prints are available in the Point (Dumfries Campus). A dedicated room has also been set up in the Stranraer Campus for the Project

Members asked that the scope of the project construction be highlighted at the Board Meeting in March. The VP BD&CS will present a Digital walk through video for the Dumfries Campus to the Board. Blue Prints and information is also available in the Point (Dumfries Campus).

Members noted the report.

7 Financial Update

The Head of Finance spoke to the report which had been issued, highlighting key points with regard to Budget Changes, including:

- Additional SFC grant included for National Bargaining costs
- Expecting NIL net change
- Contingency in place, hoping to remain in place until May
- **Decision:** Members formally approved the changes.

The Head of Finance also reported that:

- Finance have started the process to look at next year's budget, in terms of rolling out zero based budgets. Finance for non-Finance Manager Workshops have been arranged, with meetings ongoing with Managers with responsibility for budgets.
- SFC have confirmed that our request for additional student support grant has been successful, and we will draw down additional funds of £450,000.

Board of Management

Approved Minute of Finance & General Purposes Committee Meeting

8 Estates/Facilities Update

The VP Business Development & Corporate Services spoke to the report which had been issued, by the Head of Corporate Services, highlighting key points to note, including:

- The College remains on target to have all works completed by the end of March 2019 in line with the requirements from the Scottish Funding Council Condition Survey. Overall, the work undertaken to date is within the projected costs
- The VP advised that the college has met the 5-year target to reduce the carbon management by 20%, with 2 years to spare, and will continue with the emissions reductions, including the renewable technologies used in the new STEM hubs

Members thanked the VP for the update and recognised the excellent work identified in the report.

9 Scottish Government Draft Budget for the Sector - Update

The Head of Finance reported that the announcement with regard to the Draft Budget is due on the 27th February 2019 from the Scottish Government. A brief update was received last month, advising that colleges had been given an indication of approximately £10m capital grant funding between all colleges.

The Principal suggested that, if the college can show a commercial profit, to consider a donation into the ALF (held by SFC) to build up some funding for potential future needs. The Chair welcomed further discussion at the next committee meeting.

Action: The Head of Finance to email the Chair in advance of the next Board meeting if any update has been received in terms of the Draft Budget

10 Strategic Risk Register

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

- Risk 2.1 – there are no sign of changes
- Risk 2.2 – no changes to report
- Risk 2.3 – accounted for in budget
 - Risk 2.5 – committee agreed to remove
- Risk 2.6 – college now less than 200 short of credit target
- Risk 2.7 – the college received the full additional funding allocation

The committee discussed and approved the Strategic Risk Register, with minor amendment.

11 Any other business

11.1 Chair – Finance and General Purposes Committee

The Chair reported that this was her last meeting as Chair of the Finance and General Purposes Committee, however will continue to be a Member of the Committee. The Principal thanked the Chair for the contribution she has made whilst in position, and welcomed the changes and approach that she had brought to the F&GP Committee. The Regional Chair also thanked the Chair for her hard work whilst in position as Chair of the Committee.

12 Date and Time of Next Meeting

The date and time of the next Finance and General Purposes Committee is Tuesday 14 May 2019, 12 noon.

Board of Management

Approved Minute of 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 26 February 2019 from 2.00 pm in Room 2097

Present:

Pat Kirby (Chair)	Delia Holland
Rob Orr	Sue Livermore
Ian White	Ailsa Paton
Peter Woods	Nikki Vjatschslav

Curriculum representatives:

In attendance:

- Andy Wright, Vice Principal (VP) Learning and Skills
- Andy Glen, Vice Principal (VP) Business Development & Corporate Services
- Laura Webster, Head of Curriculum
- Brian Johnstone, Regional Chair
- Ann Walsh, Board Secretary
- Lloyd Wilson, Lecturer (observer)
- Paula Hainey, Lecturer (observer)

Minute Taker Dorothy McMinn, Executive Assistant

1 Welcome and Apologies

The Chair welcomed all to the meeting.

Apologies for absence were intimated on behalf of Barry Graham, John Henderson, Naomi Johnson, Carol Turnbull, Janet Weir and Gillian Pearce,

The Chair advised that Lloyd Wilson and Paula Hainey, both Lecturers at Dumfries & Galloway College, would be in attendance to observe the meeting.

2 Declaration of Interest

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

3 College Academy/New Policies, including New Admissions Policy

College Academy

Head of Curriculum, Laura Webster, gave an overview of the College Academy project, explaining that following discussion with partners and reviewing the successes and areas requiring improvement, a decision to re-launch and re-brand the Schools Link programme had been taken. Events had taken place in both the Dumfries & Stranraer Campus to put forward the new offer. A College Academy Brochure, produced by the College Marketing Department, was tabled for information. Further, a separate "Schools" tab had been added to the College website, although this was still in the development phase. Brian Johnstone offered all involved in the project congratulations on a job well done.

Delia Holland asked if the programme had a link with The Bridge Education Centre and the Head of Curriculum advised that there may be some delivery of the programme at the premises and that timetables were currently being explored.

Board of Management

Approved Minute of Learning and Teaching Committee

The Chair tabled a draft Foundation Apprenticeship brochure and the Head of Curriculum gave an overview of how this scheme would work. At present, the five key areas for apprenticeships were Childcare, Engineering, Care, Food & Drink Technology and Creative & Digital Media. Brian Johnstone asked how it would be demonstrated that the schools were being proactive in their approach and the Head of Curriculum stated that the schools and the College were equal partners in these apprenticeships.

New Policies, including New Admissions Policy

The Head of Curriculum advised members that, through discussion with Education Scotland, the admissions policy had been reviewed and revamped. The new process would focus on how to prepare students coming to college and would aim to give students the best chance of completing and achieving. It was hoped that the new policy would aid retention by matching students to the correct course, at the correct level. Candidates would be invited to an information and interview session, with successful entrants being offered places in May of each year. The lateness of notification was questioned and the Head of Curriculum stated that because of the locale of the College, the risk of candidates accepting alternative offers for places should be minimised. Student transferral, when it is considered that a student is not on the correct course, would happen immediately.

The Chair asked when the schools would have input to the process, and the Head of Curriculum replied that transition arrangements are yet to be formalised and that meetings with schools were currently being held.

The Head of Curriculum further advised that support departments would be involved in the information and interview sessions, displaying just how accessible the college would be. Students who did not meet the admissions criteria for their chosen course(s) would be assisted to find the right level and type of course.

Decision: Members approved that the Revised Admissions Policy be recommended to the Board for Approval

4 Senior Phase Work with the Schools

Deferred to the next meeting

5 SI: Head of Curriculum Updates

5.1 SI: Head of Curriculum Update – Janet Weir

The VP Learning & Skills asked members to note the report from the Head of Curriculum, Janet Weir. In particular:

Articulation

Discussions on the articulation route with Glasgow School of Art were progressing well since the signing of the Memorandum of Intent in October 2018. Rob Orr asked that any increase to the baseline, in order to judge impact, be reported.

STEM

It was reported that the STEM Hub build continues to progress well.

Board of Management

Approved Minute of Learning and Teaching Committee

Work Placement

A cross-college approach to work placements was being rolled out. The Chair stated that Board members may be able to assist and could be contacted. She emphasised the importance of a consistent approach across the College to the availability of placements.

5.2 SI: Head of Curriculum Update – Laura Webster

The Head of Curriculum informed members that her main focus recently had been work on the College Academy and New Processes. Going forward would be the review of the transitions process and how this could be advanced. The Head of Curriculum would be working with the Equality & Diversity Officer on gender imbalance and it was confirmed that action plans, by area, would be submitted to the Committee.

It was advised that Scottish Funding Council guidance on bursary funding had been changed and that rather than monies being paid on 100% attendance, it would now be awarded on student engagement. It was hoped that the Register system used by Lecturers could be revised to capture this information and this would be rolled out in Block 3 of the 2018/19 academic year. There would be different categories, for example: absent but still engaged, attended but not engaged. If the student was not engaged, it was not intended to make an immediate decision on whether bursary payment should be stopped. However, non-engagement could result in withdrawal of monies. Peter Woods asked that the definition of “engagement” be put into learner speak and highlighted the need for a consistent approach.

Curriculum Managers had been asked to prepare an appropriate document for Lecturers’ use and the Chair asked that this document be shared.

Actions: Head of Curriculum, Laura Webster to submit Transitions and General Imbalance action plans, as well as a paper clarifying the definitions and assessment of Student Engagement with regard to the impact on bursary funding.

Laura Webster left the meeting.

6. Employer Engagement Strategy

The VP Learning & Skills asked members whether they had any comments or feedback on the report, which had previously been circulated. It was confirmed that any milestones would be reported statistically.

Delia Holland asked for clarification on which areas each Head of Curriculum managed. Confirmation was given that, in addition to cross college roles, the following areas of responsibility were held:

- Laura Webster – Care/Social Services, Hospitality & Sport, Hair & Beauty
- Janet Weir – Engineering, Creative Industries, Business, Accounting & Computing

It was requested that Head of Curriculum cross-College responsibilities be charted for the next meeting.

Board of Management

Approved Minute of Learning and Teaching Committee

Rob Orr asked whether there were any plans for a joint employer strategy and SAW agreed to discuss this with Head of Curriculum, Janet Weir.

Actions:

- Organisational Chart showing responsibilities of Heads of Curriculum is to be distributed to members.
- SAW to speak with Janet Weir to discuss Joint Employer Strategy and report back to the Committee.

7. Minute of Meeting held on 20 November 2018

The Minute of the Meeting held on 20 November 2018 was approved. In addition:

- It was agreed that Curriculum Representatives and all committee members should have access to Admincontrol
- Future marketing materials, i.e. brochures, are to be available in hard copy at Committee meetings
- Distribution of documentation/reports was appreciated but it was felt that a summary of key points would be a useful tool.

Actions:

- Access to be given to Curriculum Representatives to the Learning and Teaching Committee papers on Admincontrol.
- Documents and reports requested to be prefaced by brief summaries of key point.

8. Matters Arising not on the Agenda

8.1 Replacement Curriculum Representative

Paula Hainey (Stranraer Campus) and Lloyd Wilson (Dumfries Campus) were introduced to members and had registered interest in becoming Curriculum Representatives. Vice Principal Learning & Skills would meet with both employees to discuss the role further.

Action: VP Learning & Skills to progress the appointment of a replacement Curriculum Representative.

8.2 Parliamentary Reception photographs

Heather Tinning, Executive Assistant, would upload student photographs within the next week.

Action: VP Learning & Skills to request distribution of student photographs.

8.3 Chair's Forum

The Chair had attended the first meeting of the L&T Committee Chairs' Forum and felt that the strategic role of the L&T Committee should be discussed and reported to the main Board. The Chair suggested that the L&T Committee (Board Members) meet for 20 minutes at the beginning of the next L&T Committee meeting to discuss the strategic role. This would mean attendees of the L&T Committee meeting would arrive after this, at 2.20pm. The Chair will consider this and confirm prior to the next meeting of the committee.

Board of Management

Approved Minute of Learning and Teaching Committee

The Chair mentioned two forthcoming events, which may be of interest to Members:

- CDN Learning and Teaching Event - 20 March 2019
- Governance and Leadership Summit: Thinking through change - 2 May 2019

Action: The Secretary to the Board to confirm the timings for the next L&T Committee meeting once a decision had been made.

8.4 Evaluative Report and Enhancement Plan (EREP) 2017/18

Confirmation was given that the Dumfries & Galloway College Evaluative Report and Enhancement Plan had been endorsed and given formal approval. The VP Business Development & Corporate Services informed members that the next report to be submitted must have improved attainment and retention data or a "not satisfactory" result could be expected.

8.5 Procedure to provide support to SA and students when concerns about students are raised or presented to them

A report had been prepared by Elaine Crawford, Student Engagement Officer and distributed to the Committee. Ian White raised the importance of encouraging students to come forward with feedback/issues. Work was continuing with Guidance Councillors.

8.6 Circulation of Partnership Agreement

The Dumfries & Galloway College Student Partnership Agreement had been agreed and signed by the Principal and Student Association President. This document is reviewed annually. Delia Holland congratulated the Student Association on the partnership.

8.7 Student Association Links

The Student Association have been working developing links with other Crichton site Campuses, both on-line and through meetings. They have started with sport and social activities. It is the Student Association's intention to liaise with articulating students this year.

PART A (For Discussion, Decision and Approval)

9. Curriculum Development Plan 2019/20 – (for approval)

The VP Learning and Skills spoke to the report and advised that the Plan for 2019/20 was in line with the 5 year strategy for the college. It detailed key challenges, which had been highlighted to appropriate teams. Achieving college activity credits was a priority output and VP Learning & Skills would ensure data was taken before the ELT and CLT for review.

Key objectives for the college included: STEM Strategy, Schools/Senior Phase/Foundation Apprenticeship programmes and Retention & Attainment

Ian White asked whether there was concern about the overstaffing/understaffing issues detailed in Point 7 of the report. VP Learning and Skills stated that there was no concern. Staff who did not have enough hours would be utilised to develop new courses.

Delia Holland asked whether, as this was a very complex area, L&T Committee could have a presentation.

Decision: Members approved that the Curriculum Development Plan 2018/19 be recommended to the Board for Approval

Action: VP Learning & Skills to arrange a presentation for the L&T Committee which may be able to take place at the next meeting.

Board of Management

Approved Minute of Learning and Teaching Committee

10. Student Association Budget and Benefits Report

Responsibility for supporting the Student Association has moved to Sandra Norris, Marketing Manager's remit and the annual £14k budget has been split between the Student Association and Student Engagement. The Student Association President will shortly receive budget training.

11. Digital Skills Strategy

The Digital Skills Strategy had been discussed with the College Leadership Team and a discussion was required at the L & T Committee, with any issues being raised, before going to the Board for full approval.

Decision: Members approved that the Digital Skills Strategy be recommended to the Board for Approval

12. Digital Skills Staff Development Plan

The Plan detailed the use of technology and upskilling of staff. Peter Woods thought that vocational skills were as important as digital skills. Brian Johnstone asked whether outcomes would be measured and VP Learning & Skills is to input measurement criteria to the document to ensure progress is being made.

Action: VP Learning & Skills to input measurement criteria to the Plan.

13. Staff Development Update

The Head of HR was attending a professional standards event on 26 February 2019 and would feedback to the VP Learning & Skills.

Action: Information about the new Professional Standards to form part of next report from VP Learning and Skills.

14. CTS Branding Change

From the start of the new academic year 2019-20 the department previously known as Complete Training Solutions (CTS) will be the External Development Team from Dumfries and Galloway College. Developing employer engagement and generating additional non funding council income are key targets for the College; and to achieve targets the External Development Team and the Curriculum Areas will work closely together.

There has been a perception that CTS and the College are different organisations and it is important that this perception is addressed to show that all departments are working together to achieve the same goals. It is also important that local employers and partners appreciate this and that the college is able to maximise the opportunities of collaboration across all the departments to meet their training and development needs.

Marketing are about to start work on developing re-branded materials ready for the change.

Board of Management

Approved Minute of Learning and Teaching Committee

15. Risk Register

Credit targets for the college were looking satisfactory, being only a few hundred short. No issues were raised by the committee.

16. Industrial Action

It was reported that two more days of industrial action by academic staff would take place during March 2019. The Committee were informed that a negotiating meeting would take place on 28 February 2018.

17. Student Association Update Report

A report detailing Student Association activity had been distributed. Congratulations were given to the Student Association President and Vice President on how they approached matters and what they had achieved during their tenure to date. Delia Holland stated that the Student Association now had a high profile.

Positive feedback had been received from students regarding the College breakfast club and a £20k grant could be available (£10k each to Stranraer and Dumfries). Voting for the grant was available online and encouragement to both staff and students should be given to vote.

18. SI “How Good Is Our College” Enhancement Plan 2018/19

The VP Business Development and Corporate Services spoke to the report and advised that focus would remain on:

- Performance Indicators (PIs) – Low PIs would be addressed during the year and within a self-evaluation process.
- Retention – Improvement is imperative and all staff are being asked to focus on this, which is being supported by the development of Guidance Coaches, the use of Learner Analytics and a revamped Admissions policy. The Chair asked that the Head of Planning and Quality be asked to provide an update and feedback for the next L & T meeting

The Chair stated the importance of having a mechanism in place to ensure that everyone was involved with self-evaluation and not only academic staff.

Action: The Head of Planning and Quality to provide an update and feedback for the next L & T meeting

19. SI - 5 Year Curriculum Plan – update report 2018/19

VP Learning & Skills gave a verbal report, referring to the item 9, the Curriculum Plan for 2019-20, asking the Committee to draw confidence from the fact that both the 1 year and Operational Plans fit with the 5 year plan. Any areas of concern are being examined and options for improvement developed.

20. SI – Regional Outcome Agreement

20.1. College Regional Outcome Agreement 2018/19

The VP Learning & Skills presented this paper which outlined success and slippage against the Outcome Agreement and illustrated progress made to date on key measures.

Board of Management

Approved Minute of Learning and Teaching Committee

20.2 Outcome Agreement Measures Table

This paper was distributed to the L&T Committee for information purposes and for a decision on whether to receive this table or to just have a summary drawing out relevant details as per the paper at item 20.1.

Decision: It was agreed to stop receiving the Outcome Agreement Measures Table, but that the VP Learning & Skills would provide a summary, drawing out relevant details for the Committee

20.3 Key Performance Indicators (KPIs) Update

The Vice Principal Business Development and Corporate Services spoke to the report.

It was reported that retention for FE full time programmes had improved by 1% to 80%, however HE full time programmes are 1% below last year's performance

Peter Woods asked if the national average could be given on this update for comparison purposes. The Vice Principal Business Development and Corporate Services will add these in to future reports.

Action: The VP Business Development and Corporate Services to add national average data to future reports

20.4 College Leaver Destinations 2017-18

This report identified the details that are collected regarding where students head at the end of their Dumfries & Galloway College journey. The collection of this data is to be complete by 15th March 2019 and provided to the Scottish Funding Council (SFC). This information will be provided to the Committee at the next meeting. The SFC publish the national figures for College Leaver Destinations in September 2019.

Action: College Leaver Destinations 2017-18 information for Dumfries and Galloway College to be provided to the Committee at the next meeting.

21. SI – Learning & Skills

21.1 Curriculum Update

L&T members were updated on a range of curriculum matters. The VP Learning & Skills highlighted:

- SOSEP best practice visits had taken place with college staff visiting the West Highlands of Scotland and the University of Highlands. The visits were to consider approaches in terms of pedagogy and also the technical equipment to support delivery in remote regions.
- Academic staff from Hair, Beauty and Hospitality had visited Fonab Castle and Spa accommodation, with a view to looking at areas of skills which could be developed for learners.

Members discussed the withdrawal details to date for leavers and in particular the high numbers of leavers with no specified reasons.

Members requested that national average figures are provided for comparison within the Retention section of the report.

Board of Management
Approved Minute of Learning and Teaching Committee

Action: VP Learning and Skills to include national average figures, for comparison, within the Retention section of the report

21.2 Joint Academic Strategic Group (JASG) Consolidated Outcome Agreement for Crichton Partners

The JASG Consolidated Outcome Agreement had been distributed to the L&T Committee for information. The Chair asked how the Outcome Agreement was reviewed. It was confirmed that the Agreement was reviewed by the Scottish Funding Council.

22. SI - SOSEP Project – L&T Specific Update

Confirmation was given to members that a development team is in place to progress the SOSEP project. The VP Learning and Skills will provide an update report at the next meeting of the committee, along with a presentation, which will include the walk through video of the STEM Hub, Dumfries Campus.

Action: The VP Learning & Skills to provide a SoSEP Project update paper and presentation at the May 2019 Meeting.

23. Any Other Business

The L&T Committee formally recorded thanks to Carol Turnbull, Principal who starts her new post on 1 March 2019.

24. Date and Time of Next Meeting

The next meeting of the Learning and Teaching Committee will take place on Tuesday, 14 May 2019 at 2.00pm (time to be confirmed)