

**Tuesday 21 April 2015 at 1:30pm in the Zest Training Restaurant**

(sandwich lunch available from 1.00 pm)

## AGENDA

**Presented  
by**

- |       |                                                                       |                                   |    |
|-------|-----------------------------------------------------------------------|-----------------------------------|----|
| 1     | Welcome and Apologies                                                 |                                   |    |
| 2     | <b>Presentation - John Bowditch, HM Inspector, Education Scotland</b> |                                   |    |
| 3     | Declaration of Interest                                               |                                   |    |
| 4     | Learning and Teaching Committee                                       |                                   |    |
| 4.1   | Presentation - Wood Commission Early Adopter HNC                      | Karl Griffiths and Billy McRobert |    |
| 4.2   | Key Performance Indicators                                            | (report attached)                 | AW |
| 4.3   | Curriculum Developments                                               |                                   |    |
| 4.3.1 | Schools delivery 15/16                                                | (report attached)                 | AW |
| 4.3.2 | National Certificate in Engineering                                   | (report attached)                 | AW |
| 4.3.3 | Project Search                                                        | (report attached)                 | AW |
| 4.4   | Complaints Handling Statistics                                        | (report attached)                 | JB |
| 4.5   | Education Scotland Aspect Visit - My World of Work                    | (report attached)                 | AW |
| 4.6   | Education Scotland Aspect Visit - Employability                       | (report attached)                 | AW |
| 5     | Minute of Board Meeting of 3 March 2015                               | (attached)                        | BJ |
| 6     | Matters Arising                                                       |                                   |    |
| 6.1   | Curriculum Review and Potential Redundancies                          | (verbal update)                   | HP |
| 6.2   | Funds Transfer to Scottish Colleges Foundation                        | (verbal update)                   | JB |
| 6.3   | Regional Outcome Agreement                                            | (verbal update)                   | JB |
| 6.4   | Board Recruitment                                                     | (verbal update)                   | JB |
| 7     | Chair's Update                                                        | (verbal update)                   | BJ |
| 8     | Principal's Update                                                    | (verbal update)                   | CT |
| 9     | Student Association President's Update                                | (verbal update)                   | SG |
| 10    | Governance Issues                                                     |                                   |    |
| 10.1  | Senior Independent Board Member                                       | (report attached)                 | JB |
| 10.2  | Vice chair, committee chairs and committee membership                 | (report attached)                 | JB |
| 10.3  | Net Depreciation and Deficits                                         | (Letter attached)                 | JB |
| 10.4  | Post -16 Education (Scotland) Act 2013                                | (Letter attached)                 | JB |
| 11    | Strategic Risk Register                                               | (attached)                        | JB |
| 12    | Stranraer Regeneration Project                                        | (attached)                        | CT |
| 13    | Stakeholder theme for next Board meeting - Working with Schools       |                                   | BJ |
| 14    | Any Other Business                                                    |                                   |    |
| 15    | Date and Time of Next Meeting Tuesday 19 May 2015 at 2:00pm           |                                   |    |

## Board of Management

**Minute of Meeting of the Board of Management of Dumfries and Galloway College held on Tuesday 21 April 2015 from 1.30 pm in Room 1074b of the Dumfries campus**

**Members Present:**

Janet Brennan	Barry Graham
Sam Glendinning	Kenny Henry
Delia Holland (Vice Chair)	Brian Johnstone (Chair)
Pat Kirby	Stuart Martin
Andrew Nyondo	Carol Turnbull
Craig McGill	

**In Attendance:** Jannette Brown, Secretary to Board and Vice Principal (Corporate Services & Governance)  
Susan Sutherland, Minute Taker and Executive Team Assistant  
Helen Pedley, Director of Organisational Development and Facilities  
Andy Wright, Vice Principal (Learning and Skills)  
John Bowditch, Education Scotland (Items 1 – 4.1 only)  
Ros Anderson, Learning and Teaching Committee (Item 1- 4 only)  
Karl Griffiths, Course Leader, Engineering (Item 4.1 only)  
Drew Easton, Head of Faculty (Item 4.1 only)

### **1 Apologies**

Apologies for absence were intimated on behalf of H Carr, R Francis, J Goldie, J Henderson and K McGahan for the Board meeting, and J Maginess and D Patterson in respect of the Learning and Teaching Committee, Agenda Item 4.

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

### **2 Presentation – John Bowditch, HM Inspector, Education Scotland**

Dr John Bowditch, HMI presented to Members on the remit and focus for Education Scotland, part of which was to engage in a professional dialogue with Boards of Management, and described the four main task areas.

There was discussion on the challenge of maintaining a strong student association in a rural area, and the difference between self evaluation in schools and colleges. Mr Bowditch described the college's use of IT and the Learning and Teaching Mentors model as excellent. Members also discussed the establishment of Employer Advisory Boards to encourage employer engagement, and the focus on fostering employability skills across the curriculum.

### **3 Declaration of Interest**

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

### **4 Learning and Teaching Committee**

#### **4.1 Presentation – early adopter Higher National Certificate in Electrical Engineering**

K Griffiths and D Easton presented on this pilot HNC which was aimed at S6 school pupils in response to the focus on Developing the Young Workforce, in response to the Wood Commission report.

Members noted the delivery model, aims and possible progression routes, and that whilst the first cohort had been only six students, 15 applications had already been received for 2015/16.

During discussion it was agreed that schools, pupils and parents were now beginning to see the strengths of attending College as a career pathway.

#### **4.2 Key Performance Indicators**

The Vice Principal, Learning and Skills spoke to the report which had been issued.

Members noted that HE full time numbers continued to show improvement and were expected to achieve sector average and outcome agreement targets. However FE full-time numbers were likely to underperform. Analysis of this by the Curriculum Teams at Scottish Credit Qualification Framework (SCQF) levels had identified the main issue was with SCQF Level 4 courses, ie those at access level where there were no formal entry qualifications for entry, and so these were to be redesigned for 2015/16 into 12 week blocks of learning and more focus on employability within a "Princes Trust" type of delivery model with more teambuilding opportunities.

The Principal confirmed that College Management spends a good deal of time analysing data to ensure that every effort can be made to respond to any issues or trends.

#### **4.3 Curriculum Developments**

##### **4.3.1 Schools Delivery 2015/16**

The Vice Principal, Learning and Skills spoke to the report which had been issued.

He reported that following meetings with all Secondary Head Teachers across the region, the 2015/16 delivery programme had been agreed and, where 2013/14 saw delivery to 249 learners from 10 schools, 2015/16 would see delivery to some 404 learners from 15 schools.

The Board noted the report and congratulated staff on their hard work to establish a continuing and growing partnership with schools.

##### **4.3.2 National Certificate in Engineering**

The Vice Principal, Learning and Skills, spoke to the report which had been issued, informing Members of the development of a National Certificate in Engineering, Modern Apprenticeship Pathway.

The course is designed for learners from Dalbeattie High School who have an interest in engineering and who wish to gain employment with a local employer, Jas P Wilson.

Members noted this positive development which directly responds to three key issues highlighted in the Developing the Young Workforce, with a school, the college and an employer working closely and collaboratively together.

##### **4.3.2 Project Search**

The Vice Principal, Learning and Skills, spoke to the report which had been issued

Members noted the new partnership model for delivery in 2015/16 between the College, Dumfries and Galloway Employability and Skills team, and Project Search to prepare young people between the age of 16 and 24, with disabilities or additional support needs, for employment.

In response to a question from Mrs Holland regarding learners outwith the 16-24 age range, the Principal advised that SFC had for a number of years required colleges to focus on that age group, although that was

changing. However the college had not discriminated against older students nor changed any of its procedures as a result. In fact the College was reintroducing part-time and evening classes to its portfolio.

#### **4.4 Complaints Handling Statistics**

The Vice Principal, Corporate Services and Governance, spoke to the report which had been issued.

She reminded Members that in August 2013 the College had adopted the model Complaints Handling Procedure provided by the Scottish Public Services Ombudsman, on which the College was required to report annually on its performance in handling complaints. The report covered the period 1 September 2014 to 13 April 2015.

The Vice Principal reported that further staff training would be provided to clarify categorisation between discussion and complaint.

Members noted the low number of complaints lodged, and actions taken to ensure frontline resolution.

#### **4.5 Education Scotland Aspect Visit: My World of Work**

The Vice Principal, Learning and Skills, spoke to the report which had been issued, advising Members of the College's participation in a recent Education Scotland Aspect Visit on Skills Development Scotland Web Service and in particular the web based toolkit [www.myworldofwork.co.uk](http://www.myworldofwork.co.uk).

The review team visit to the College had been extremely positive and they commented particularly about the infection enthusiasm of staff and learners across all areas. Best practice was identified in the creative way team and learners jointly used the website. The full report would be published in Autumn 2015.

The Board noted the report and congratulated those involved in such a positive experience.

#### **4.6 Education Scotland Aspect Visit: Employability**

The Vice Principal, Learning and Skills, spoke to the report which had been issued on a recent aspect visit to the College on Employability.

The feedback from the visit was generally positive, with only four minor points to consider going forward. Several areas of best practice were identified, so much so that the review team indicated they would come back on a more informal basis to confirm the best practice.

Members noted the report and congratulated those involved on such a positive visit.

### **5 Minute of Meeting held on 3 March 2015**

The minute of previous meeting of the Board held on 3 March 2015 was approved.

### **6 Matters Arising**

#### **6.1 Item 4.1 Executive Team Capacity**

The Principal reported that the Executive team had reviewed its capacity once more and had agreed the recruitment of a support officer on a trial basis, rather than go out to recruitment of an external Secretary to the Board at this time. The pilot would be reviewed and reported to the Board in due course.

#### **6.2 Item 4.2 Curriculum Review and Potential Redundancies**

The Director of Organisational Development and Facilities provided an update on the ongoing meetings with staff and unions. Following the first stage of the selection process, one individual in the Beauty area had opted for voluntary redundancy and in Hairdressing two members of staff were being interviewed for one post, which would result in a redundancy. No appeals had been received to date.

The Board noted the position.

### **6.3     *Item 5.4            Funds Transfer to the Scottish Colleges Foundation***

The Vice Principal, Corporate Services and Governance reported that, following approval from the Scottish Funding Council, the College had transferred £525,500 to the Scottish Colleges Foundation prior to 31 March 2015. These funds would be used for future capital projects for the benefit of students, subject to a successful application to the Scottish Colleges Foundation.

The Board noted that the guidance from SFC would result in colleges publishing a deficit position in their 2014/15 accounts which would have to be carefully managed across the sector.

### **6.4     *Item 5.6            Regional Outcome Agreement***

The Vice Principal, Corporate Services and Governance reported that the ROA had been signed and submitted to the Scottish Funding Council. On Friday 17 April 2015 the College received its offer of grant from the Scottish Funding Council on the basis of the region Outcome Agreement for academic session 2015-16. The College will receive £8,423,961 in core grant, £378,942 in capital grant, £71,000 in strategic funds (student association) and £302,720 from the European Structure Fund to plan and deliver a total of 31,649 credits of student activity. The College will receive £2,491,324 in student support.

Members noted the position and that SFC were launching all Sector Outcome Agreements at an event in Edinburgh on 22 April 2015.

### **6.5     *Item 9                Board Recruitment***

The Secretary to the Board reported that the final interview had taken place and the Cabinet Secretary had approved the appointment of Ros Francis to the Board.

The Chair added that the Board was now at full strength and at an exciting phase of development.

## **7            Chair's Update**

The Regional Chair gave a verbal report on his activity since the previous meeting:

- Crichton Campus Leadership Group on 3 March
- Chair and Principal holding series of meetings with MP/MSPs
- Met with Skills Development Scotland
- Met with M Cross of Scot Gov regarding Developing the Young Workforce
- Colleges Scotland Audit Committee
- Secondary Head Teachers event in College on 12/13 March
- Invest in Youth Group meetings
- Ryder Architecture consultation on the Crichton Quarter/Master Plan
- Attended Schools Employment Group at Gates Rubber Co

## **8            Principal's Update**

The Principal gave a verbal report on her work with the Funding Council Funding Group which was reviewing student funding, extended learning support and the remoteness and rural element of funding.

She also advised that the Dumfries Employer Advisory Boards were being progressed by each Faculty in different ways, but that the Stranraer campus event planned for 22 April had had to be postponed due to low numbers. The College would continue to encourage employer engagement at Stranraer and the Principal had offered to meet on a one to one basis with employers to continue the process.

## **9 Student Association Update**

The Student President gave a verbal update on recent activities within the Association, plans for Citizenship week (wc 27 April) and encouraging applicants for membership of the Association for 2015/16. The Student Association are taking forward the idea for a project on student experience for use in schools with the marketing team.

## **10 Governance Issues**

### **10.1 Senior Independent Board Member**

The Secretary to the Board spoke to the report which had been issued. Following discussion it was agreed that the Vice Chair of the Board would be the designated Senior Independent Member.

### **10.2 Vice Chair, Committee Chairs and Committee Membership**

The Secretary to the Board spoke to the report which had been issued.

Following the successful transition from College Board to Regional College Board on 3 March 2015, the Board was required to review all existing office positions and Committee Membership to achieve a balance in relation to experience, succession planning and Member requests.

Members approved the proposed office positions and committee membership to be effective from the date of the meeting, and for a period of two years.

### **10.3 Net depreciation and Deficits**

The Board considered the Scottish Funding Council letter of 30 March 2015, acknowledging college concerns regarding the implications of implementing the guidance provided on the utilisation of net depreciation, particularly where this would result in a deficit in accounts for 2014-15. The letter stated that where a college returned a deficit position, SFC would treat this as a technical deficit which would not represent a challenge to the college's ongoing financial sustainability. This position had been agreed with Audit Scotland and the Scottish Government.

The Board noted that the College had followed the guidance, and would return a deficit position, and acknowledged how this would be perceived both nationally for the sector, and locally for the College. Colleges Scotland would be compiling a press release of key messages.

### **10.4 Post-16 Education (Scotland) Act 2013**

The Board noted the four orders relevant to the implementation of the Act contained in Scottish Government letter of 1 April 2015, particularly that college would revert to a 1 August to 31 July financial year from 31 March 2015.

## **11 Strategic Risk Register**

The Vice Principal, Corporate Services and Governance spoke to the Register which had been issued. Following discussion it was agreed to adopt the proposed changes to Risks 3, 5 and 12.

## **12 Stranraer Regeneration Project**

The Principal spoke to the Project Initiative Document of Centrifuge consulting who had been appointed by Dumfries and Galloway Council to identify the future training needs of the tourism, recreational and

commercial marine sector and the impact these may have to further and higher education provision and facilities requirements in Stranraer.

The Principal reported on recent Executive Team discussions on the freshening of the courses offered at the Stranraer campus, and engagement with employers and schools and advised that she would be providing a strategic report to the June meeting of the Board.

### **13 Stakeholder theme**

The Chair advised that the Stakeholder theme for the next Board meeting would be on Working with Schools.

### **14 Any Other Business**

#### **14.1 Board Links**

The Secretary to the Board advised that as part of the new Regional Board considerations, the purpose of the Board link process should be reviewed, and she would prepare a report for the next meeting.

The Secretary to the Board agreed to prepare a report for the next meeting.

Following on from the discussion on board links members suggested that it would be helpful to them in their ambassadorial role to have a brief note of the current and emerging issues facing the College and the sector.

The Principal agreed to prepare a note for the next meeting.

### **15 Date and Time of Next Meeting**

The next meeting of the Board of Management would be held on Tuesday 19 May 2015 from 2.00 pm.

## Learning and Teaching Committee

### Quality Key Performance Indicators (KPIs)

#### 1 Purpose of the report

To inform Members of issues related to Retention and Performance as at 7 April 2015

#### 2 KPIs

##### 2.1 Retention report 7 April 2015

###### *Higher Education (HE) full time programmes across college retention*

- 2014/2015 88% (Sector average 2012/13 80%)
- 2013/2014 82% (Outcome agreement target 82%)
- 2012/2013 80%

###### *Further Education (FE) full time programmes across college retention*

- 2014/2015 74% (Sector average 2012/13 73%)
- 2013/2014 74% (Outcome agreement target 75%)
- 2012/2013 73%

###### *All (FE/HE) full time programmes across the college retention*

- 2014/2015 78%
- 2013/2014 76%
- 2012/2013 75%

##### 2.2 Performance issues

HE full time numbers continue to show improvement in terms of retention and are expected to achieve both above sector average targets and outcome agreement targets for. However FE numbers for retention are likely to still underperform in terms of sector average and outcome agreement targets.

#### 3 Retention Analysis by Scottish Credit Qualification Framework (SCQF)

SCQF	Level 1	94%	18 (Number of Full time learners)
	Level 2	86%	14
	Level 3	100%	11
Access	Level 4	69%	216
	Level 5	74%	466
	Level 6	74%	372
HNC	Level 7	87%	392
HND	Level 8	92%	113

## Board of Management

### **4 Conclusions**

The College continues to focus on retention as a key performance indicator. All courses have advice sessions where course content and structure is described in detail. All new applications also now include a personal statement from the learner which is a requirement, and all progressing students require a personal tutor reference before they can progress onto a next level of learning. The Access Level 4 programmes, where there are no formal entry qualifications, are to be redesigned for 2015/16 including 12 week blocks of learning and more focus on employability skills. These will be designed around a “Princes Trust” type of delivery mode with more teambuilding opportunities.

### **5 Recommendation**

Members are invited to discuss the report and identify any further action or information required.

## Learning and Teaching Committee

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### Curriculum Developments: Schools Delivery 2015/16

#### 1 Purpose of the report

To inform Members of development of Schools Delivery for Session 2015/16.

#### 2 Report

Meetings with Secondary Head Teachers have taken place across the region, and following on from a successful Head Teachers conference held in the College on 12/13 March 2015, programmes have been agreed for delivery. This has been supported by some schools forming cluster regions to support learner pathways and delivery methods, ie:

- Langholm, Lockerbie, Annan and Moffat
- Castle Douglas, Kirkcudbright, Dalbeattie and Dalry
- Dumfries Academy, Dumfries High School, and St Josephs

This academic year has seen delivery to 10 schools across the region involving 249 learners. Planned for 2015/16 is delivery to 13 schools across the region with a target of 404 learners. Vocational pathways include:

- Skills for Work Early Education and Childcare
- Higher Psychology
- Christmas Leavers Engineering and Employability.
- HNC Early Education and Childcare.
- Digital Gaming
- Skills for Work in Hospitality
- Intermediate 2 Psychology
- Skills for Work Construction
- National 5 in Energy
- Introduction to Motor Vehicle
- National Certificate in Hospitality
- HNC in Electrical Engineering
- National 5 Practical Cookery

These pathways support the Scotland's Youth Employment Strategy (Developing the Young Workforce) three key criteria:

- How a high quality intermediate vocational and education and training system, which complements our world class higher education system, can be developed to enhance sustainable growth with a skilled workforce.
- How to achieve better connectivity and co-operation between education and the world of work to ensure young people, at all levels of education, understand the expectations of employers, and that employers are properly engaged.

- How to achieve a culture of real partnership between employers and education, where employers view themselves as co-investors and co-designers rather than simply customers.

### **3 Recommendation**

Members are asked to note the Report.



## Learning and Teaching Committee

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### Curriculum Developments: National Certificate in Engineering

#### 1 Purpose of the report

To inform Members of the development of a National Certificate in Engineering, Modern Apprenticeship Pathway.

#### 2 Report

Jas P Wilson, based in Dalbeattie, are national suppliers of forestry equipment, machines and spare parts, and are the only manufacturer of timber cranes and trailers in the UK. They are working with Dalbeattie High School and Dumfries and Galloway College to develop a National Certificate Modern Apprenticeship Pathway for delivery in 2015/16.

The course is designed for learners from Dalbeattie High school who have four standard grades or National 5 in Science or a related Engineering topic (part of schools pathways for 15/16). The course is designed for school leavers with an interest in engineering and who wish to gain employment with Jas P Wilson in the manufacturing area of their organisation.

The programme will combine practical skills with underpinning knowledge, enabling learners to progress through a modern apprenticeship in the Manufacturing Engineering Programme and would include on-the-job training with Jas P Wilson and further specialist engineering training with the College.

Year 1:- Full time five days per week, College based three days per week for one academic year, plus two days per week work based with Jas P Wilson.

Year 2:- Full time five days per week on-the-job training with Jas P Wilson with additional specialist engineering training as identified with College.

Year 3:- Full time five days per week on the job training with Jas P Wilson with additional specialist engineering training as identified with the college.

This is a positive development and reflects directly a response to the three key issues highlighted in Developing Scotland's Young Workforce, with schools, college and employers working closely and collaboratively together.

#### 3 Recommendation

Members are asked to note the report.

## Learning and Teaching Committee

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### Curriculum Developments: Project Search

#### 1 Purpose of the report

To inform Members of the College's involvement in Project Search.

#### 2 Report

Project SEARCH is a new Partnership model for delivery in 2015/16 between the College, Dumfries and Galloway Employability and Skills team and Project Search. This is a new programme which prepares young people with disabilities or additional support needs for employment, between the age of 16 and 24. Project SEARCH has grown across the UK: the key theme is a partnership to bring together education and training and work skills in a real life work environment. This radical idea takes the classroom into the workplace enabling young people to try out different roles within a host employer supported by tutors and job coaches.

Success has already been achieved across the UK with other employers including

- GlaxoSmithKline Global Headquarters
- Bath and North East Somerset Council
- Aberdeen University
- Derriford Hospital Plymouth
- 3 NHS Lanarkshire Hospitals

Project SEARCH is a partnership between a host business, an education provider and an agency which supports employment for disabled people. The goal is to provide on-site **INTERNSHIP** experiences, and for young adults to gain real work skills.

- **Dumfries and Galloway Council** will provide an on-site base and a variety of internships that will teach vocational skills.
- **Dumfries and Galloway College** will provide a tutor who will develop employability skills and curriculum that will support the internships
- **Dumfries and Galloway Councils Employability and Skills Team** will provide job coaching for interns at the host business.

#### Benefits to the Students

- Participate in a variety of internships in a high-status local business
- Acquire competitive, transferable and marketable job skills
- Gain increased independence, confidence, self esteem, and a new friendship group
- Receive work based individual instruction, coaching, support and feedback from the tutor, job coaches, and host business managers and mentors.
- Develop links to adult support agencies.

#### Benefits to Host Business

- Access to new, diverse talent stream with skills that match labour need

- Gain interns/employees with disabilities who serve as a role model for customers which is reflected in satisfaction evaluations
- Positive publicity, and local and national recognition of this unique programme
- Performance and retention in some high turnover or hard to fill posts increase dramatically

### **3 Recommendation**

Members are asked to note the report.

# COMPLAINTS HANDLING STATISTICS FOR THE PERIOD 1 SEPTEMBER 2014 TO 13 APRIL 2015



Under section 16B of the Scottish Public Services Ombudsman Act 2002 (as amended by the Public Services Reform (Scotland) Act 2010) the College must comply with the Scottish Public Services Ombudsman model Complaints Handling Procedure. In August 2013 the College adopted the model Complaints Handling Procedure, provided the Ombudsman with a compliance statement and a self-assessment of compliance with the model. The College is required to report annually to the Scottish Public Services Ombudsman (SPSO) on its performance in handling complaints.

		Number and percentage of complaints considered	Number and percentage of complaints closed within 5 working days	Number and percentage of complaints where an extension to the 5 working day timeline was agreed
<b>Total number of Complaints Received – Frontline Resolution (Stage 1)</b>		<b>18</b>	<b>10</b>	<b>8</b>
Source	Complaint details			
Student	Impact on learning due to changes in lecturing staff	1 (5.5%)	1 (5.5%)	
Student	Noise in the room used for Gas Assessment training	1 (5.5%)		1 (5.5%)
Student	Lack of tutor feedback, tutor late for class and tutor rude in class	3 (16.5%)	2 (11%)	1 (5.5%)
Student	Non adherence with assessment policy	1 (5.5%)		1 (5.5%)
Parent	College process in relation to borrowing equipment	1 (5.5%)		1 (5.5%)
Parent	Students withdrawal from course	1 (5.5%)	1 (5.5%)	
Student	Course application/bullying/tutor absence	1 (5.5%)		1 (5.5%)
Student	Achievement of units and course	1 (5.5%)		1 (5.5%)
Student	Failure to identify additional support at early stage	1 (5.5%)	1 (5.5%)	
Student	Student funding	1 (5.5%)	1 (5.5%)	
Student	Derogatory comment made by a member of staff	1 (5.5%)		1 (5.5%)
Student	Smokers using accessible ramp at the front door.	1 (5.5%)	1 (5.5%)	
Student	Behaviour of bus driver following an incident involving students on the bus	1 (5.5%)	1 (5.5%)	
Student	Course application refusal	1 (5.5%)	1 (5.5%)	
Student	Qualification requirements for progression to UWS	1 (5.5%)		1 (5.5%)
SPSO	Student complaint regarding HND unit results in 1990	1 (5.5%)	1 (5.5%)	
<b>Total number of Complaints Received – Investigation (Stage 2)</b>		None	None	None

## Learning and Teaching Committee

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### Education Scotland Aspect: My World of Work

#### 1 Purpose of the report

To inform Members of key issues related to a recent Aspect Visit from Education Scotland on My World of Work.

#### 2 Report

My World of Work (MyWoW) is a web based toolkit ([www.myworldofwork.co.uk](http://www.myworldofwork.co.uk)) developed by Skills Development Scotland (SDS) to support learners at school and through further education in developing informed choices around careers. It is also a tool to develop skills for entering employment. Information and support includes: interview techniques, information for parents, understanding different industries, information on Modern Apprenticeships, developing CVs, assessing individual strengths and weaknesses, job searches, and a range of other employment issues.

##### The Aspect Visit

Education Scotland were reviewing SDS on their web service, and were asked to evaluate and report on the impact of the website. As a College we were selected as one out of five regions across Scotland to take part in the review. A range of staff and students from the Curriculum and Employability Services were asked a set of questions from the review team, including:

- How do you use MyWoW within the organisation
- How many learners use MyWoW.
- How many staff use MyWow
- How many staff have undergone training delivered by SDS to deliver MyWow.
- What is the impact of MyWoW on specific groups of people?
- Do you use MyWoW to support delivery of Curriculum for Excellence (CFE)
- How well does the use and delivery of MyWoW help people to explore options and plan for progression
- How well does the quality of resources support delivery of MyWoW.
- Which aspects of MyWoW do you find most useful, do you think it could be better and why?

##### Feedback from the Visit

The review team had an extremely positive visit, and thanked all the learners and staff that had taken part on the sessions. They commented particularly about the infectious enthusiasm across all areas. The review team will write a full report showing findings and recommendations for the future use of My World of Work which will be published in Autumn 2015. During the visit to the College the review team did identify best practice in the creative way teams and learners jointly used the website, particularly in terms of the different curriculum area needs. When Education Scotland have completed the review they will then decide if this practice needs to be shared across the sector. The College would then be named in the report as part of best /effective practice.

#### 3 Recommendation

Members are asked to note the report.

## Learning and Teaching Committee

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### Education Scotland Aspect Visit: Employability

#### 1 Purpose of the report

To inform Members of key issues related to a recent Aspect Visit from Education Scotland on Employability

#### 2 Report

As part of the process of trying to improve key issues related to work in colleges, Education Scotland planned two days of review on the key task of Employability at Dumfries and Galloway College. Employability is defined by Education Scotland as the approaches used by a college in developing skills or knowledge that will help learners find work; and skills or knowledge that will help learners be more successful in work. These are not just technical skills, but wider personal skills, knowledge or attributes that will develop over time at a college. Day one of the visit to the college was in November 2014 with the follow up visit in March 2015.

#### The Aspect Visit

During the two days, over 18 meetings were held with a range of staff and students across the college including Stranraer. Issues discussed related to employability, including around 80 learner surveys issued by Education Scotland to learners in the College. Day one was around generic issues, with day two on specific issues which day one had highlighted to the review team.

Sample discussions on day one included:

- Questionnaires and discussions with learners and groups to establish wider learning experiences around employability.
- Discussions with learners to fully understand the college experiences that are of benefit to areas of employability
- Professional dialogue with key managers and staff responsible for the design ,management ,delivery and internal reviews of programmes around Employability

Day two specific discussions:

- Discussion with staff on formal guidance process, including pre entry and job seeking skills.
- Discussion with staff on school links and vocational taster programmes.
- Discussion with staff responsible for Employability Programmes, what is working well, what is not, what could be better, and any lessons that could be shared across the college.
- Use of E –Portfolio to support employability with key staff.
- Staff discussion on Business and Technology Education Council (BTEC) awards and the reasons these have been introduced to the college.
- Discussions with learners and staff on use of social networking sites, facebook, and in particular Myworld of Work to support employability skills development.
- Discussion with key staff on career management skills, job search skills, how these are identified, and how these are developed during lessons
- Discussion with staff on work placements, clarity of what these are, and where it is showing benefit to learners.

## **Feedback from the visit**

Education Scotland explained that a draft report on this task would go to the Scottish Funding Council (SFC) by July 2015 with the final report to be published in September 2015. Feedback was generally very positive throughout, including the following summary points:

- The College was praised for an overall strong and positive approach to Employability and one that is in a much stronger position than the sector as a whole
- E Portfolio was seen as a positive development to support Employability and may want to be considered for use across all the college
- Staff are reflective practitioners with employability used to reflect effective learning practices
- There is a constant reviewing of programmes and change to support key issues is ongoing.
- Acknowledgment was made of the many links the College has with employers - in some areas this was greater than in other areas, but all was positive
- The College was praised for taking on board the needs of employers and being open to adapt and change programmes accordingly
- Learners were positive re MyWorld of Work /Job search skills and Tutorials
- There was an acknowledgment of the challenges the College faces with engagement in a rural context, and the large amount of SMEs in the area

## **Points to Consider Going Forward**

- Could the employability service team share the issues they have found around delivery of employability skills across the college?
- Destination tracking post college not clear of processes in place.
- Work Placements are limited so perhaps a look at the process that supports this for a more effective model.
- The Job search part of college programmes although improving could be strengthened throughout the year.

## **Good Practice**

The visit identified several areas of Best Practice across the college; the review team did not have enough time to look in detail at all these areas and will contact the Vice Principal Learning and Skills for clarification on some areas. A follow up informal visit will be arranged to tie up all the best practice issues identified by the team.

## **3 Recommendation**

Members are asked to note the report.

## Board of Management

**Minute of Meeting of the Board of Management of Dumfries and Galloway College held on Tuesday 3 March 2015 from 2.00 pm in Room 1074b of the Dumfries campus**

**Members Present:**

Brian Johnstone (Chair)	Sam Glendinning
Delia Holland (Vice chair)	Craig McGill
Hugh Carr	Janice Goldie
Barry Graham	John Henderson
Kenny Henry	Pat Kirby
Karen McGahan	Stuart Martin
Carol Turnbull	

**In Attendance:** Jannette Brown, Secretary to Board and Vice Principal (Corporate Services & Governance)  
Susan Sutherland, Minute Taker and Executive Team Assistant  
Helen Pedley, Director of Organisational Development and Facilities  
Andy Wright, Vice Principal (Learning and Skills)  
Karen Hunter, Finance Manager (Item 5 only)

### **1 Welcome and Apologies**

The Chair welcomed members to the first full meeting on the new Regional Board, and welcomed Barry Graham to his first Board meeting. Apologies were received from Janet Brennan.

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

### **2 Declaration of Interest**

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

### **3 Minute of Meeting held on 20 January 2015**

The minute of previous meeting of the Board held on 20 January 2015 was approved.

### **4 Matters Arising**

#### **4.1 Item 5b Executive Team Capacity**

The Principal reported that, following discussions with regard to the Executive Team capacity at the previous meeting, the Executive Team had acknowledged that the Board preference was for the Secretary to the Board role to remain internal, and had reviewed the situation further. However, having looked at the various options it was confirmed that the Board would recruit externally. This was remitted to the Selection and Appointments Committee to progress.

#### **4.2 Item 10 Curriculum Review and Potential Redundancies**

The Director of Organisational Development reported that she had had ongoing meetings with affected staff, and unions. The feeling of the Board at the previous meeting had been that, in view of lack of affordability and avoidance of any perceived precedent, an enhanced scheme would not be possible. Since then the Director had further reviewed the financial implications which would be £28k (plus any strain on pension funds where an individual was over 50). She also confirmed that the Scheme would be different to any previously offered and could be opened for a fixed period only, which would alleviate the risk of setting a precedent.

Following discussion during which Members were assured that management would ensure that skills sets were maintained, it was agreed to offer an enhanced scheme, subject to approval by the Scottish Funding Council.

## **5 Finance and General Purposes Committee**

Members were reminded that for a trial period, and to allow for a greater understanding of the work of Committees of the Board, Committee papers would be brought to the full Board for consideration.

### **5.1 January 2015 Management Accounts**

The Vice Principal (Corporate Services and Governance) spoke to the report which had been issued, advising on changes to financial reporting and budgeting following reclassification of the College sector, with priority now being given to achieving a balanced budget each year, managing cash balances throughout the year, and maintaining broadly the same level of working capital year on year. As a result the College would need to balance its resource budget at 31 March each year, and provide returns to the Scottish Funding Council (SFC) that disclose the 31 March budget out-turn. Any donations to the Scottish Colleges Foundation (SCF) had to be from available resource budget and made before 31 March.

*H Carr joined the meeting at this point*

Members noted the position

### **5.2 Forecast Financial Out-turn to 31 March 2015**

### **5.3 Financial Reporting and Depreciation**

It was agreed to discuss items 5.2 & 5.3 at the same time.

The Vice Principal (Corporate Services and Governance) spoke to the reports which had been distributed. The first report (5.2) highlighted the forecast financial and the budget outturn for the 12 month period to 31 March 2015. It went on to explain the potential revisions should approval be given to utilise depreciation funds.

The second report (5.3) highlighted the differences between the two sets of financial reporting rules for depreciation charges with which the College must comply following Office for National Statistics (ONS) reclassification of the college sector.

Members were advised that this was an ongoing sector wide issue between the Scottish Funding Council (SFC) and the Scottish Government. SFC had initially advised that colleges could use depreciation to offset the shortfall in student funding but this could result in most colleges publishing a deficit position, and so further guidance was awaited.

The Board noted the position and expressed its concern at the lack of clarity.

### **5.4 Capital Expenditure/transfer to Scottish Colleges Foundation**

The Vice Principal (Corporate Services and Governance) spoke to the report which had been issued, providing an update on the financial forecast and budget out-turn for the 12 month period to 31 March 2015.

She reported that the Hospitality development was complete and still on schedule to come in on budget. The College had been able to allocate some of the project costs against capital grant from the Scottish Funding Council (SFC) which meant that not all monies received from the Scottish Colleges Foundation would be required. Final invoices were being prepared but indications to date showed that if the College is approved to use depreciation funds up to £500k could be returned to the Foundation.

In addition, the Executive Team anticipated that commercial income generated by the College of up to £250k, could also be transferred to the Foundation.

The Audit Committee had considered this at its meeting on 24 February 2015 and recommended approval to the Board.

Following discussion, the Board approved the transfer of up to £750k to the Scottish Colleges Foundation (D&G sub fund) by 31 March 2015, subject to any necessary approval from the Scottish Funding Council. It was delegated to the Principal to make the final decision within the agreed parameters.

#### **5.5 April – July 2015 Budget**

The Vice Principal spoke to the report which had been issued. The College budget for 2014/15 related to the period April 2014 to March 2015 and corresponded with the planned financial year end. The College financial year end had changed to 31 July with effect from 31 July 2015, and the financial statements for 2015 would cover the 16 month period from April 2014 to July 2015, and so a budget was now required for the four month period April 2015 to July 2015.

Following discussion, the Board approved the April – July budget.

#### **5.6 Outcome Agreements – Indicative funding 2015-16**

The Vice Principal (Corporate Services and Governance) spoke to the copy Scottish Funding Council (SFC) letter which had been issued on 30 January 2015 advising colleges with initial SFC decisions on funding for academic year 2015-16. She reported that a further communication had been received that morning reducing the original amount of £8.7M by £380k.

The draft Regional Outcome Agreement document was tabled for Members' information. It was noted that the targets in the ROA formed the operational aspects which supported the strategic direction of the College, as decided by the Board. Members were asked to make any comment to the Vice Principal within seven days, when the document would require to be signed by the Regional Chair and Principal and formally submitted to SFC.

#### **5.7 August 2015 – July 2016 Budget**

The Vice Principal (Corporate Services and Governance) spoke to the report which had been issued, advising that the Scottish Funding Council had provided indicative grant levels for core grant, capital/maintenance, student support and European Social Fund grant.

Members considered the draft budget and key assumptions and approved the 2015-16 Budget.

### **6 Chair's Update**

The Regional Chair gave a verbal report on his activity since the previous meeting.

#### **6.1 Locally**

The College Chair brought together a core (strategic planning) group in response to Developing the Young Workforce, to seek to establish an Invest in Young Persons Group in Dumfries and Galloway. The group consists of representatives from Dumfries and Galloway Council, Dumfries and Galloway Chamber of Commerce with the Chair and the Principal representing the College.

A second successful Employer Advisory Board (EAB) event had taken place in the College on 27 January 2015, and the Heads of Faculty were taking forward EABs in each area.

The College is hosting a Head Teachers conference on 12 and 13 March 2015 which it was anticipated would enhance the relationship with schools and assist in furthering pathways for students and school college partnerships.

The Chair and Principal had met with the Vice Dean, Faculty of Engineering, from Strathclyde University regarding potential engineering HNC/Degree articulation and modern apprenticeships. The meeting was very positive and matters are being progressed with a view to commence session 2016-17.

He had also begun one to one meetings with individual Board Members, in order to gauge specialisms/interest going forward, and personal development for Members, and it was hoped to establish a Board evaluation framework with the input of Jan Polley, consultant.

## **6.2      *Nationally***

The Chair advised on discussions at Colleges Scotland Board level regarding potential National Bargaining and advised that the Board would be asked to consider their position on this issue in next few months.

## **7          *Principal's Update***

The Principal spoke to the report which had been issued updating Members on key College activities. She added that since the report was written, the College had won a bronze award for Marketing at the Colleges Development Network Awards on 26 February, and of exciting employer/school/college vocational pathways being progressed with Pinneys and Annan Academy, and Wilson's and Dalbeattie High School.

Members noted the report.

## **8          *Student Association President's Update***

The Student Association (SA) President spoke to the report which had been issued, which gave details of the structure of the SA Executive posts involved. Members noted that all students were members of the Association Working on Behalf of Learners. The report also highlighted recent Association activities and the Executive and Student Association Development Officer were producing a development plan and template to aid successive Student Association Executives to establish quickly, and hopefully ensure sustainability.

The President and Chair had discussed the possibility of students making a promotional video for use in schools to use student experience to encourage pupils to come to College. The Board endorsed this idea and it was agreed the SA Executive take this forward with the Marketing team.

Members welcomed the positive nature of the report.

## **9          *Governance Issues***

The Secretary to the Board advised the Board that the Cabinet Secretary had now approved the appointment of S Martin, D Holland, B Graham, J Goldie and J Henderson. The Secretary to the Board spoke to the report which had been issued advising that the re-arranged interview of Ros Francis had taken place. The Selection and Appointments Committee was recommending to the Board the appointment of Ros Francis to the Board.

The Board approved the Committee's recommendation and the Chair would now seek approval to appoint from the Cabinet Secretary for Education and Lifelong Learning.

### **9.2      *Vice Chair, Committee Chairs and Committee Membership***

The Secretary to the Board spoke to the report which had been issued, advising that the transition from College Board to Regional College Board was completed by 3 March 2015. All existing office positions would require to be reviewed including the appointment of a Vice Chair, Committee Chairs and Committee Membership.

Following discussion, the Board approved continuation of the existing arrangements until its next meeting on 21 April 2015. Members agreed to advise the Secretary if they wished to be considered for the position of Vice Chair, Chair of Committee and membership of a Committee. Details of the role of the Vice Chair, and the Standing Committees were attached to the report.

### **9.3 Governance Arrangements – Teachers Pension Scheme**

Members noted a copy letter from Colleges Scotland to the Cabinet Secretary for Finance, Employment and Sustainable Growth.

## **10 Human Resources Committee**

### **10.1 Annual report of the Committee 2013-14**

The Director of Organisational Development and Facilities spoke to the report which had been issued, providing an update for the period in relation to the minimum reporting requirements for standing committees.

The Committee confirmed that it was of the opinion that it complied with the Standing Orders and Financial Regulations and assured the Board on the effective and efficient achievement of the Board's objectives for the Committee, and so the Board accepted the report.

### **10.2 Sickness Absence report**

The Director spoke to the report which had been issued, which provided a summary of the sickness absence levels for the period 1 August 2013 – 30 July 2014.

The report indicated an overall absence rate for the College for the period of 4.4%, and gave details of long term and short absence and the reasons given. Upon reviewing the absence levels, there did not appear to be any trends in relation to reasons or departments. The College continued to refer staff to Occupational Health where there was a history of frequent absences to establish if there was an underlying cause or if the College was required to make any adjustments as a result of illness to enable their performance to improve.

Members noted the report.

### **10.3 Director's Update**

Members noted the Director's Update report which had been issued giving a summary of current Human Resources (HR) developments, including an online recruitment pilot and a new HR system. The report also advised on no significant change to the overall staffing establishment and provided an update on the National Joint Negotiating Committee.

## **11 Disposal of Property**

The Director of Organisational Development and Facilities spoke to the report which had been issued, regarding the property at Catherinefield, Heathhall which was currently on a five year lease arrangement with a nursery.

Following a review of the College estate, the building would not be required for long term plans and so the proposal would be to dispose of the property at the end of the current lease agreement, in June 2016. An evaluation of the property in 2009 was approximately £150,000.

The Board approved the proposed sale, subject to Scottish Funding Council permission and it was noted that once a valuation was available, it would be offered to the current tenant in the first instance.

## **12 Key Performance Indicator Report**

The Vice Principal (CS&G) spoke to the report which had been issued.

Members noted the report and that the College was on target to deliver its WSUMs target, and on course to achieve improvements in retention and outcomes.

## **13 Strategic Risk Register**

The Vice Principal (Corporate Services and Governance) spoke to the Register at February 2015 which had been issued, and advised of no suggested change from the previous meeting.

Members noted that a new Strategic Plan 2015-19 would be issued in August from which the Risk Register would be refreshed.

#### **14 Minute of Strategic Session of 20 January 2015**

The Minute of meeting was approved.

##### **14.1 Mainstream Curriculum**

Members welcomed the tabular document showing the mainstream curriculum of the College, and articulation routes.

The Regional Chair also questioned whether there were statistics showing pupils who achieved A passes in the region, but who did not go on to or dropped out of Higher Education. Barry Graham responded that he would issue information on A passes.

Vice Principal (CS&G) agreed to seek statistical data students from this region who drop out of HE from the Scottish Funding Council.

#### **15 Stakeholder Theme – Crichton Partners**

The Principal spoke to the report which was tabled, listing the partners involved in the Crichton Campus Leadership Group including the College, which was chaired by Dame Barbara Kelly, and highlighting the remit of the group.

Members noted the growing economic importance of the Campus to the Region, and also discussed the number of business housed there. The Principal confirmed that the College Business Development Manager engaged with the businesses, and that the Joint Academic Strategy Group, which the Principal chaired, had agreed at its previous meeting to hold a workshop event in the Spring to begin the process of mapping out existing participation and potential opportunities for the future.

Members were also keen to maintain the College's profile on the Campus and the Region, and it was noted that representation on the Crichton Foundation, and Crichton Development Company aided with this.

#### **16 Any Other Business**

None

#### **17 Date and Time of Next Meeting**

The next meeting would take place on Tuesday 21 April 2015 from 1.30 pm.

## Board of Management

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### Senior Independent Board Member

#### 1. Purpose of the Report

The purpose of this report is to advise members of changes required to the Board's Articles of Governance in order to comply fully with the new Code of Good Governance for Scotland's Colleges.

#### 2. The Report

Following the adoption of the Code of Good Governance for Scotland's Colleges, the Secretary to the Board was asked to advise the Board's of any changes to its Articles of Governance in order to comply with the new Code.

Section A.12 of the Code states:

"The board must appoint one of the independent non-executive members to be the senior independent member to provide a sounding board for the chair and to serve as an intermediary for the other board members and the board secretary when necessary. The senior independent member (or Vice-Chair) should also be available where contact through the normal channels of chair, principal, or secretary has failed to resolve an issue or for which such contact is inappropriate."

The Board must therefore appoint a senior independent member. The Board may wish to consider designating the Vice Chair as the Senior Independent member. This has been the approach many Regional Boards have adopted.

#### 3. Recommendation

Members are asked to discuss and approve designating the Vice Chair as the senior independent member and for the Articles of Governance to be amended to reflect this.

## Board of Management

### Vice Chair, Committee Chairs and Committee Membership

#### 1 Purpose of the Report

The purpose of this report is to provide members with a revised Constitution and Standing Orders.

#### 2 The Report

Following the successful transition from College Board to Regional College Board on the 3 March 2015 the Board is required to review all existing office positions – the Vice Chair, Committee Chairs and Committee Membership. Members were invited to lodge their interest in office position with the Secretary to the Board.

The review of office positions has been arrived at by aiming to achieve a balance in relation to experience, succession planning and members requests. The changes resulting from the review is as follows:

- Delia Holland to be appointed Vice Chair
- Stuart Martin to be appointed Chair of the Human Resources Committee
- Pat Kirby to move from the Finance & General Purposes Committee to Audit Committee
- Barry Graham, given his experience/background, to serve on Learning and Teaching Committee
- Ros Francis, given her experience/background, to serve on Finance and General Purposes Committee

The full list of office position and committee membership is as follows:

BOARD OF MANAGEMENT	
<b>Membership</b>	Brian Johnstone (Chair), Carol Turnbull (Principal); Delia Holland (Vice Chair), Hugh Carr, John Henderson, Barry Graham, Ros Francis, Stuart Martin, Janice Goldie, Karen McGahan, Pat Kirby, Janet Brennan, Kenny Henry, Andrew Nyondo, Sam Glendinning and Craig McGill
<b>In attendance:</b>	The Executive Team
SELECTION AND APPOINTMENTS COMMITTEE	
<b>Membership:</b>	Regional Chair, Vice Chair, Chair of Audit and Chair of Human Resources

AUDIT COMMITTEE
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## Board of Management

<b>Membership:</b>	Hugh Carr (Chair), Delia Holland, Stuart Martin, Pat Kirby and Janice Goldie
<b>In attendance:</b>	Internal auditors External auditors Principal Vice Principal Corporate Services and Governance Finance Manager

### FINANCE AND GENERAL PURPOSES COMMITTEE

<b>Membership</b>	John Henderson (Chair), Carol Turnbull (Principal), Kenny Henry, Karen McGahan and Ros Francis
<b>In attendance:</b>	Vice Principal Corporate Services and Governance Finance Manager

### HUMAN RESOURCES COMMITTEE

<b>Membership</b>	Stuart Martin (Chair), Carol Turnbull (Principal), Andrew Nyondo and Janet Brennan
<b>In attendance:</b>	Director of Organisational Development and Facilities

### LEARNING AND TEACHING COMMITTEE

<b>Membership:</b>	Delia Holland (Chair), Carol Turnbull (Principal), John Henderson, Kenny Henry, Barry Graham, Sam Glendinning, and Craig McGill
<b>In attendance:</b>	Vice Principal (Learning and Skills) four members of staff representative of each Faculty

### REMUNERATION COMMITTEE

<b>Membership:</b>	Regional Chair, Vice Chair and Chair of Finance and General Purposes
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## 3 Recommendation

Members are asked to discuss and approve the proposed office positions and committee membership to be effective from the date of this meeting and for a period of two years.

# Strategic Plan 2008-2015 Risk Register

Risk No.	Strategic Aim	Risk Description	Inherent Risk			Controls in Place	Assurances	Internal/ External	Residual risk			Further Action	Risk Owner
			Likelihood	Impact	Total				Likelihood	Impact	Total		
1	SA 6	Unable to achieve WSUM target	2	4	8	1. Real time monitoring system. 2. Contingency plans in place to offer additional provision as required. 3. Annual review of staffing and provision to rebalance areas of growth with areas of decline. 4. Annual review carried out by internal audit	1. Reviewed by ET on a weekly basis 2. Reviewed by ET on a weekly basis 3. Review carried out by HR and presented to ET for consideration/approval. 4. Internal audit report presented to audit committee	Internal / External	1	3	3	No further action.	JB
2	SA 1, 3 & 6	Loss of collaborative partnership arrangements	2	3	6	1. Policy of limiting dependence on any one partnership. 2. Regular reporting of partnership issues at ET. 3. Constant scanning to identify new potential partnerships.	1. Currently not specifically reviewed 2. ET meetings/minutes 3. ET meetings/minutes	Internal	1	2	2	No further action. Although policy not specifically reviewed, any issues would be identified through regular reporting at ET. Internal audit review planned for 14/15	ET
3	SA 1 & 6	Imbalance between demand for student support funds/bursaries and funds available	2	3	6	1. Detailed analysis and monitoring of spend undertaken on an ongoing basis by Finance Manager, discussed monthly with VP (CS&G) who updates ET. 2. Allocation and amounts reviewed on an annual basis to ensure funding constrained within amount available. 3. Annual review carried out by internal audit	1. ET meetings/minutes 2. ET meetings/minutes 3. Internal audit report presented to audit committee	Internal / External	1	2	2	No further action but continue to monitor expenditure and amend student funding policies to match demand with available budget. For session 2015-2016 SFC advised depreciation funds to be used for student funding shortfall	JB
4	SA 1, 2 & 6	Impact of the implementation of new 'needs led' funding model along with the simplification approach (WSUM replacement)	4	4	16	1. Principal member of College Sector Funding Group. 2. Vice Principal (CS&G) college lead in the parallel running of new simplification approach 3. Continuous review of curriculum and delivery by ET to ensure that adverse impact minimised.	1. Feedback to ET and Board meetings 2. Reports to L&T Committee	Internal	2	2	4	1. Parallel running of simplification methodology in 14/15 with full implementation starting 15/16. Implementation of 'needs led' funding approach in 15/16. Internal audit review planning for 15/16	CAT/ JB
5	SA5 & 6	Move to National Pay Bargaining	2	4	8	1. Detailed financial planning undertaken and approved by Finance and General Purposes Committee to ensure "affordability" of any offer. 2. Clear and well established negotiation processes in place with recognised unions. 3. Government suggested maximum 1% pay awards for 2014/15 and 2015/16.	1. F&GP meetings/minutes 2. Feedback to ET and the Board 3. Included in budget which is monitored and reported through F&GP	Internal	2	2	4	The Board will be asked to sign up to a National Recognition and Procedure Agreement	HP
6	SA 1,2,3,4,5,6,7	Disruption to business continuity due to Influenza pandemic, terrorism, fire or other disaster	2	4	8	1. Business continuity plan in place (check audit report recs)	1. Reviewed by ET and report to Board 2. Internal audit review carried out in 11/12	Internal / External	2	2	4	Implementation of audit recs	ET
7	SA 1 & 6	Failure to maintain student numbers	2	4	8	1. Strategies in place to improve retention. 2. Self evaluation process. 3. Poorly performing programmes removed from the curriculum.	1. Monitored at course level and review by ET. Exception reporting to Board. 2. Monitored through self evaluation process and reported to ET and L&T committee	Internal	1	3	3	Internal audit review planned 13/14	ET
8	SA 6	Loss of 'charitable' status	2	4	8	1. Internal control and governance arrangements in place to meet requirements of OSCR. 2. Work with Colleges Scotland to influence and respond to any potential change to legislation affecting charitable status.	1. External audit coverage as part of annual review of financial statements.	External	1	2	2	No further action	CAT
9	SA 6	Downturn impacts on recruitment of Modern Apprentices	2	3	6	1. Maintain regular dialogue with training bodies. 2. Alter curriculum delivery to accommodate low numbers as and when required. 3. Contracts with relevant sector skills bodies and SDS in place.	1. Curriculum plans approved by ET and L&T Committee 2. Curriculum monitor contract on ongoing basis	Internal	2	2	4	Reduction in demand and income to be balanced by staffing reductions. Planned internal audit on strategic planning in 14/15	AW
10	SA 1,2,3,4,5,6,7	Public sector funding cuts - forecast for session 2016-17	4	4	16	1. Scenario planning undertaken and measures to offset reduction identified which is then used to inform curriculum planning. 2. Annual review of provision undertaken through planning and budgetary process to ensure match of income and expenditure.	1. Curriculum plans approved by ET and L&T 2. Budget approved by the Board	Internal	2	4	8	Reduce curriculum provision and or student services in line with funding and implement cost savings. Seek to increase non SFC income.	ET
11	SA 6 & 7	Changes to structure of FE colleges in Scotland adversely impacts on DAGCOL	2	4	8	1. D&G now confirmed as a single college region. Uncertainty still exists about future Crichton relationship and impact of being second smallest region in Scotland. Current indications are that under 'needs-led' funding model college is a growth region.	1. Scottish Government confirmed D&G as a single college region 2. Principal member of Crichton Leadership group and feeds back to ET and Board	Internal / External	1	2	2	Proactive involvement of ET and BoM in process	ET
12	SA 6 & 7	Governance implications resulting from reclassification of colleges by the ONS	4	4	16	1. Senior Management and Finance Manager representation at relevant briefings and ongoing monitoring of changes 2. External audit advice	1. Feedback to ET and Board	Internal/ External	2	2	4	SFC Guidance on Depreciation and Deficits External audit will review any changes to accounting treatments	ET
13	SA 1,2,3,5 & 6	Unable to increase Broadband width	4	4	16	1. Vice Principal (CS&G) member of H&FE Sector Oversight Board for ICT 2. Vice Principal (CS&G) member of Jisc RSC Scotland Advisory Board	1. Implementation of SWAN monitored 2. Feedback to ET and Board	Internal / External	2	2	4	No further action	JB