

Board of Management Meeting

Minute of Meeting held on 14 June 2024 @ 1215 hrs Stranraer Campus

Present:		
Caroline Stuart (CS) - Chair	Jamie Ross (JR)	Susan McLellan (SMc)
Sue Irving (SI)	Claire McLean (CMcL)	
Joanna Campbell (JC) Principal	Sharon Hodgson (SH)	Gillian Brydson (GB)
Malcolm MacLeod (MM)	Richard Nash (RN)	Ann Hill (AH)
Adnan Dogrultan (AD)	Annette Cameron (AC)	David Burns (DB)
In attendance:		
Douglas Dickson (DD) – Depute Principal	Karen Hunter (KH) – Executive Director of Finance	Lorraine Grierson (LG) – Board Secretary
Joe McGraw (JM) – Vice Principal People and Transformation	Mary Cheetham (MC) – Minute taker	
Apologies:		
Will Dowson (WD)	Eddie Black (EB)	Kate Glendye (KG)
Pete Woods (PW)		

1. Welcome and Apologies for Absence | Verbal | Chair C. Stuart

1.1. The Chair welcomed everyone to the meeting and introduced David Burns Support TU Member and confirmed the meeting was quorate.

1.1.1. Apologies were received as shown above.

1.2. Declaration of Interest and Connections | Verbal | Chair C. Stuart

1.2.1. The Chair reminded Members to indicate any declaration of interest as appropriate throughout the course of the meeting.

1.2.2. HMI Education Scotland Update

1.2.3 CS introduced Sarah Halliwell, Education Scotland. SH presented to the Board (presentation [Link](#)) and provided an overview of the recent Annual Engagement Visit to the College.

1.2.4 The Chair thanked SH for a positive update.

1.2.5 AD confirmed that the Class Representative process is undergoing changes aimed at enhancing efficiency, and DD emphasised the shift towards earlier feedback from all

students by utilising the student satisfaction survey. Although SPARQS is currently not engaging all students, there is a national shift towards different approaches and the report is crucial, providing confidence in terms of our defence mechanisms and reflecting the journey of the college and the team.

- 1.2.6 JC highlighted the significant cultural shift over five years, led by DD and PS and how their leadership and the positive endorsement has been highly motivating for the team.
- 1.2.7 The Board commended the team's collective effort and hard work and how the progress achieved is a testament to their dedication.
- 1.2.8 AH inquired about measuring meta skills. SH responded that evaluation depends on individuals and curriculum, noting that "life learning and work" is the focus rather than a one size fits all approach.

FOR APPROVAL

2. Minutes of Previous Meetings and Matters Arising

2.1. Minute of Meeting held 25 March 2024 | Paper 2.1 | Chair C. Stuart

- 2.1.1 AH advised paragraph 3.7, refers to different groups rather than student groups. Remove "different" and add "students."
- 2.1.2 ...
- 2.1.3 JR highlighted that the action to share the Stranraer Plan with various groups and invite the headteacher from Stranraer Academy, had not been included in the agenda.
- 2.1.4 The Board discussed inviting stakeholders to the Board meetings for a strategic overview.
- 2.1.5 **ACTION: The Chair and JC to compile a stakeholder list to invite to the Board to include the Headteacher from Stranraer.**
- 2.1.6 **The minute was approved as an accurate representation of the meeting with amendment noted above.**

2.2 Action Log | Paper 2.2 | L. Grierson

- 2.2.1 LG provided an update on the progress of current actions, confirming that all comments had been updated. The one outstanding issue regarding the Audit Committee Minutes for March to be circulated to BoM members is now complete.
- 2.2.2 **The Board noted the update to the Action Log.**

2.3 Matters arising

- 2.3.1 There were no matters arising.

FOR DISCUSSION

3 Health and Safety Report| Paper 3.1 | J McGraw

- 3.1 The VP People and Transformation highlighted the focus is on implementing the SafeSmart Smartlog system to centralise Health & Safety compliance activities and

integrate training, enhancing the College's H&S standards. Line manager overviews occurred, with training set for September.

- 3.2 JM updated the Board on the ongoing monitoring of sports related incidents which identified issues of incomplete pre-assessment questionnaires amongst students, reminders have been issued.
- 3.3 The Chair queried the status and timelines of the action plan as all actions were scheduled for a December finish. JM confirmed that they were aiming for completion by September.
- 3.4 With regard to non-compliance, RN asked if safety observations were recorded and whether there are mechanisms for individuals to report on these. JM commented on the proactive role of the H&S Advisor and explained that she conducts regular walkarounds with line managers and any issues identified are reported back to her Line Manager. Reports are also discussed at the H&S Committee and individuals can raise these at the meeting, directly with the H&S Advisor or through the Helpdesk. RN expressed concern about the frequency of the Committee meetings for reporting incidents.

SMc left the meeting at 13.28 hrs.

- 3.5 MM remarked on the Board's role regarding internal processes and asked about benchmarking incidents and accidents across the college sector and suggested JM investigate and report the findings to the Board, emphasising the importance of comparative data for tracking trends.
- 3.6 **ACTION: JM to gather comparative data for tracking trends and provide feedback to the Board.**

4 Student Association Report | Paper 4.1 | A Dogrultan

- 4.1 The Chair expressed gratitude to AD and AC for their contributions throughout the year and for organising a successful Above and Beyond awards ceremony.
- 4.2 AD updated the Board on the variety of recent and future activities from the SA:
 - The Active Campus Co-ordinator (ACC) had organised an 'Active Campus Connect' event which had been well attended by students with a variety of external local organisations taking part including discounted memberships.
 - The Therapets initiative had a positive reception and plans are underway for future visits.
 - A sponsored 'Loch Walk' event had been proposed by class reps to raise money for the College's food bank and a memorial bench for the late Angela Connelly.
 - The Student Association Officer Elections had been concluded.
- 4.3 SI asked about the Therapets initiative's effect on vulnerable students' learning opportunities and the Depute Principal advised that the SA are to promote events in alignment with the HN student's grading units as well as synchronizing with the Academic Cycle, and possibly schedule on Fridays to facilitate.
- 4.4 The Chair acknowledged the exceptional teamwork and highlighted the overall benefits to students from these initiatives, thanking the Student Association on behalf of the Board.

AD and AC left the meeting at 13.35 hrs.

4.5 SA Partnership Agreement | Paper 4.2 | A Dogrultan

4.5.1 The item was noted by the Board.

5. UWS - Strategic Project | Verbal | J Campbell – Confidential (Non-Execs only)

5.1 Confidential for Non-exec

C McLean joined the meeting at 13.57hrs.

FOR APPROVAL

6. Strategic Risk Register | Paper 6.1 | L. Grierson | Approval

6.1 It was confirmed that five risks were assigned to the Board of Management for their review: 1,2, 5, 6 and 12. The board were advised that after review by ELT, there had been no changes to the scoring, however Risk 12 had an addition to frontline monitoring.

LG updated the Board on the following changes to risks after Committee consideration:

6.2 Learning and Teaching Committee

- Risk 8 – Failure to achieve highest academic performance levels – **the gross rating has been reduced to 12 (Significant) and the net risk has been reduced to 8 (minor)**. The ratings have been reduced due to the continued upward PI trend.

6.3 Audit Committee

- Risk 11 – Failure to achieve and maintain systems and operable and secure ICT. Committee members discussed and agreed to the **increase the residual rating to 15 (3/5)** due to the continued and increased cyber-attacks on organisations, however the narrative/mitigations are to be reviewed and updated and brought back to the committee.

6.4 The Chair asked for approval on risks 1, 2, 5, 6 and 12. Each Risk was discussed in turn, and ELT members confirmed the risks all remain unchanged - all steps being taken to mitigate the risks and nothing of concern had arisen.

6.5 GB also confirmed that the Risk Register had been given full consideration at Audit Committee taking on board the responses from Executive Leadership team.

6.6 The Board Approved the Risk Register

7. Finance Update

7.1 Management Accounts up to March | 24 Paper 7.1 | K. Hunter | Approval

7.1.1 The Executive Director of Finance confirmed that the management accounts had been approved by the F&GP Committee with no changes.

7.1.2. Confidential to members.

7.1.6 **The Board approved the Management Accounts up to March 24**

7.2 Budget 24-25 and FFR| Paper 7.2 | K. Hunter | Approval

7.2.1 The Executive Director of Finance and Planning asked the board for approval confirming F&GP feedback had been incorporated.

7.2.2 Confidential to members.

7.2.6 **The Board approved the Budget 24-25 and FFR**

7.3 Internal Audit Plan | Paper 7.3 | K. Hunter | Approval

7.3.1 GB reported that the internal auditor's work was positively received, focusing on scheduling and capacity. The internal audit has been agreed upon, however proportionality of the costs charged was queried eg curriculum planning compared to health and safety which will be reviewed. The auditor will provide further insights on policies and practices. Any rescheduling of the audit plan during the year will be brought back to Audit committee.

7.3.2 **The Board approved the internal audit plan for AY24/25.**

7.4 External Auditors Annual Plan | Paper 7.4| K. Hunter | Approval

7.4.1 The Audit Committee Chair's meeting with both internal and external auditors found no issues to address, though there were questions about costs which was explained, a situation observed across Scotland.

7.4.2 **The Board Approved the External Audit Plan for AY2023/24.**

8. Mission 2030 | Paper 8.1| J. Campbell | Approval

8.1 DD presented an overview of Mission 2030 following the Strategy Day, explaining the focus was on clarifying our purpose and key vision. Responsibilities for each pillar have not yet been assigned, but the focus remains on achieving KPIs for 2030 and moving forward in a detailed manner. Significant progress has been made on two out of four strategies, particularly in integrating them into new systems and advancing digital and 21st-century learning.

8.2 The Chair opened for commentary with the following suggestions discussed:

- RN suggested revising pg 7 "Future Skills – Our Students". It says 'develop meta skills' which implies we do not do it and suggested changing this to "continue to develop student's meta skills". (page 7).
- GB emphasised the importance of the audience understanding the statement, considering metaskills and suggested changing it to 'core skills'. She also encouraged ELT to consider wording eg there is a waiting list to come to this college rather than the region; and promote that the college is meeting the needs of D&G and employers.

- MM proposed streamlining the articulation of the four pillars mentioned on pages 2 and 3, which is highlighted under both the Principal and Chair, suggesting consideration to removing one set.
- RN proposed promoting the College as one of the top 5 in future league tables to enhance visibility and competitiveness.
- AH highlighted the importance of key statistics and measurable outcomes, particularly focusing on student satisfaction as a persuasive metric and SI advocated for showcasing progress from the previous strategy and demonstrating how it has evolved.
- JR emphasised the need for a punchy and concise document and focusing the opening page on students to distinguish the College. His points included promoting students, show that we are addressing academic efficiency costs, and ensuring the workforce operates within budget constraints. He highlighted the importance of every staff member contributing to future sustainability, emphasising collective accountability within the College.

8.3 CS commended the documents and recommended further finesse based on the feedback.

9. Principals Objectives (Board Members only)| Paper 9.1| C. Stuart | Approval

9.1 Confidential – for Board Members only - All executive attendees left the meeting at 14.01hrs.

9.2 Members were content with the proposals and approved the Principal's Objectives.

10. Terms of Reference | Paper 10.1| L. Grierson | Approval

10.1 The Board were asked to approve the Terms of Reference (ToR) which are required to be reviewed at least annually. LG confirmed all amendments had been discussed and approved at Committees.

10.2 JC queried Item 4.4.6. on Cyber resilience which is assigned to the Finance and General Purposes Committee but suggested it should also be under the Audit Committee. After discussion, it was agreed that cyber resilience should sit with both Committees within a different context.

10.3 REMCOM's ToR would be circulated to the board separately as this had only recently been approved via the Committee.

10.4 Action: LG to issue the REMCOM ToR to the Board for approval.

10.5 The Board approved the Terms of Reference, including the addition above to Audit ToR.

11 Chair's Report | Paper 11.1 | C Stuart

11.1 The Chair took the paper as read and requested Board approval for the new appointees prior to submission to the Scottish Government. LG to expedite the process, with appointments being subject to disclosure.

- 11.2 The Board approved the new appointees, and the Chair thanked the panel for their hard work. SI confirmed a positive experience with Aspen's service.
- 11.3 GB will step down as Chair of the Audit Committee but remain on the Board, with JR stepping up as the new Chair of Audit. The Board approved this change.
- 11.4 The Chair thanked everyone for their contribution to the Board evaluation and noted a new Board development plan will be in place for October.

12 Principal's Report | Verbal | J Campbell

- 12.1 The Principal provided an update of the following opportunities:

Confidential to members.

- 12.2 The Board received an update on the following engagements:

- Conducted listening lunches to present staff survey feedback.
- Participated in award ceremonies.
- Presented at College Scotland and Prosper events.

13. Committee Chairs Update Key Business/Decisions

- Finance & General-Purpose Committee – RN highlighted the focus has been on finances, achieving targeted savings, and improving commercial activities. Future efforts will prioritise supporting back-office operations and enhancing commercial initiatives.
- HR Sub Committee – CMcL highlighted the dedicated focus on the people – employee engagement and the survey results. The EDI Forum has been held and a strategic plan is enhancing HR's focus, with improved understanding of absence statistics and constructive discussions on support measures.
- Learning & Teaching Committee – SH updated the Board on the positive discussions centred on curriculum innovation and student well-being, emphasising the importance of delivering exceptional educational outcomes amid financial considerations.
- Audit Committee – GB confirmed close collaboration with internal and external auditors, focusing on robust processes in student quality assurance, cybersecurity, and student-centred outcomes, all showing positive impacts. CS informed the Board that GB will step down as Chair and congratulated JR on becoming the new Chair.
- Remuneration Committee – SI provided an update to the Board, confirming the adjustment to the salary and job description for the Governance Professional. Improved processes for setting objectives for AY24/25 were highlighted, along with positive performance updates for ELT/SLT members.
- Board Development Committee – CS informed the Board that feedback had been received and discussed from the annual board evaluation. A further BDC will be

organised for early September and details regarding committee membership and meeting schedules will be provided. Finalising arrangements with new Board members is currently in progress.

14. Performance Report Paper | 11.1 | Executive Team

14.1 Confidential to members.

For Information only

15. Corporate Parenting and Safeguarding report | 11.1 | Executive Team

15.1 The Board Noted the report.

16. Committee Minutes

16.1 Finance & General-Purpose Committee minute, Paper 16.1 was noted by the Board.

16.2 HR Sub-Committee minute, Paper 16.2 was noted by the Board.

16.3 Learning & Teaching Committee minute, Paper 16.3 was noted by the Board.

16.4 Board Development Committee Minute, Paper 16.6 was noted by the Board.

16.5 **Action: Audit and Remuneration Committee Minutes will be forwarded to the Board in due course.**

17 Any Other Business | Verbal | C Stuart

17.1 The Chair informed the Board that she would be unavailable in July due to surgery, but she expects to be back in August.

17.2 The Chair thanked MM for his contribution to the Board and wished him well for the future following his resignation.

18. Date of next meeting | Verbal | C Stuart

18.1 The date of the next meeting is on 1st October 2024.

Key

- Ongoing
- Closed
- Overdue

Board of Management Action Log 14.06.24

No	Meeting Date	Action	Lead	Deadline	Status	Commentary
1	14.03.24	Audit Committee Minutes for March to be circulated to BoM members once finalised.	LG	Apr 2024	Closed	Minutes sent to BoM on 15 th April 2024.

MEETING	BOARD OF MANAGEMENT
Agenda Item:	3
Paper No:	BOM0624-3.1

Date	14 June 2024
Location	Stranraer Campus
Title of Paper	Health and Safety Update
Presented By	Joe McGraw
Recommendation	Discussion
Appendix Attached	NO
Disclosable Under FOISA	YES

Read Time: 3 minutes

1. Recommendation

- 1.1 The Board of Management are asked to note the contents of this paper and to continue to proactively monitor Health and Safety Performance.

2. Executive Summary

- 2.1 A full Health and Safety Action Plan has been developed and implemented to provide direct focus on key H&S workstreams for 2024.
- 2.2 Main activity is currently focussed on the development and implementation of the SafeSmart Smartlog system which will enhance the Colleges H&S compliance.
- 2.3 Incident trend with regards sports injuries being monitored

3. Context

3.1 Health and Safety Focus

- 3.1.1 The following table will provide an update on the progress of the Health and Safety Action plan 2024:

	Action	Timescale	Owner	Status
1	Review H&S training requirements and create H&S training plan	June 2024	H&S advisor	In progress – RY working closely with managers and HR on H&S training matters. Smartlog will provide a quantity of training needs
2	Create an operating plan of ongoing H&S document review to ensure full compliance with legal obligations ahead of each new Academic Year	March 2024	H&S advisor	In progress – working in line with Smartlog which will aid planning
3	Source and implement a new COSSH system	December 2024	H&S advisor	In progress – HSE tool being held until August 2024 to allow for training needs to be addressed.
4	Implement a suitable H&S management system which provide live access to all staff	December 2024	Director of Estates/H&S Advisor	In Progress – This system is in development with an expected full launch of 1 st September 2024. Soft launch to staff, with training, due in August 2024.

- 3.1.2 A session has been held with all college managers on the new SafeSmart Smartlog system which will provide a major enhancement on H&S compliance for the College. Details of the system are attached in appendix 1.

3.2 Non-Compliance

- 3.2.1 No matters of non-compliance have been noted since the last report. The H&S advisor notes improvements in key areas and commends staff in areas such as construction for their work to improve.

3.3 Near Miss

- 3.3.1 No near misses have been recorded since the last report. Regular walk rounds with the H&S advisor and departmental managers has seen a more proactive approach, potentially reducing the number of near misses.

3.4 Accidents/Incidents

- 3.4.1 With an increase in sporting activity on campus there has been a slight increase in first aid incidents which, following investigation, have come from participants having underlying issues. A reminder has been issued to those leading sessions that a PARQ form, which gives opportunity to declare injuries/illnesses etc, must be completed prior to any session participation.

4. **Strategic Implications**

- 4.1 This paper is directly linked to Strategic Priority 5, Systems and Infrastructure.

5. **Risk**

Risk	Mitigations
Risk 12 – Failure to meet regulatory Health and Safety Obligations	<ul style="list-style-type: none"> ➤ Reporting and Review procedure including Near Miss ➤ Health and Safety IOSH training for staff ➤ Specific communication at time of increased risk eg Covid, building works, adverse weather ➤ Clear channels of communication regarding issues and preventative actions.

6. **Implications**

Financial	Yes	Failure of College H&S processes could lead to financial penalties imposed through actions.
Legal	Yes	Failure of College H&S processes could lead to legal proceedings
Learning and Teaching	Yes	H&S processes ensure the safety of all staff and learners when working in high risk areas.
Equalities	Yes	H&S policies and procedures cover all persons utilising our campuses

Billy Currie

Director Estates and Sustainability

30 May 2024

MEETING	BOARD OF MANAGEMENT COMMITTEE
Agenda Item:	4
Paper No:	BOM0624-4.1

Date	14 June 2024
Location	Stranraer Campus
Title of Paper	Student Association Report
Presented By	Adnan Dogrultan
Recommendation	Discussion
Appendix Attached	NO
Disclosable Under FOISA	YES

Read Time: 2 minutes.

1. Recommendation

- 1.1. The Board are asked to note the contents of this paper.

2. Executive Summary

- Active Campus Connects.
- Therapets
- Fundraisers for Angela's Bench
- Above and Beyond Awards
- Promotion for this year's elections

3. Context

3.1 Active Campus Connect

We are linking up with the Active Campus Coordinator to set up an event where sports clubs around Dumfries and Galloway will come up and show the students what they have to offer them. This will be held in the stem hub on the 29th of April from 10.30am till 1.30pm.

3.2 Therapets

Therapets came back on Tuesday the 16th April to help students after coming back from their easter break there was a lot of traction for them with over 10 students sitting with the dogs at one time.

3.3 Fundraising

We are looking to raise funds for our foodbank and for Angela's bench. We are looking for a memorial bench for Angela Connelly. So we have asked our class reps for ideas for fundraisers.

3.4 Above and Beyond Awards

We have set a date and ordered the awards for this year's Student Association Awards. This will be held on the 12th of June for 12pm till 3pm.

3.5 Promotion for This Year's Elections

We have set up tables beside reception to try and get people interested in the president and vice president roles for next year. Nominations open Monday 22nd of April till Friday the 3rd of May. Voting closes the 13th of May, and we will introduce the new Student Association at our award ceremony on the 12th of June.

4. Strategic Implications

- 4.1. This paper links to all strategic priorities in the Student Experience Strategy.

5. Risk

Risk	Mitigations
Risk 10 – Failure to achieve an effective student experience	<ul style="list-style-type: none">➤ Student Association officers to have meetings with students.➤ Student focus groups.➤ Student class representatives input to course teams.➤ Continuous self- evaluation and action planning by support and teaching areas.

6. Implications

Financial	No	
Legal	No	
Learning and Teaching	No	
Equalities	Yes	The projects worked on by the Student Association raise awareness of equality & diversity issues and allows these students to feel recognised and accepted.

Adnan Dogrultan

Student Association President

28 May 2024

MEETING	BOARD OF MANAGEMENT COMMITTEE
Agenda Item:	4
Paper No:	BOM0624-4.2

Date	04/06/2024
Location	Stranraer Campus
Title of Paper	Student Partnership Agreement
Presented By	Adnan Dogrultan
Recommendation	Discussion
Appendix Attached	YES
Disclosable Under FOISA	YES

Read Time: 5 minutes

1. Recommendation

- 1.1 The Board is asked to note the paper and discuss any points arising from it.

2. Executive Summary

- 2.1 We are excited to present a partnership agreement with the Student Association that will strengthen our commitment to student empowerment, enhance the overall college experience, and foster a collaborative environment where student voices are heard, valued, and incorporated into decision-making processes. This agreement aims to establish a mutually beneficial relationship that promotes student well-being, encourages student-led initiatives, and facilitates open lines of communication between the College and the Student Association.

3. Context

- 3.1 Through this partnership, we aspire to create a vibrant campus community that cultivates a sense of belonging, encourages student leadership and involvement, and ensures that student perspectives are at the forefront of our strategic initiatives. By aligning our resources, expertise, and shared goals, we will forge a dynamic collaboration that enhances student engagement, enriches campus life, and contributes to the holistic development and success of our student body. Please see appendix 1 for the Partnership Agreement.

4. Strategic Implications

- 4.1 We will provide an excellent student experience that is focused on innovative learning and teaching.
- 4.2 We will ensure that the Student Association is effective and reflects our students' voices.
- 4.3 We will ensure that students needs are matched and anticipated at all stages of the student journey.

5. Risk

Risk	Mitigations
Risk 10 – Failure to achieve an effective student experience	<ul style="list-style-type: none"> ➤ Students' association officers' meetings with students ➤ Student focus groups ➤ Student class representatives input to course teams. ➤ Continuous self- evaluation and action planning by support and teaching areas

6. Implications

Financial	No	
Legal	No	

Learning and Teaching	Yes	<ul style="list-style-type: none">➤ Limited student engagement➤ Missed student perspectives.➤ Lack of effective communication channels
Equalities	No	

Adnun Dogrultan

Student Association President

7 May 2024

Appendix 1

1 STUDENT PARTNERSHIP AGREEMENT

Introduction

DGC and the Students' Association have agreed to enter into a formal Student Partnership Agreement, developed by students and staff.

It emphasises and enhances our commitment to work together to create a world class student experience. This formal partnership documentation identifies the opportunities that students must express their opinions and to engage with the life of the college and further identifies how we will agree priorities and actions for partnership working.

Student Association

The Students' Association at Dumfries and Galloway College exists to represent the interests and views of all students studying at the College. The Students' Association provides a platform for students to express their views on all aspects of College life including all aspects of the learning experience. Students are given the opportunity to elect students to represent the views and opinions of the wider student body. The College and Students' Association work in partnership to deliver positive outcomes for all students and enhance the student experience.




Class Representation

The Students' Association is responsible for overseeing the mechanisms for student engagement through the College's student representative structures.

Students are invited onto committees and working groups relating to the student experience across all levels of governance and are actively engaged in the decision-making processes.

The main representative roles are our sabbatical Student President and paid part time Vice Presidents. In addition, Lead Representatives and Class Representatives are involved in the representation structures and play a vital role in feeding information to staff and students. To ensure that every student at the College can have their voice heard, each course is required to support the election of a Class Representative who can speak on behalf of their Class on all matters related to their learning experience.

Class Representatives elect Lead Representatives. Lead Representatives can raise issues and challenges within College decision making forums such as

-  Learning and Teaching
-  Student Support
-  Campus and Environment

Training and ongoing support is provided for all student representatives by the Students' Association and Student Journey Manager.

Partnership

DGC and the Students' Association have a joint commitment to student participation, representation, and engagement. Both parties work closely to ensure a supportive and inclusive learning environment with open and informed communication.

The Students' Association have been working closely with the Active Campus Co-ordinator to get students involved with a variety of sports and health and wellbeing activities.

There are several drivers which inform this commitment including [spargs' Student Engagement Framework](#), NUS Scotland and the Scottish Funding Council and the College's own Student Experience Strategy.

To create and develop new partnerships each Academic Year the following processes are to be used:

- 👉 Student Vote on project
- 👉 Ideas from the Lead Rep forums
- 👉 The Student Association in conjunction with Lead Reps will decide which of these ideas to take forward.
- 👉 Once approved will form part of the Partnership Agreement

The Partnership Agreement will be reviewed each Academic Year.

MEETING	BOARD OF MANAGEMENT
AGENDA ITEM:	6
PAPER NO:	BOM0624-6.1

Date	03 June 2024
Location	MS Teams On-line
Title of Paper	Strategic Risk Register
Presented By	Lorraine Grierson
Recommendation	Approval
Appendix Attached	NO
Disclosable Under FOISA	YES

Read Time: 10 minutes

1. Recommendation

- 1.1. The Board are asked to consider and review, in the first instance, Strategic Risks 1, 2, 5, 6 and 12 which are assigned to it.
- 1.2. After consideration by relevant Committees and Audit Committee, the Board of Management are asked to consider, and if so minded, approve the whole Strategic Risk Register.

2. Executive Summary

- 2.1 The Principal and Executive Leadership Team routinely review the Strategic Risk Register to reflect the key risks to the College and the mitigations that are applied to each risk. Risks are also circulated to relevant committees for their scrutiny and Audit Committee review high level risks and individual risks for deep-dive scrutiny.

3. Context

- 3.1 Currently there are 6 major risks rated 16-20, however after mitigations have been applied, only Risk 3: Failure to achieve institutional sustainability retains a major rating.

- 3.2 Risk 3: Failure to achieve institutional sustainability - the inherent risk has been increased to a **fundamental 25 rating** (purple). After mitigations, the residual rating of 20 still remains a **major risk**. This is in line with the current and continued external financial position which is of concern and needs to be monitored closely.

- 3.3 The Board of Management has 5 risks assigned to it for review and any amendment by ELT owners are noted below:

- Risk 1: Failure of College strategy to meet the needs of Dumfries and Galloway Region and/or national priorities – **no change**
- Risk 2: Legal actions; serious accident; incident or civil/criminal breach -**no change**
- Risk 5: Business Continuity Incident – Fire, Systems, Emergency Procedures, Health – **no change**
- Risk 6: Failure to meet regulatory obligations – **no change**
- Risk 12: Health and Safety – **no change to scoring** but addition to Front line monitoring: New terms of reference agreed by Health & Safety Committee

3.4 Finance and General Purposes Committee

- Risk 3 Financial Sustainability – **no changes**.
- Risk 7: Industrial Relations – **no changes**.
- Update - EIS-FELA have escalated strike action, with 3 days of action taking place in April and notification of 9 days of strike action during May and up until 9 June 2024 regarding the national pay dispute. ...

3.5 Learning and Teaching Committee

- Risk 8 – Failure to achieve highest academic performance levels – **the gross rating has been reduced to 12 (Significant) and the net risk has been reduced to 8 (minor)**.
- The ratings have been reduced due to the continued upward PI trend. The College PI was identified by Education Scotland as being of concern due to the long-term

low PI which resulted in them choosing to utilise a 3-day engagement visit in January 2023. However, based on the publication of the 21/22 PI and the progress on the main points for action Education Scotland identified there was no longer concern on the mechanisms to improve PI and this resulted in a one-day annual engagement visit scheduled in May 24. The 22/23 PI for the College increased further on those from 21/22.

- Risk 9 – Failure to adhere to academic compliance arrangements – **no change**.
- Risk 10 - Failure to achieve an effective student experience – **no change**.

3.6 Audit Committee

- Risk 4 – Financial Fraud – **no changes**
- Risk 11 – Failure to achieve and maintain systems and operable and secure ICT –**no changes by Owner**. After discussion at Audit Committee, it was agreed to **increase the residual rating to 15 (3/5) ...**

4. Strategic Implications

4.1 This paper links into all strategic priorities of Ambition 2025

5. Risk

Risk	Mitigations
All Strategic risks	Paperwork attached for reference.

6. Implications

Financial	Yes	Financial loss, fraud and reputational damage and impact to financial sustainability.
Legal	Yes	Failure to meet regulatory and compliance obligations
Learning and Teaching	Yes	Serious impact to the college's ability to operate and deliver education to students, financial loss, loss of data and reputation.
Equalities	No	

L Grierson

Secretary to the Board

23 May 2024

STRATEGIC RISK REGISTER

RISK DEFINITION		ORIGINAL TASK				RESIDUAL RISK				Risk Appetite	Trend
No	Risk	Likelihood	Impact	Total	Risk Level	Likelihood	Impact	Total	Risk Level		
Responsible Person – Principal											
1	Failure of College strategy to meet the needs of Dumfries and Galloway Region and/or national priorities (BoM)										
		4	4	16		3	3	9		Open	=
2	Legal actions; serious accident; incident or civil/criminal breach (BoM)										
		5	3	15		3	2	6		Cautious	=
Responsible Person – Executive Director of Finance and Planning											
3	Failure to achieve institutional sustainability (FGP)										
		5	5	25		4	5	20		Cautious	=
4	Financial Fraud (AUD)										
		4	3	12		3	2	6		Averse	=
6	Failure to meet regulatory obligations (BoM)										
		3	5	15		5	1	5		Avoid	=
Responsible Person – Vice Principal People and Transformation											
5	Business Continuity Incident – Fire, Systems, Emergency Procedures, Health (BoM)										
		4	4	16		4	3	12		Avoid	=
7	Failure to achieve effective Industrial Relations (FGP)										
		5	4	20		5	3	15		Cautious	=
11	Failure to achieve and maintain systems and operable and secure ICT (AUD)										
		4	5	20		3	5	15		Avoid	Λ
12	Health and Safety (BOM)										
		4	5	20		3	4	12		Avoid	=
Responsible Person - Depute Principal Learning, Skills and Student Experience											
8	Failure to achieve highest academic performance levels (LT)										
		3	4	12		2	4	8		Cautious	v
9	Failure to adhere to academic compliance arrangements (LT)										
		4	3	12		2	2	4		Avoid	=
10	Failure to achieve an effective student experience (LT)										
		3	4	12		2	4	8		Cautious	=

KEY: ASSESSMENT OF RISKS

Risks which should be monitored by the Risk Management Group:	Scores: 1 – 8	Minor Risk
Risks to be brought to the attention of SMTand Board of Management:	Scores: 9 - 15	Significant Risk
Risks to be reported to, and monitored by, Board of Management:	Scores: 16 – 20	Major Risk
Risks to be reported to, and monitored by, Board of Management:	Scores: 21 – 25	Fundamental Risk

Risk Score Matrix

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

Strategic Objective:	Risk No: 1 Failure to meet Region/National Priorities
-----------------------------	--

Reference to Departmental Risk Registers:	Strategic
Owner:	Principal
Description of the Risk:	Failure of College strategy to meet the needs of Dumfries and Galloway Region and/or national priorities
What are the possible consequences if the risk was to emerge?	Loss of credibility, unable to meet economic and societal needs of region, curriculum not fit for purpose, College will not meet funding targets and will not remain financially sustainable

Numerical Scoring of Gross Risk (i.e., without controls in place)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 4/5	What is the predicted IMPACT of the risk?	(B) 4/5	What is the total risk score? (A x B)	16/25
The GROSS risk is therefore: (MIN/SIG/MAJ/FUN)	Major Risk				

3 LINES OF DEFENCE	MITIGATIONS	MONITORING
FRONT LINE (Management Assurance) Operational Delivery /Systems /Quality Assurance /Supervision	<ul style="list-style-type: none"> Workplans and oversight in line with ROA and Financial targets 	<ul style="list-style-type: none"> Clear performance metrics for all strategic outcomes and linked to individual performance targets reviewed on regular basis
OVERSIGHT OF MANAGEMENT ACTIVITY Internal Compliance and quality checks / Legal and Regulatory / Financial controls / Management controls / Project assurance	<ul style="list-style-type: none"> Robust strategic planning Effective environmental scanning Strong and effective partnerships Clear links between strategy and practice Concerted demands for increased activity levels 	<ul style="list-style-type: none"> Membership of key strategic groups SLT Systems of Control and Reporting Amendment of strategic direction/plans to government policy and regional economic strategy Robust monitoring of activity targets via ROA and reported quarterly to SFC
INDEPENDENT ASSURANCE Internal Audit / external bodies		<ul style="list-style-type: none"> Ongoing engagement and reporting to SFC Ongoing engagement and reporting to SDS External Audit BoM oversight

Numerical Scoring of NET Risk (i.e., with controls in place) (2 cont.)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 3/5	What is the predicted IMPACT of the risk?	(B) 3/5	What is the total risk score? (A x B)	9/25

Risk Status	Meeting 1 SIG	Meeting 2 SIG	Meeting 3 SIG	Meeting 4 SIG
-------------	------------------	------------------	------------------	------------------

MEETING	AMENDMENTS TO RECORD
Q1	Net risk to remain as financial sustainability still an ongoing issue - Owner
Q2	Net risk to remain as financial sustainability still an ongoing issue - Owner

Q3	Net risk to remain as financial sustainability still an ongoing issue - Owner						
Q4	Net risk to remain as financial sustainability still an ongoing issue - Owner						
No.	Risk & Risk Appetite	Avoid	Averse	Cautious	Moderate	Open	Hungry
1	Failure of College strategy to meet the needs of Dumfries and Galloway Region and/or national priorities						
4	Financial Fraud						
6	Failure to meet regulatory obligations						

Strategic Objective:	Risk No: 2 Legal Actions, Serious Incidents
-----------------------------	--

Reference to Departmental Risk Registers:	Strategic
Owner:	Principal
Description of the Risk:	Legal actions; serious accident; incident or civil/criminal breach
What are the possible consequences if the risk was to emerge?	Financial loss to the college, impact on reputation and potential criminal / civil legal proceedings

Numerical Scoring of Gross Risk (i.e., without controls in place)

What is the predicted LIKELIHOOD of the risk occurring?	(A) 5/5	What is the predicted IMPACT of the risk?	(B) 3/5	What is the total risk score? (A x B)	15/25
--	------------	--	------------	---------------------------------------	-------

The GROSS risk is therefore: MIN/SIG/MAJ/FUND	Significant Risk
---	-------------------------

3 LINES OF DEFENCE	MITIGATIONS	MONITORING
FRONT LINE (Management Assurance) Operational Delivery /Systems /Quality Assurance /Supervision	<ul style="list-style-type: none"> Mandatory staff training on regulatory compliance areas Continuous professional development 	<ul style="list-style-type: none"> Records of staff training and completion Line Manager oversight
OVERSIGHT OF MANAGEMENT ACTIVITY Internal Compliance and quality checks / Legal and	<ul style="list-style-type: none"> Adherence to legislative and good practice requirements Positive Union relations and staff communication Ongoing management development programmes 	<ul style="list-style-type: none"> Monitoring and reporting in key areas – e.g., H&S, equalities, employee engagement, post-Covid arrangements Internal audit actions Staff surveys

Regulatory / Financial controls / Management controls / Project assurance	<ul style="list-style-type: none"> Whistleblowing Policy 	
INDEPENDENT ASSURANCE Internal Audit / external bodies	<ul style="list-style-type: none"> External legal advice contract in place and used where appropriate 	<ul style="list-style-type: none"> Internal and External Audit BoM oversight

Numerical Scoring of NET Risk (i.e., with controls in place)

What is the predicted LIKELIHOOD of the risk occurring?	(A) 3/5	What is the predicted IMPACT of the risk?	(B) 2/5	What is the total risk score? (A x B)	6/25
--	------------	--	------------	---------------------------------------	------

Risk Status	Meeting 1 MIN	Meeting 2 MIN	Meeting 3 MIN	Meeting 4 MIN
-------------	---------------	---------------	---------------	---------------

MEETING	AMENDMENTS TO RECORD
Q1	Risk to remain as per previous score after treatment - Owner
Q2	Net risk to remain as per previous score - Owner
Q3	Net risk after treatment to remain as per previous score - Owner
Q4	Net risk to remain as financial sustainability still an ongoing issue - Owner

No.	Risk and Risk Appetite	Avoid	Averse	Cautious	Moderate	Open	Hungry
2	Legal actions; serious accident; incident or civil/criminal breach						

Strategic Objective:	Risk No: 3 Financial Sustainability
Reference to Departmental Risk Registers:	Financial
Owner:	Executive Director of Finance and Planning
Description of the Risk:	Failure to achieve institutional sustainability due to sector-level budget allocations in 2024-25
What are the possible consequences if the risk was to emerge?	The college will be unable to operate within the Scottish Public Finance Manual, contravening governance requirements by SG, Section 22, Reputational damage to Board and F&GP

Numerical Scoring of Gross Risk (i.e., without controls in place)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 5/5	What is the predicted IMPACT of the risk?	(B) 5/5	What is the total risk score? (A x B)	25/25
The GROSS risk is therefore: MIN/SIG/MAJ/FUND	Fundamental Risk				

3 LINES OF DEFENCE	MITIGATIONS	MONITORING
FRONT LINE (Management Assurance) Operational Delivery /Systems /Quality Assurance /Supervision	<ul style="list-style-type: none"> • Increase commercial income to reduce reliance on SFC funding • Effective cost control • Active tracking of Credits achieved/forecast vs target • Protection of funding through dialogue with SFC 	<ul style="list-style-type: none"> • Regular review of Financial strategy and non-core income sensitivity • Finance business partnering to review budgets /spend with Managers, and timely preparation of Management Accounts and forecasts • Continuous monitoring of demand v funding allocation of student funds
OVERSIGHT OF MANAGEMENT ACTIVITY Internal Compliance and quality checks / Legal and Regulatory / Financial controls / Management controls / Project assurance	<ul style="list-style-type: none"> • Strategic plan and Operating Plans approved by BoM and Committee • Budgets approved by BoM and Committee • Major project business cases approved by BoM and Committee • Finance Directors Network 	<ul style="list-style-type: none"> • Regular internal reporting to SLT, BoM and Committee • Regular interaction with Scottish Funding Council Finance Team • Knowledge exchange through Finance Directors Network / Colleges Scotland • VPs Group and Principals Group
INDEPENDENT ASSURANCE Internal Audit / external bodies	<ul style="list-style-type: none"> • Internal Audit Programme agreed by BoM/Audit Committee • External Auditors appointed through Audit Scotland • Regional Outcome Agreement 	<ul style="list-style-type: none"> • BoM/Committee review and approval of IA reports and action points tracking • Audit Committee/BoM oversight • Regular returns to Scottish Funding Council (FFR/FES)

Numerical Scoring of NET Risk (i.e., with controls in place) (2 cont.)

What is the predicted LIKELIHOOD of the risk occurring?	(A) 4/5	What is the predicted IMPACT of the risk?	(B) 5/5	What is the total risk score? (A x B)	20/25
--	----------------	--	----------------	--	-------

Risk Status	Meeting 1 MAJ	Meeting 2 MAJ	Meeting 3 MAJ	Meeting 4 MAJ
-------------	------------------	------------------	------------------	------------------

MEETING	AMENDMENTS TO RECORD
Q1	No change by Owner
Q2	<p>Timely preparation of Management Accounts and forecasts added to Front Line Monitoring. SLT added to Oversight of Management Activity Monitoring – Owner</p> <p>FGP have considered the net rating given the mitigations in place but agree that the funding element of the risk is still significant, therefore the rating will remain the same. Members asked for consideration to be given to the wording in the risk to reflect funding as the major concern.</p> <p>Audit - the funding element being the significant risk, the Committee agreed that the narrative should be revised to ensure clarity that the risk was attributed to external funding restrictions -Owner to re-word</p>
Q3	Suggest scoring of Gross Risk increased to Fundamental. Description of Risk updated to refer to sector level budget allocations and ability to operate within SPFM
Q4	No change by owner

No.	Risk and Risk Appetite	Avoid	Averse	Cautious	Moderate	Open	Hungry
3	Failure to achieve institutional sustainability						

Strategic Objective: Risk No: 4 Financial Fraud	
Reference to Departmental Risk Registers:	Financial
Owner:	Executive Director of Finance
Description of the Risk:	Financial Fraud
What are the possible consequences if the risk was to emerge?	Financial Loss, Loss of reputation, impact to financial sustainability

Numerical Scoring of Gross Risk (i.e., without controls in place)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 4/5	What is the predicted IMPACT of the risk?	(B) 3/5	What is the total risk score? (A x B)	12/25
The GROSS risk is therefore: MIN/SIG/MAJ/FUN	Significant Risk				

3 LINES OF DEFENCE	MITIGATIONS	MONITORING
FRONT LINE (Management Assurance) Operational Delivery /Systems /Quality Assurance /Supervision	<ul style="list-style-type: none"> No PO / no Pay policy Scheme of financial delegation Segregation of duties and review of transactions Staff training and sharing of good practice for emerging fraud risks 	<ul style="list-style-type: none"> Continuous review of financial controls Implementation of Internal Audit recommendations
OVERSIGHT OF MANAGEMENT ACTIVITY Internal Compliance and quality checks / Legal and Regulatory / Financial controls / Management controls / Project assurance	<ul style="list-style-type: none"> Review of impact of any changes in structure or duties Public Interest Disclosure (Whistleblowing) Policy Review of lessons learned report from COGC 	<ul style="list-style-type: none"> Continuous review of financial controls Budget / spend review Monitoring across SLT Directorates
INDEPENDENT ASSURANCE Internal Audit / external bodies	<ul style="list-style-type: none"> Internal Audit plan 	<ul style="list-style-type: none"> Internal Audit External Audit Counter Fraud Initiative Audit Committee/BoM oversight

Numerical Scoring of NET Risk (i.e., with controls in place) (2 cont.)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 3/5	What is the predicted IMPACT of the risk?	(B) 2/5	What is the total risk score? (A x B)	6/25

Risk Status	Meeting 1 MIN	Meeting 2 MIN	Meeting 3 MIN	Meeting 4 MIN
-------------	------------------	------------------	------------------	------------------

MEETING	AMENDMENTS TO RECORD
Q1	Staff training and sharing good practice added to Front Line Mitigations
Q2	No change - Owner
Q3	No change - Owner
Q4	No change - Owner

No.	Risk and Risk Appetite	Avoid	Averse	Cautious	Moderate	Open	Hungry
4	Financial Fraud						

Strategic Objective:	Risk No: 5 Business Continuity
Reference to Departmental Risk Registers:	Organisational
Owner:	VP People and Transformation
Description of the Risk:	Business Continuity Incident – Fire, Systems, Emergency Procedures, Health threats
What are the possible consequences if the risk was to emerge?	Serious impact to the college's ability to operate and deliver education to students, safeguarding of staff and students, impact to financial sustainability of college, loss of reputation

Numerical Scoring of Gross Risk (i.e., without controls in place)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 4/5	What is the predicted IMPACT of the risk?	(B) 4/5	What is the total risk score? (A x B)	16/25
The GROSS risk is therefore: MIN/SIG/MAJ/FUN	Major Risk				

3 LINES OF DEFENCE	MITIGATIONS	MONITORING
FRONT LINE (Management Assurance) Operational Delivery /Systems /Quality Assurance /Supervision	<ul style="list-style-type: none"> Documented disaster recovery procedures, regularly reviewed Separate COVID -19 – Risk Register /BCT Plan in place Sound systems of administration Staff CPD on business continuity themes Monitoring Public Health Advice Increased awareness of climate emergency issues Planning, careful phasing of changes to processes, systems, and equipment Effective management of / Asset Register in place Effective management of systems and GDPR 	<ul style="list-style-type: none"> Adherence to local and national Public Health Guidance SA Climate awareness activities Regular review/reporting on milestones, systems effectiveness etc. Business Continuity Plan including scenario testing Active data protection monitoring and auditing
OVERSIGHT OF MANAGEMENT ACTIVITY Internal Compliance and quality checks / Legal and Regulatory / Financial	<ul style="list-style-type: none"> Rolling programme of routine updates to systems and equipment 	<ul style="list-style-type: none"> Liaison with SFC and Colleges Scotland – COVID-19 response groups Climate Emergency College Group (includes Student Representatives)

controls / Management controls / Project assurance		
INDEPENDENT ASSURANCE Internal Audit / external bodies	<ul style="list-style-type: none"> Communication to stakeholders 	<ul style="list-style-type: none"> Internal Audit on process and statutory compliance BoM oversight

Numerical Scoring of NET Risk (i.e., with controls in place) (2 cont.)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 4/5	What is the predicted IMPACT of the risk?	(B) 3/5	What is the total risk score? (A x B)	12/25

Risk Status	Meeting 1 SIG	Meeting 2 SIG	Meeting 3 SIG	Meeting 4 SIG
-------------	------------------	------------------	------------------	------------------

MEETING	AMENDMENTS TO RECORD
Q1	No change by Owner
Q2	No Change by Owner
Q3	No change by owner
Q4	No change by owner

No.	Risk and Risk Appetite	Avoid	Averse	Cautious	Moderate	Open	Hungry
5	Business Continuity Incident, e.g., Fire, MIS Failure, Failure of Emergency Procedures, Threats to Health						

Strategic Objective:	Risk No: 6 Failure to meet Regulatory Obligations
Reference to Departmental Risk Registers:	Organisational
Owner:	Executive Director of Finance and Planning
Description of the Risk:	Failure to meet regulatory obligations
What are the possible consequences if the risk was to emerge?	Loss of reputation, impact to financial sustainability, Government bodies intervention

Numerical Scoring of Gross Risk (i.e., without controls in place)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 3/5	What is the predicted IMPACT of the risk?	(B) 5/5	What is the total risk score? (A x B)	15/25
The GROSS risk is therefore: MIN/SIG/MAJ/FUN	Significant Risk				

3 LINES OF DEFENCE	MITIGATIONS	MONITORING
FRONT LINE (Management Assurance)	<ul style="list-style-type: none"> Prevent, Health and Safety and Safeguarding training Staff awareness and contingency 	<ul style="list-style-type: none"> Business Continuity Plan including scenario testing Information sharing with local

Operational Delivery /Systems /Quality Assurance /Supervision	<ul style="list-style-type: none"> planning Engagement/practice sharing with local agencies 	<ul style="list-style-type: none"> agencies HR monitors staff numbers trained
OVERSIGHT OF MANAGEMENT ACTIVITY Internal Compliance and quality checks / Legal and Regulatory / Financial controls / Management controls / Project assurance	<ul style="list-style-type: none"> Engagement/practice sharing with local agencies Board approval of SFC submissions 	<ul style="list-style-type: none"> Information sharing with local agencies SFC obligations
INDEPENDENT ASSURANCE Internal Audit / external bodies	<ul style="list-style-type: none"> Internal Audit Plan and review External Audit Planning and review 	<ul style="list-style-type: none"> Internal Audit across all areas Annual external Audit BoM oversight

Numerical Scoring of NET Risk (i.e., with controls in place) (2 cont.)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 5/5	What is the predicted IMPACT of the risk?	(B) 1/5	What is the total risk score? (A x B)	5/25

Risk Status	Meeting 1 MIN	Meeting 2 MIN	Meeting 3 MIN	Meeting 4 MIN
-------------	------------------	------------------	------------------	------------------

MEETING	AMENDMENTS TO RECORD
Q1	No change by Owner
Q2	No change by Owner
Q3	No change by Owner
Q4	Reference to Internal and External Audit planning and review added for Independent Assurance - Owner

No.	Risk and Risk Appetite	Avoid	Averse	Cautious	Moderate	Open	Hungry
6	Failure to meet regulatory obligations						

Strategic Objective:	Risk No: 7 Failure to Achieve Effective Industrial Relations
Reference to Departmental Risk Registers:	Organisational
Owner:	Vice Principal People and Transformation.
Description of the Risk:	Failure to achieve effective Industrial Relations through local dialogue/relationships and effect of national campaigns from trade unions
What are the possible consequences if the risk was to emerge?	Financial loss, impact to ability to effectively teach, industrial action, action short of strike action (ASOS), loss of reputation.

Numerical Scoring of Gross Risk (i.e., without controls in place)

What is the predicted LIKELIHOOD of the risk occurring?	(A) 5/5	What is the predicted IMPACT of the risk?	(B) 4/5	What is the total risk score? (A x B)	20/25
The GROSS risk is therefore: MIN/SIG/MAJ/FUN	Major Risk				

3 LINES OF DEFENCE	MITIGATIONS	MONITORING
FRONT LINE (Management Assurance) Operational Delivery /Systems /Quality Assurance /Supervision	<ul style="list-style-type: none"> Constructive formal and informal communication channels Regular meetings Staff awareness and contingency planning Consideration of deductions from salary for participation in ASOS 	<ul style="list-style-type: none"> LJNC College Employers Scotland advice and updates Regular union/management dialogue Communication issued to teaching staff about possibility of salary deductions for participation in ASOS. Ongoing dialogue with local TU Representatives. Risk could increase if local dispute raised
OVERSIGHT OF MANAGEMENT ACTIVITY Internal Compliance and quality checks / Legal and Regulatory / Financial controls / Management controls / Project assurance	LJNC (Local Joint Negotiation Committee) Representation at Employers Association NRPA (National Recognition and Procedures Agreement) Engagement/practice sharing with local agencies Attendance at Strategic HR Network	<ul style="list-style-type: none"> ELT/SLT/Board Regular employee engagement monitoring Regular union/management dialogue
INDEPENDENT ASSURANCE Internal Audit / external bodies	College Employers Scotland	<ul style="list-style-type: none"> SFC/Scottish Government FGP/BoM oversight

Numerical Scoring of NET Risk (i.e., with controls in place) (2 cont.)

What is the predicted LIKELIHOOD of the risk occurring?	(A) 5/5	What is the predicted IMPACT of the risk?	(B) 3/5	What is the total risk score? (A x B)	15/25
--	------------	--	------------	---------------------------------------	-------

Risk Status	Meeting 1 SIG	Meeting 2 SIG	Meeting 3 SIG	Meeting 4 SIG
-------------	------------------	------------------	------------------	------------------

MEETING	AMENDMENTS TO RECORD
Q1	No changes by Owner. FGP asked for the description and consequences to be amended as below: <ul style="list-style-type: none"> Failure to achieve effective Industrial Relations through local dialogue/relationships and effect of national campaigns from trade unions. Consequences: Financial loss, impact to ability to effectively teach, industrial action, action short of strike action (ASOS), loss of reputation.
Q2	No change by Owner.
Q3	Owner - ... Front Line mitigation added Front Line Monitoring added Ongoing dialogue with local TU Representatives. Risk could increase if local dispute raised
Q4	3 days of strike action from EIS during April 2024 and potential for escalation regarding national dispute. ... Support Trade Unions have formally accepted the pay offer which brings an end to the pay dispute.

No.	Risk and Risk Appetite	Avoid	Averse	Cautious	Moderate	Open	Hungry
7	Failure to achieve effective Industrial Relations						

Strategic Objective:	Risk No: 8 Failure to achieve highest academic performance
Reference to Departmental Risk Registers:	Organisational
Owner:	DP Learning Skills and Student Experience
Description of the Risk:	Failure to achieve highest academic performance levels
What are the possible consequences if the risk was to emerge?	Loss of reputation in the region, financial sustainability, ability to attract future students and educational partners Note – College performance has been a long term issue that predates COVID

Numerical Scoring of Gross Risk (i.e., without controls in place)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 4/5	What is the predicted IMPACT of the risk?	(B) 4/5	What is the total risk score? (A x B)	16/25
The GROSS risk is therefore: MIN/SIG/MAJ/FUN	Major Risk				

3 LINES OF DEFENCE	MITIGATIONS	MONITORING
FRONT LINE (Management Assurance) Operational Delivery /Systems /Quality Assurance /Supervision	<ul style="list-style-type: none"> Online reports with curriculum areas performance Action planning at curriculum area level Regular curriculum team meetings 	<ul style="list-style-type: none"> Managers and Directors monitor course PIs Self-evaluation reporting monitored by Performance
OVERSIGHT OF MANAGEMENT ACTIVITY Internal Compliance and quality checks / Legal and Regulatory / Financial controls / Management controls / Project assurance	<ul style="list-style-type: none"> College wide enhancement plan developed from self-evaluation Action planning from portfolio reviews 	<ul style="list-style-type: none"> College wide enhancement plan monitored annually Annual portfolio review to examine improvement actions Regular reportage on performance to SLT Reportage to L&T Committee on College wide self -evaluation and portfolio reviews
INDEPENDENT ASSURANCE Internal Audit / external bodies	<ul style="list-style-type: none"> Annual scrutiny by Education Scotland annually by HMI and STMs Self-evaluation reportage to Scottish Funding Council 	<ul style="list-style-type: none"> Reportage by Education Scotland presented to the BoM SFC Outcome Team monitor returns and provide feedback as required

Numerical Scoring of NET Risk (i.e., with controls in place) (2 cont)

What is the predicted LIKELIHOOD of the risk occurring?	(A) 2/5	What is the predicted IMPACT of the risk?	(B) 4/5	What is the total risk score? (A x B)	8/25
--	------------	--	------------	--	------

Risk Status	Meeting 1 SIG	Meeting 2 SIG	Meeting 3 SIG	Meeting 4 MIN
-------------	------------------	------------------	------------------	------------------

MEETING	AMENDMENTS TO RECORD
Q1	No change by Owner
Q2	No change by Owner L&T discussed Risk 8 and whether the impact of the recent industrial action and ASOS has impacted performance levels and increased the risk. As strike action has now ceased, it was agreed that the Risk will be reviewed again in January 2024 when it will be clear whether further industrial action will be taken and the impact this may cause.
Q3	No change by Owner. L&T acknowledge the improved PI trend, but will monitor risk with the view to reducing at the next meeting on receipt of the new PI stats
Q4	Ratings reduced to 12 gross and 8 net. The College PI was identified by Education Scotland as being of concern due to the long-term low PI which resulted in them choosing to utilise a 3-day engagement visit in January 2023. However, based on the publication of the 21/22 PI and the progress on the main points for action Education Scotland identified there was no longer concern on the mechanisms to improve PI and this resulted in a one-day annual engage

No.	Risk and Risk Appetite	Avoid	Averse	Cautious	Moderate	Open	Hungry
8	Failure to achieve highest academic performance levels						

Strategic Objective:	Risk No 9: Failure to adhere to academic compliance
Reference to Departmental Risk Registers:	Organisational
Owner:	DP Learning Skills and Student Experience
Description of the Risk:	Failure to adhere to academic compliance arrangements, eg awarding bodies, Education Scotland
What are the possible consequences if the risk was to emerge:	Loss of reputation, financial loss, loss of ability to deliver and develop new courses, loss of ability to issue international visas and impact on student certification.

Numerical Scoring of Gross Risk (i.e. without controls in place)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 4/5	What is the predicted IMPACT of the risk?	(B) 3/5	What is the total risk score? (A x B)	12/25
The GROSS risk is therefore: MIN/SIG/MAJ/FUN	Significant risk				

3 LINES OF DEFENCE	MITIGATIONS	MONITORING
FRONT LINE	<ul style="list-style-type: none"> Assessor marks in line with national standards utilising awarding body 	<ul style="list-style-type: none"> Internal verifier appointed for each unit and a cycle of verification is

(Management Assurance) Operational Delivery /Systems /Quality Assurance /Supervision	resources. <ul style="list-style-type: none"> Action planning at curriculum area level Regular curriculum team meetings 	followed. <ul style="list-style-type: none"> Self-evaluation reporting monitored by Performance
OVERSIGHT OF MANAGEMENT ACTIVITY Internal Compliance and quality checks / Legal and Regulatory / Financial controls / Management controls / Project assurance	<ul style="list-style-type: none"> Management scrutiny of the cycle of verification and appointment of internal verifiers. Issues from internal verification are identified and action planned to ensure conformity with national standards. College wide enhancement plan developed from self-evaluation 	<ul style="list-style-type: none"> Scrutiny of internal verification reports by managers. SLT scrutiny of annual verification activity. College wide enhancement plan monitored annually Reportage to L&T Committee on College wide self -evaluation and portfolio reviews
INDEPENDENT ASSURANCE Internal Audit / external bodies	<ul style="list-style-type: none"> External verification by awarding body according to an annual cycle and risk Annual scrutiny by Education Scotland annually by HMI and STMs Self-evaluation reportage to Scottish Funding Council 	<ul style="list-style-type: none"> External verifier presents report of visit to curriculum and performance team. Performance directorate monitor external verification and report to SLT and the L&T Committee. Reportage by Education Scotland presented to the BoM SFC Outcome Team monitor returns and provide feedback as required

Numerical Scoring of NET Risk (i.e. with controls in place) (2 cont)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 2/5	What is the predicted IMPACT of the risk?	(B) 2/5	What is the total risk score? (A x B)	4/25
Risk Status	Meeting 1 MIN	Meeting 2 MIN	Meeting 3 MIN	Meeting 4 MIN	

MEETING	AMENDMENTS TO RECORD
Q1	No change by Owner
Q2	No change by Owner
Q3	No change by Owner
Q4	No change by Owner

No.	Risk and Risk Appetite	Avoid	Averse	Cautious	Moderate	Open	Hungry
9	Failure to adhere to academic compliance arrangements						

Strategic Objective:	Risk No: 10 Failure to achieve an effective student experience
Reference to Departmental Risk Registers:	Organisational
Owner:	DP Learning, Skills and Student Experience <i>(Inc Infrastructure/Marketing/ICT)</i>
Description of the Risk:	Failure to achieve an effective student experience

What are the possible consequences if the risk was to emerge?	Loss of reputation in the region, financial sustainability, ability to attract future students, ability to retain students and potential to limit student progression.
--	--

Numerical Scoring of Gross Risk (i.e., without controls in place)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 3/5	What is the predicted IMPACT of the risk?	(B) 4/5	What is the total risk score? (A x B)	12/25
The GROSS risk is therefore: MIN/SIG/MAJ/FUND	Significant Risk				

3 LINES OF DEFENCE	MITIGATIONS	MONITORING
FRONT LINE (Management Assurance) Operational Delivery /Systems /Quality Assurance /Supervision	<ul style="list-style-type: none"> • Clear arrangements for applications, onboarding and retention • Student block surveys and Student Satisfaction and Engagement Survey (SSES) • Student engagement prior to course start and on course • Continuous self- evaluation and action planning by support and teaching areas • Action planning at curriculum area level • Regular curriculum team meetings • Students' association officers' meetings with students • Student focus groups • Student class representatives input to course teams 	<ul style="list-style-type: none"> • Review of early student experience • Performance return survey and SSES results to CMs • Performance enhancement measure support areas to improve the student experience • Self-evaluation reporting monitored by Performance and Directors
OVERSIGHT OF MANAGEMENT ACTIVITY Internal Compliance and quality checks / Legal and Regulatory / Financial controls / Management controls / Project assurance	<ul style="list-style-type: none"> • College wide enhancement plan developed from self-evaluation • Action planning from portfolio reviews 	<ul style="list-style-type: none"> • Monitoring of College wide enhancement plan • Portfolio review to examine improvement actions • Regular reportage on performance and student satisfaction to SLT • Reportage to L&T Committee on College wide self -evaluation, enhancement plan and portfolio reviews
INDEPENDENT ASSURANCE Internal Audit / external bodies	<ul style="list-style-type: none"> • Annual scrutiny by Education Scotland annually by HMI and STMs • Self-evaluation reportage to Scottish Funding Council 	<ul style="list-style-type: none"> • Reportage by Education Scotland presented to the BoM • SFC Outcome Team monitor returns and provide feedback as required

Numerical Scoring of NET Risk (i.e., with controls in place) (2 cont)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 2/5	What is the predicted IMPACT of the risk?	(B) 4/5	What is the total risk score? (A x B)	8/25

Risk Status	Meeting 1 MIN	Meeting 2 MIN	Meeting 3 MIN	Meeting 4 MIN
--------------------	--------------------------	--------------------------	--------------------------	--------------------------

MEETING	AMENDMENTS TO RECORD
----------------	-----------------------------

Q1	No change by Owner
Q2	No change by Owner
Q3	No change by Owner. Owner has asked for the risk to be considered at the next meeting with a view to decreasing ratings in line with the student satisfaction results of 97%. This was supported by Audit Committee.
Q4	No change by owner

No.	Risk and Risk Appetite	Avoid	Averse	Cautious	Moderate	Open	Hungry
10	Failure to achieve an effective student experience						

Strategic Objective:	Risk No: 11 Failure to maintain systems and operable & secure ICT
Reference to Departmental Risk Registers:	Organisational
Owner:	VP People and Transformation
Description of the Risk:	Failure to achieve and maintain systems and operable and secure ICT
What are the possible consequences if the risk was to emerge?	Serious impact to the college's ability to operate and deliver education to students, financial loss, loss of data and reputation

Numerical Scoring of Gross Risk (i.e., without controls in place)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 4/5	What is the predicted IMPACT of the risk?	(B) 5/5	What is the total risk score? (A x B)	20/25
The GROSS risk is therefore: (MIN/SIG/MAJ/FUN)	Major				

3 LINES OF DEFENCE	MITIGATIONS	MONITORING
FRONT LINE (Management Assurance) Operational Delivery /Systems /Quality Assurance /Supervision	Documented disaster recovery procedures • Cyber Incident disaster recovery plan and training • Staff CPD on business continuity areas including Cyber security • Firewalls and antivirus software in place	Cyber exercises • Regular planned security monitoring. • Desktop DRP exercises carried out and reviewed regularly. • Network traffic regularly monitored.
OVERSIGHT OF MANAGEMENT ACTIVITY Internal Compliance and quality checks / Legal and Regulatory / Financial controls / Management controls / Project assurance	Regular internal review of security measures and action around areas of concern; • Regular cyber/phishing exercises;	• Feedback via SLT/ELT on monitoring statistics; • Regular Board reporting around cyber position;
INDEPENDENT ASSURANCE Internal Audit / external bodies	• CISO (Chief Information Security Officer) service in place through HEFESTIS.	• Regular reporting and risk assessment. • Audit Committee/BoM oversight

Numerical Scoring of NET Risk (i.e., with controls in place)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 3/5	What is the predicted IMPACT of the risk?	(B) 5/5	What is the total risk score? (A x B)	15/25

Risk Status	Meeting 1 SIG	Meeting 2 SIG	Meeting 3 SIG	Meeting 4 SIG
-------------	------------------	------------------	------------------	------------------

MEETING	AMENDMENTS
Q1	No change by Owner
Q2	No change by Owner
Q3	No change by Owner
Q4	No change by Owner. After discussion at Audit Committee, it was agreed to increase the residual rating to 15 (3/5) due to continued and increased cyber-attacks on organisations and the resulting damaging effects. The narrative/mitigations to be reviewed and updated by VPP to include Cyber Essentials, team training and infrastructure improvements.

No.	Risk & Risk Appetite	Avoid	Averse	Cautious	Moderate	Open	Hungry
11	Failure to achieve and maintain systems and operable and secure ICT						

Strategic Objective:	Risk No: 12 Health & Safety Compliance
Reference to Departmental Risk Registers:	Organisational
Owner:	VP People and Transformation
Description of the Risk:	Failure to meet regulatory health & safety obligations
What are the possible consequences if the risk was to emerge?	Loss of reputation, financial penalties, criminal liability (corporate and individual)

Numerical Scoring of Gross Risk (i.e., without controls in place)					
What is the predicted LIKELIHOOD of the risk occurring?	(A) 4/5	What is the predicted IMPACT of the risk?	(B) 5/5	What is the total risk score? (A x B)	20/25
The GROSS risk is therefore: (MIN/SIG/MAJ/FUN)	Major Risk				

3 LINES OF DEFENCE	MITIGATIONS	MONITORING
FRONT LINE (Management Assurance) Operational Delivery /Systems /Quality Assurance /Supervision	<ul style="list-style-type: none"> Reporting and review procedure including "near miss" Health and Safety IOSH training for staff Regular communication on responsibilities Specific communication at time of increased risk e.g.Covid, building works, adverse weather 	<ul style="list-style-type: none"> Regular, formal Health & Safety Committee New terms of reference agreed by Health & Safety Committee

OVERSIGHT OF MANAGEMENT ACTIVITY Internal Compliance and quality checks / Legal and Regulatory / Financial controls / Management controls / Project assurance	<ul style="list-style-type: none"> Clear channels of communication regarding issues and preventative actions 	<ul style="list-style-type: none"> Regular, formal Health & Safety Committee Reporting to FGP Committee / BoM
INDEPENDENT ASSURANCE Internal Audit / external bodies		<ul style="list-style-type: none"> Internal Audit Public Health Environmental Health

Numerical Scoring of NET Risk (i.e., with controls in place) (2 cont)

What is the predicted LIKELIHOOD of the risk occurring?	(A) 3/5	What is the predicted IMPACT of the risk?	(B) 4/5	What is the total risk score? (A x B)	12/25
--	----------------	--	----------------	---------------------------------------	-------

Risk Status	Meeting 1 SIG	Meeting 2 SIG	Meeting 3 SIG	Meeting 4 SIG
-------------	------------------	------------------	------------------	------------------

MEETING	AMENDMENTS TO RECORD
Q1	No change by Owner
Q2	No change by Owner
Q3	No change to rating by owner. Front line monitoring: New terms of reference agreed by Health & Safety Committee
Q4	No change by Owner

No.	Risk and Risk Appetite	Avoid	Averse	Cautious	Moderate	Open	Hungry
12	Health & Safety compliance						

MEETING	BOARD OF MANAGEMENT COMMITTEE
Agenda Item:	8
Paper No:	BOM0624-8.1

Date	14 June 2024
Location	Stranraer Campus
Title of Paper	Mission 2030 Strategy
Presented By	Joanna Campbell
Recommendation	Discussion
Appendix Attached	YES
Disclosable Under FOISA	YES

Read Time: 3 minutes

1. Recommendation

- 1.1 The Board are asked to consider the final draft of the Mission 2030 strategy and associated KPIs following the Board strategy day.

2. Executive Summary

- 2.1 Initial work has been completed on the draft of the College new strategy Mission 2030.
- 2.2 The new strategy builds on Ambition 2025 and positions the College for a period of educational reform and ensure that the right skills are developed by our people and students.
- 2.3 The context of the new strategy is set against the College's improved student experience with improved outcomes across several measures.

3. Context

- 3.1 Ambition 2025 was conceived in 2020 after consultation with key stakeholders. This strategy has reached end of its lifecycle, there have been improved positions in several key College KPIs. However, Ambition 2025 does not fully take account of educational reform and the development of skills. The new strategy also emphasises some key elements.
- 3.2 We are:
 - a learning organisation
 - developing our people's skills
 - using digital to inform decision and delivery
 - developing our students skills for progression or employment
 - improving term financial sustainability and utilising strategic partnerships
- 3.3 Mission 2030 looks to build on the strengths of Ambition 2025. It recognises the work already completed around the student experience, people, and financial sustainability.
- 3.4 Mission 2030 sets a direction for skills, this is firstly in relation to our people and secondly relative to the student groups we serve (full time, part time, employed and apprentices).
- 3.5 Critical to the College within the new strategy is growth and diversification of income and work with partners to exploit opportunities and to share cost where it is relevant to do so.
- 3.6 Associated with the new strategy are a series of measures to 2030 which enable year on year measurement of the strategy.
- 3.7 In developing the strategy 2 groups have been consulted – senior managers and departmental managers. However, after input from Board we need to consult with staff and students.
- 3.8 Following the strategy workshop the College purpose and vision have been produced within this final draft.
- 3.9 The workshop provided helpful context around purpose by considering key words – skills, social purpose, community, students being on a journey and that we are shaping lives.
- 3.10 In terms of the vision there were some key words – bold, future focused, student focused and dynamic.

4. Strategic Implications

- 4.1 This strategy identifies the College's direction considering its key stakeholders, wider reform of skills in a time of challenging financial settlements and considers financial sustainability.

5. Risk

Risk	Mitigations
All Risks	➤ The new strategy provides College direction to 2030

6. Implications

Financial	Yes	See strategy
Legal	Yes	See strategy
Learning and Teaching	Yes	See strategy
Equalities	Yes	See strategy

Douglas Dickson

Depute Principal

05 June 2024

MISSION 2030

Where there's
a **skill**

There's a way



Chair's Welcome



“ This strategy is designed to shape the future of our institution and ensure we continue to meet the evolving needs of our community, our region, and Scotland. ”

As Chair of the Board of Management, I am proud to introduce Mission 2030, our strategic vision designed to further elevate our college to new heights of excellence and innovation.

Mission 2030 is a comprehensive initiative that focuses on four fundamental pillars:

- » Our People,
- » Our Students,
- » Our Learning, and
- » Our Partners.

As we look ahead to 2030, our College is embarking on an ambitious journey known as Mission 2030.

This strategy is designed to shape the future of our institution and ensure we continue to meet the evolving needs of our community, our region, and Scotland.

Caroline Stuart

Chair of the Board of Management



Principal's Welcome

Welcome to Mission 2030, our strategic vision which will propel our College towards a future of excellence and innovation.

This strategy focuses on four key pillars:

- Our People,
- Our Students,
- Our Learning, and
- Our Partners



Each pillar represents a vital component of our mission to cultivate a thriving, inclusive, and sustainable College.

Mission 2030 ensures we are aligned with broader strategies, such as the Scottish Funding Council's (SFC) strategy for building a responsive and sustainable education system, the National Strategy for Economic Transformation (NSET), the Regional Economic Strategy (RES) and Scotland's National Performance Framework (NPF) Outcomes. By embedding these principles, they enable the College to deliver for our region and Scotland.

Mission 2030 is our commitment to ensuring that our College remains at the forefront of education, equipping us with the skills to lead in a rapidly changing world. Together, we will build a future for our region, community and beyond.

Joanna Campbell
Principal and CEO

Our Purpose ↓

Dumfries and Galloway College's purpose is to empower individuals to reach their full potential and enable lifelong learning.

Through innovative education and training qualifications, we equip our students with the skills, knowledge, and resilience needed to thrive.



We nurture talent, cultivate creativity, change lives and make futures for our students.

Our Vision

At Dumfries and Galloway College, we –

- **unleash your potential**
- **change your life and shape your future**
- **are here for you**

Our Values ↓

Helping us to deliver a quality education and community experience with people at the heart of what we do and who we are.



Here for You

Listening, caring and respecting everyone



Act with courage

Pioneering, agile and continuously evolving.



Deliver our promises

Committed to delivering action with pride.



Uniting to succeed

Working together for a sustainable future for all.



Watch our values video



The world in which we live and work is changing. Such is the pace and scale of economic, demographic, political and technological change, that even our idea of working and our skills will be fundamentally different over the coming years.



1. Our Future Workforce – Our People

Our people are those who are open to learning, adaptable to change, and capable of leveraging technology and data effectively in their roles.

We are fostering a culture of continuous learning and professional development, embracing digital skills for productivity and agility, and promoting data literacy for informed decision-making.

Strategic Outcome

By 2030 we will:



Diverse and Inclusive Workforce



Create a diverse and inclusive workforce reflective of a more diverse society



Lifetime Learning Culture



Cultivate a culture of enquiry, continuous learning and professional development.



Fair Work



Enhance our fair work agenda.



Data Driven – Decision-Making



Develop data literacy and promote data-informed decision-making.

Scottish Funding Council Strategy

Building a responsive, coherent, sustainable system

SFC – Coherence and Sustainability: A Review of Tertiary Education and Research

Fair Work First Agenda

National Strategy for Economic Transformation (NSET)

Skilled Workforce – A Fairer More Equal Society

Regional Economic Strategy Delivery Plan

Skilled and Ambitious People – Rewarding and Fair Work

Scotland's National Performance Framework (NPF) Outcomes:

Fair Work and Business

Purpose and Principles for Post-School Education, Research and Skills

High Quality

2. Future Skills – Our Students

The College's overarching focus is on preparing students for the future through a comprehensive approach which is driven by our significant contribution to the skills agenda for Scotland and our region.

We have set four aims for developing our students to thrive in a dynamic and interconnected world, enabling them to contribute as citizens, and achieve their potential in the world of work or in further study.

Strategic Outcome

By 2030 we will:



Digital Literacy and Technology Proficiency



Ensure that all students are digitally confident.



Employability Skills and Career Readiness



Equip students with appropriate skills for learning, life, and work.



Critical Thinking, Research and Inquiry Skills



Develop students' meta skills.



Sustainability and Environmental Responsibility



Instil a sense of environmental responsibility and sustainability awareness in students.

Scottish Funding Council Strategy

Building a responsive, coherent, sustainable system

Sustainable Development Goals (SDGs):

Climate Action – Quality Education

National Strategy for Economic Transformation (NSET)

Skilled Workforce

Regional Economic Strategy Delivery Plan

Skilled and Ambitious People, Green and Sustainable Economy

Scotland's National Performance Framework (NPF) Outcomes:

Education

Purpose and Principles for Post-School Education, Research and Skills

High Quality

3. Future Education – Our Learning

The College plays a pivotal role in shaping the future of learning in our region and beyond.

We are setting a comprehensive roadmap to foster innovation, enhance student success, and ensure relevance in an ever-changing world. Grounded in a commitment to excellence, inclusivity, and adaptability, these initiatives seek to harness emerging trends and best practices to cultivate a dynamic learning environment that empowers students to thrive and excel in the 21st century. We are committed to leveraging technology, promoting diversity and inclusion, providing real-world experiences, and optimising learning outcomes, to equip students with the skills and knowledge to succeed in an increasingly complex global landscape.

Strategic Outcome

By 2030 we will:



Enhanced Digital Learning Environment



Enhanced Digital Learning Environment



Diverse and Inclusive Education



Promote diversity and inclusion to create an equitable learning experience for all students.



Experiential Learning Opportunities



Expand opportunities for students to engage in real-world, hands-on experiences.



Authentic Assessment and Feedback



Monitor student progress and enhance learning outcomes.

Scottish Funding Council Strategy

Enabling people to learn and flourish

Sustainable Development Goals (SDGs):

Reducing Inequalities – No Poverty

Scotland's National Performance Framework (NPF) Outcomes:

Education – Poverty

National Strategy for Economic Transformation (NSET)

Innovative and Enterprising

Purpose and Principles for Post-School Education, Research and Skills
High Quality

4. Future Growth – Our Partners

Our partners are important in the work that we do in enhancing education for Scotland and our region.

In our changing landscape, the pursuit of future growth stands as a cornerstone to our College's strategic vision to enable us to reach new heights of success. We will develop our strategy to enable the College's financial sustainability in an evolving world of education reform. Our collaborations with partners are key drivers in our enhancement and development of skills to enable the economy to flourish and enable our region to match the skills required to employment.

Strategic Outcome

By 2030 we will:



Diversified Revenue Streams



Explore and develop financially sustainable sources of funding.



Alignment with Regional Workforce Needs:



Collaborate closely with local industries and employers to tailor educational programs to meet the specific skills and workforce demands of the region.



Community Engagement and Partnerships



Forge strong partnerships with Local Government agencies, businesses, and community organisations to align college activities with regional economic strategy.



Net Zero by 2030



Drive sustainability in all College areas by 2030.

Scottish Funding Council Strategy

Generating new ideas and diffusing knowledge

Sustainable Development Goals (SDGs):

Affordable Clean Energy, Quality Education
& Gender Equality

National Strategy for Economic Transformation (NSET)

Skilled Workforce Economy

Regional Economic Strategy Delivery Plan

Thriving and Distinct Communities

Scotland's National Performance Framework (NPF) Outcomes:

Communities / Education

Purpose and Principles for Post-School Education, Research and Skills

High Quality

“ We are fostering a culture of continuous learning and professional development, embracing digital skills for productivity and agility, and promoting data literacy for informed decision-making. ”



Success

Kelvin Thompson

Kelvin began his educational journey with an HNC Business course at DGC. His story exemplifies the impact of our courses in empowering students to reach their full potential and succeed in their professional lives.



“ The supportive and accessible lecturing staff made a significant difference in my learning experience, easing the academic pressures and ensuring I could thrive ”

I began my journey at Dumfries and Galloway College in 2015 as part of my modern apprenticeship with Dumfries and Galloway Council, studying for an HNC in Business. The education and support I received were instrumental in securing a full-time permanent position within the Council upon completion. However, this early career success meant I couldn't immediately continue onto the HND Business course. Years later, needing a degree to advance further, I returned to Dumfries and Galloway College in 2020 to complete my HND in Business. This qualification enabled me to pursue a degree in Rural Business Management at SRUC Barony, from which I graduated in 2023 with first-class honours and multiple prestigious awards.

The comprehensive HNC and HND Business courses at Dumfries and Galloway College equipped me with vital knowledge and skills, ranging from finance to marketing, essential for understanding and operating a business. The supportive and accessible lecturing staff made a significant difference in my learning experience, easing the academic pressures and ensuring I could thrive. This education greatly enhanced the quality of my work at Dumfries and Galloway Council, leading to promotions and the opportunity to lead large-scale projects. The courses' emphasis on presentations, though initially daunting, proved exceptionally beneficial, significantly boosting my confidence and competence in professional settings. Having graduated, I am now applying the knowledge and skills gained from Dumfries and Galloway College in my role as Corporate Systems Development Coordinator at Dumfries and Galloway Council. My degree has opened new avenues for career advancement within the Council and beyond, demonstrating the profound impact that the College's education and support have had on my professional development.

Success

Natalya Gibson

Now pursuing her HND, Natalya is well on her way to realising her dream of becoming a PE teacher. Her story highlights the transformative impact of our College in helping students achieve their goals and succeed in their chosen careers.



“Thanks to my lecturers being so supportive, helpful and friendly I began to get engrossed in my studies, this led to me getting an A in my HNC.”

Before starting at Dumfries and Galloway College I had hoped to go to university. However, I did not achieve the grades to get in. I was reassured that this wasn't the end of my dream to be a PE teacher, so I applied to do an HNC in sports coaching at the College.

College has been a breath of fresh air and I have been supported by all my lecturers. At the start of the year, I struggled and found the work significantly different to high school. Thanks to my lecturers being so supportive, helpful and friendly I began to get engrossed in my studies, this led to me getting an A in my HNC.

In addition to an award as 'Lecturers' Learner of the Year'. I am now doing my HND in sports coaching and my plan next year is to apply to university. My dreams of becoming a PE teacher are becoming closer to reality. College has also allowed me to make new friends who have also had a huge impact on my college experience and have made college a lovely place to be.

The experience gained at college has helped me become a skating coach at Dumfries Ice Bowl and gain a job with Active Schools.

DUMFRIES CAMPUS

Bankend Road,
Dumfries
Dumfries and Galloway
DG1 4FD

T: 01387 734 000

E: info@dumgal.ac.uk

STRANRAER CAMPUS

Lewis Street,
Stranraer
Dumfries and Galloway
DG9 7AL

T: 01776 706 633

E: info@dumgal.ac.uk

Follow us:



dumgal.ac.uk

Charity No: SCO21189

Ambition 2030 – Key Performance Indicator Measures

1 Our Future Workforce – Our People

Strategic Outcome	By 2030 we will –	Key Performance Indicator Measures by 2030
Diverse and Inclusive Workforce	Create a diverse and inclusive workforce reflective of a more diverse society	➤ HR Survey Question 11 – 70% staff agreement
Lifetime Learning Culture	Cultivate a culture of enquiry, continuous learning and professional development.	➤ OD events – 80% of staff ➤ All CPD requests directly linked to strategy
Fair Work	Enhance our fair work agenda.	➤ Fair work framework developed and implemented. ➤ Staff satisfaction – 80% staff satisfaction
Data-Driven Decision-Making	Develop data literacy and promote data-informed decision-making.	➤ OD events – 80% of staff ➤ HR Survey Question 8 – 70% staff agreement

2 Future Skills – Our students

Strategic Outcome	By 2030 we will –	Key Performance Indicator Measures by 2030
Digital Literacy and Technology Proficiency	Ensure that all students are digitally confident.	➤ New question in Student Satisfaction and Engagement Survey – 90% agreement
Employability Skills and Career Readiness	Equip students with appropriate skills for learning, life, and work.	➤ Student Satisfaction and Engagement Survey Questions 5 & 7 – 95% agreement
Critical Thinking, Research and Inquiry Skills	Develop students' meta skills.	➤ Meta skills framework associated with 100% of Curriculum Areas
Sustainability and Environmental Responsibility	Instill a sense of environmental responsibility and sustainability awareness in students.	➤ New question in Student Satisfaction and Engagement Survey – 90% agreement

3 Future Education – Our Learning

Strategic Outcome	By 2030 we will –	Key Performance Indicator Measures by 2030
Enhanced Digital Learning Environment	Create a digitally focused learning environment.	➤ Student Satisfaction and Engagement Survey Question 11 – above 90% agreement
Diverse and Inclusive Education	Promote diversity and inclusion to create an equitable learning experience for all students.	➤ Student Satisfaction and Engagement Survey Question 9 – above 90% agreement
Experiential Learning Opportunities	Expand opportunities for students to engage in real-world, hands-on experiences.	➤ In 100% of Curriculum areas
Authentic Assessment and Feedback	Monitor student progress and enhance learning outcomes.	➤ Student outcomes above national sector performance for each mode and level ➤ L&T Pillars implemented in 100% of Curriculum Areas

4 Future Growth – Our Partners

Strategic Outcome	By 2030 we will –	Key Performance Indicator Measures by 2030
Diversified Revenue Streams	Explore and develop financially sustainable sources of funding.	➤ Commercial income of 5% of overall college income
Alignment with Regional Workforce Needs:	Collaborate closely with local industries and employers to tailor educational programs to meet the specific skills and workforce demands of the region.	➤ Curriculum areas - 100% with an industry reference group. ➤ College Leaver Destinations – 25% or greater positive employment destinations
Community Engagement and Partnerships	Forge strong partnerships with local government agencies, businesses, and community organisations to align college activities with regional economic strategy.	➤ College input to key regional groups – 80% stakeholder satisfaction ➤ Non SFC income of 5% ➤ College Leaver Destinations – 25% or greater positive employment destinations
Net Zero by 2030	Drive sustainability in all college areas by 2030.	➤ Net zero by 2030

MEETING	BOARD OF MANAGEMENT
Agenda Item:	10
Paper No:	BOM0624-10.1

Date	14 June 2024
Location	Stranraer Campus
Title of Paper	Terms of References
Presented By	Lorraine Grierson
Recommendation	Approval
Appendix Attached	NO
Disclosable Under FOISA	YES

Read Time: 21 minutes.

1. Recommendation

- 1.1. The Board are asked to approve the Committee Terms of References (ToR) which have been discussed and reviewed by members of each Committee.

2. Executive Summary

- 2.1 As part of the Board annual self evaluation process, each Committee is required to review their Terms of Reference and Business Schedule, to ensure they reflect the current business requirements of the Committee in line with changing strategic environment.
- 2.2 Each of the Board Committees has reviewed their Terms of Reference for session 2024-25, and any amendment has been agreed by each Committee. Any such revisions are subject to full Board approval.
- 2.3 The review of Committee Terms of Reference gives a clear indication of the Board's recognition of the importance of the work of the Committees and the formal review provides an audit trail of Board and Committee focus.
- 2.4 The ToR for the following committees is attached below:
- Audit Committee
 - Board Development Committee
 - Finance and General Purposes Committee
 - HR Sub-Committee
 - Learning and Teaching Committee
 - Remuneration Committee

3. Strategic Implications

- 3.1. Failure to achieve strategic objectives.

4. Risk

Risk	Mitigations
N/A	N/A

5. Implications

Financial	No	
Legal	No	
Learning and Teaching	No	
Equalities	No	

Lorraine Grierson

Secretary to the Board

3 June 2024

Terms of Reference	Audit Committee
Date Approved by Committee	May 2024
Date Approved by Board	June 2024
Date of Next Review	May 2025
Chair	Gillian Brydson

1 Membership

- 1.1. 5-6 non-executive Board members (one of whom shall be appointed as Committee Chair).
- 1.2. Members of the Audit Committee (AC) are precluded from serving on the Finance & General Purposes Committee (F&GP).
- 1.3. The Chair and Principal should not be a member of the AC.
- 1.4. The internal audit service provider and representatives of the external auditor will be expected to attend meetings of the AC and to be provided with agenda and papers for meetings.
- 1.5. The AC can sit privately without any non-members present for all or part of the meeting if they wish.
- 1.6. In attendance:
 - Principal;
 - Depute/Vice Principals;
 - Secretary to the Board

2 Quorum

- 2.1 No less than one half of the members entitled to vote (quorum 50% or higher of membership, with the majority for decision-making to be non-executives).

3 Reporting

- 3.1 The AC shall make its recommendations to the Board of Management as appropriate.
- 3.2 The AC shall observe the Standing Orders in all its business.
- 3.3 Minutes of the meetings should be circulated to the Board for information.
- 3.4 Prepare an annual report to the Board on Internal Financial Control prior to the signing of the Financial Statements focussing particularly on any changes in accounting policy, major judgemental areas, significant audit adjustments, the going concern assumption and compliance with accounting standards and the Scottish Funding Council's Financial Memorandum.

4 Responsibilities

- 4.1 Advise the Board on the strategic processes for risk, control and governance, and the Governance Statement.
- 4.2 Agree the letter of engagement of the external auditor and review the reports to management, making recommendations if required.
- 4.3 Review and make recommendations to the external auditor's Management Letter and management's response and have direct access to the external auditor including an annual closed meeting.
- 4.4 Agree the scope for the external auditor's work. A progress report from the external auditor will be presented bi-annually.
- 4.5 Advise the Board on the criteria for the selection and appointment of the internal auditor, and to select and recommend the appointment of the provider of an internal audit service.
- 4.6 Agree the scope for the internal audit plan (including value for money audits), review all audit reports and monitor the implementation of internal audit recommendations and advise the Board accordingly. A progress report will be presented at each meeting.
- 4.7 Monitor the performance and effectiveness of external and internal audits.
- 4.8 Monitor the processes for ensuring the effectiveness of the financial and other internal controls and management systems, making recommendations to the Board accordingly.
- 4.9 Ensure compliance with corporate governance requirements.
- 4.10 Maintain oversight of the Anti-fraud and Corruption Policy and the Whistleblowing Policy ensuring their effectiveness.
- 4.11 Monitor, review and advise the Board on the Risk Management Policy and the effectiveness of the risk management systems, including the College's Risk Appetite to ensure the College's approach to managing risk is appropriate and adequate. The AC will review and discuss the Risk Register at each meeting and make recommendations as required.
- 4.12 Monitor the systems in place which promote efficiency, effectiveness and economy including where appropriate the identification of specific value for money studies. Ensure the activities are managed in accordance with legislation and regulations.
- 4.13 Ensure all significant losses, including those in excess of the delegated limits set out in the Financial Memorandum have been properly investigated and the internal and external auditors and Scottish Funding Council have been fully informed of all such losses.
- 4.14 Following consideration by F&GP, the AC will provide a recommendation to the Board that the annual financial statements may be approved, or report concerns to the Board.

4.15 The AC will report to the Board of Management on a regular basis, and the Chair of the AC will produce an Annual Report for submission to the Board following the end of the financial year.

4.16 Monitor and review Business Continuity Plan annually and as required.

4.17 Undertake a self-evaluation exercise and review of terms of reference annually to ensure that the AC complies with best practice in relation to governance and the internal and external audit services are satisfactory. Any amendments to the terms of reference shall be submitted to the Board of Management for consideration and final approval.

5 Meetings

5.1 The AC will normally meet at least four times per year.

5.2 Once a year, subsequent to a meeting of the AC, non-executive members of the AC will meet with the internal auditor and representatives of the external auditor. The Chair of the Board of Management may elect to attend this meeting.

5.3 Schedule of Business

Standing Items:

- Maintain minutes and report to Board
- Review AC Action Log
- Review Risk Register and mitigating actions
- Monitor progress against internal audit recommendations
- Review new internal audit reports undertaken since last meeting

Meeting 1 (Aug-Oct) Q1	Meeting 2 (Nov-Jan) Q2	Meeting 3 (Feb-April) Q3	Meeting 4 (May-July) Q4
<ul style="list-style-type: none"> Review Risk Appetite Statement Review Annual Internal Audit Summary Report 	<ul style="list-style-type: none"> Closed meeting with Committee and Auditors in the absence of executive members Consider for Approval Year End Accounts <ul style="list-style-type: none"> External Annual Audit Report Letter of Representation Draft Financial Statements Annual Audit Committee Report 	<ul style="list-style-type: none"> Review Anti-fraud & Corruption policy Review Whistleblowing policy and arrangements Review Risk Management Policy Review of Business Continuity Plan and Policy 	<ul style="list-style-type: none"> Approve external audit plan and scope of work Approve internal audit plan and scope of work Review Code of Good Governance Checklist Review Committee Terms of Reference & Workplan Annual Committee Self-evaluation

Terms of Reference	Board Development Committee
Date Approved by Committee	May 2024
Date Approved by Board	June 2024
Date of Next Review	May 2025
Chair	Caroline Stuart

1 Membership

- 1.1 The Chair of each Committee
- 1.2 The Chair of the Board of Management will be appointed as the Chair of the Board Development Committee (BDC).
- 1.3 One Staff Member and one Student Member.¹
- 1.4 The Chair of the Board of Management shall be considered as a Non-Executive Member.
- 1.5 In attendance:
 - Secretary to the Board

2 Quorum

- 2.1 No less than one half of the members entitled to vote. (Quorum 50% or higher of membership, with the majority for decision-making to be non-executives).

3 Reporting

- 3.1 The BDC shall make its recommendations to the Board of Management as appropriate.
- 3.2 The BDC shall observe the Standing Orders in all its business.
- 3.3 Minutes of the meetings should be circulated to the Board for information.

4 Responsibilities

- 4.1 The Committee shall advise the Board of Management in matters relating to membership, appointments², development and evaluation as follows, in accordance with the Code of Good Governance for Scotland's Colleges, Ministerial Guidance on College Sector Board Appointments, Code of Conduct, Scottish Government guidance on Diversity Succession Planning, and other guidance that may apply.
- 4.2 Oversee the process and advise the Board in relation to the recruitment, appointment, and extension of appointments of Non-Executive Board Members.

¹ Inclusion of staff and student members is on the basis of making decisions on a diverse, inclusive and representative basis. The Ministerial Guidance stipulates that staff and students should have an "opportunity to contribute".

² Note that any members who are personally affected by an appointment or extension process may not participate in decision-making in relation to that process. Where several members are affected, the Committee may choose to recommend to the Board establishment of a short-life special purpose committee or panel.

- 4.3 Oversee and advise the Board in relation to arrangements for the election and nomination of Staff and Student Members.
- 4.4 Review Board membership and advise the Board as required, in relation to gender and diversity; the balance of skills, knowledge and experience; tenure; succession planning; and co-option.
- 4.5 Oversee arrangements for Board Members' induction, training and development.
- 4.6 Review and recommend a draft Development Plan annually to the Board for approval.
- 4.7 Monitor progress against the Development plan and report to the Board at the end of the planning period and as required over the course of the year.
- 4.8 Oversee arrangements and advise the Board in relation to annual evaluation processes, ensuring procedures are in place for individual Board Member evaluation, Committee self-evaluation, evaluation of the Chair by the Senior Independent Member, and full-Board performance evaluation.
- 4.9 Ensure an externally facilitated review of the Board's performance is conducted at least every three to five years.
- 4.10 Undertake a self-evaluation exercise and review of the terms of reference annually to ensure that the Committee complies with best practice in relation to governance. Any amendments to the terms of reference shall be submitted to the Board of Management for consideration and final approval

5 Meetings

- 5.1 The BDC will meet as required but no less than once per year.³

5.2 Schedule of Business

Standing Items:

- Maintain minutes and report to Board
- Review BDC Action Log
- Review Risk Register and mitigating actions

Meeting 1 (Jun-Aug)
<ul style="list-style-type: none"> Review Board membership (inc. Succession planning for key roles) Review Board Development Plan Annual evaluation arrangements and review of Terms of Reference/Business Schedule Annual Board Development Report (inc. Membership, Quorum, Significant pieces of work undertaken)

³ This is as per the previous terms, however, given the range of committee responsibility the committee may wish to meet regularly in alignment with the annual cycle of Board meetings to allow for reporting and recommendations.

Terms of Reference	Finance & General Purposes Committee
Date Approved by Committee	Sep 2023
Date Approved by Board	Dec 2023
Date of Next Review	May 2024
Chair	Richard Nash

1. Membership

- 1.1 Minimum of 4 non-executive Board members (one of whom shall be appointed as Committee Chair).
- 1.2 Chair of the Finance & General Purposes Committee (F&GP) is precluded from serving on the Audit Committee.
- 1.3 The Principal
- 1.4 1-2 Staff Members
- 1.5 It is desirable that at least one member should have a background in finance, accounting/audit and HR.
- 1.6 In attendance:
 - Executive Director of Finance
 - Depute Principal of Learning Skills & Student Experience
 - Vice Principal of People & Transformation
 - Secretary to the Board

2. Quorum

- 2.1 No less than one half of the members entitled to vote. (quorum 50% or higher of membership, with the majority for decision-making to be non-executives).

3. Reporting

- 3.1 The F&GP shall make its recommendations to the Board of Management as appropriate.
- 3.2 The F&GP shall observe the Standing Orders in all its business.
- 3.3 Minutes of the meetings should be circulated to the Board for information.

4 Responsibilities

4.1 Financial Management

- 4.1.1 Consider the annual budget and recommend approval to the full Board.
- 4.1.2 Monitor actual performance against budget and provide an update to the Board on financial sustainability.

- 4.1.3 Consider capital expenditure, investments and borrowing in accordance with Scottish Funding Council (SFC) guidance and recommend approval to the full Board.
- 4.1.4 Consider the Financial Forecast Return (FFR) to SFC and recommend approval to the full Board.
- 4.1.5 Consider the annual statutory accounts and recommend approval to the Audit Committee.
- 4.1.6 Oversee systems of financial control and delegated authority.
- 4.1.7 Carry out the Board of Management's constitutional delegation in financial matters.
- 4.1.8 Ensure compliance with the Financial Memorandum and Financial Regulations.
- 4.1.9 Consider and make recommendations for the Growth and Financial Sustainability Strategy and monitor performance against KPIs at least once a year before presentation to the Board.
- 4.1.10 Monitor the strategic risks relevant to the Committee and suggest recommendations as required.

4.2 **Estates and Infrastructure**

- 4.2.1 Consider and make recommendations for the Systems and Infrastructure Strategy and monitor performance against KPIs at least once a year before presentation to the Board.
- 4.2.2 Review the estates strategy, to ensure infrastructure is fit for purpose and sustainable.
- 4.2.3 Make recommendations to the Board on matters relating to the development and management of its property and facilities.
- 4.2.4 Consider and make recommendations for the annual report on estates, sustainability and health and safety aspects of the College's operations where these relate to estates and facilities.

4.3 **Commercial and Marketing**

- 4.3.1 Consider and make recommendations for Business Development and Marketing and monitor performance against KPIs quarterly before presentation to the Board.
- 4.3.2 ~~Consider and make recommendations for the annual report on Business Development and Marketing and monitor performance against KPIs on strategy out-turn.~~

4.4 **Human Resources, Organisational Development and Transformation** *(The People and Transformation element will be heard at the HR Sub Committee and reported back to FGP)*

- 4.4.1 Ensure the College is operating within all legal requirements relating to employment law and other legislation affecting employment.
- 4.4.2 Agree and approve the People and Culture Strategy monitoring performance against KPIs and recommend any action to the Board.

- 4.4.3 Ensure appropriate arrangements are in place for effective dialogue with trade unions.
- 4.4.4 Ensure appropriate policies are in place for staff related matters e.g. appointments, promotion, staff development and appraisal and succession planning.
- 4.4.5 Review Equality and Diversity updates and the Annual Report, monitoring the College's progress in the implementation.
- 4.4.6 Monitor and review cyber resilience and information security capabilities to ensure IT infrastructure and information is protected and strengthened to ensure compliance with legislative requirements, and to ensure digital provision is fit for purpose and sustainable.
- 4.4.7 Monitor and review Data Protection and privacy processes, and staff training to ensure compliance with legislative requirements.

4.5 **Other**

- 4.5.1 Undertake a self-evaluation exercise and review of the terms of reference annually to ensure that the Committee complies with best practice in relation to governance. Any amendments to the terms of reference shall be submitted to the Board of Management for consideration and final approval.

4.6 **Meetings**

- 4.6.1 The F&GP will normally meet at least four times per year.

4.7 **Schedule of Business**

Standing Items:

- Maintain minutes and report to Board
- Review F&GP Action Log
- Review Risk Register and mitigating actions
- Financial Update (Management Accounts)
- HR update – progress against KPIs
- Information Governance update – progress against KPIs
- Estates And Sustainability update – progress against KPIs
- Equality & Diversity update
- Business Development and Marketing Update

Meeting 1 (Aug-Oct) Q1	Meeting 2 (Nov-Jan) Q2	Meeting 3 (Feb-April) Q3	Meeting 4 (May-July) Q4
<ul style="list-style-type: none"> • Bad debts >£1000/ Scheme of delegation (when required) 	<ul style="list-style-type: none"> • Approve Statutory Accounts to recommend to 	<ul style="list-style-type: none"> • Equalities & Diversity Annual Report. Statutory Report every 2 	<ul style="list-style-type: none"> • Approve budget submission and FFR (5 yr budget forecast)

<ul style="list-style-type: none">• Review Year End Return• Review internal strategies• Business Development and Marketing Annual Report	<p>the Audit Committee.</p> <ul style="list-style-type: none">• Estates and Sustainability Annual Report to include Carbon Management Data.	<p>years – due 2025 (HR Sub)</p> <ul style="list-style-type: none">• Approve Mid-year FFR (current year progress)• Review Draft Budget for next AY• Estates and Digital 5 year Plan	<ul style="list-style-type: none">• Committee Self-evaluation and review of Terms of Reference/Business Schedule• Review ICT Security and ICT Acceptable Use Policies every 3 yrs if required.
--	---	---	---

Terms of Reference	Human Resources Sub Committee (Finance & General Purposes Committee)
Date Approved by Committee	May 2024
Date Approved by Board	June 2024
Date of Next Review	May 2025
Chair	Claire McLean

1. Membership

- 1.1 Minimum of 4 Board members, 3 of which will be non-executive Board members (one of whom shall be appointed as Committee Chair)
- 1.2 Minimum of 1 staff member
- 1.3 It is desirable that at least one member should have a background in Human Resources.
- 1.4 In attendance:
 - Vice Principal of People & Transformation
 - Secretary to the Board

2. Quorum

- 2.1 No less than one half of the members entitled to vote. (quorum 50% or higher of membership, with the majority for decision-making to be non-executives).

3. Reporting

- 3.1 The HR Sub-Committee shall make its recommendations to the Finance and General Purposes Committee as appropriate.
- 3.2 The HR Sub-Committee shall observe the Standing Orders in all its business.
- 3.3 Minutes of the meetings should be circulated to the Board for information.

4. Responsibilities

4.1 Human Resources, Organisational Development and Transformation

The following will be discussed in detail with key insights and recommendations being made to the Finance and General Purpose Committee and thereafter, the Board of Management:

- Ensure the College is operating within all legal requirements relating to employment law and other legislation affecting employment.
- Monitor performance against KPIs relating to the People and Culture Strategy.

- Ensure appropriate arrangements are in place for effective dialogue with trade unions.
- Ensure appropriate policies are in place for staff related matters e.g. appointments, promotion, disciplinary and grievance, staff development, PDR, and succession planning.
- Receive reports on staff development to monitor performance reviews, competencies, training requirements, and future talent development.
- Receive ~~annual reports~~ updates as required, on employee assistance programmes and benefits in line with market comparisons.
- Review Equality and Diversity updates and the Annual Report, monitoring the College's progress in the implementation.

4.2 Other

- 4.2.1 Undertake a self-evaluation exercise and review of the terms of reference annually to ensure that the Sub-Committee complies with best practice in relation to governance. Any amendments to the terms of reference shall be submitted to the Board of Management for consideration and final approval.

4.3 Meetings

- 4.3.1 The HR Sub Committee will normally meet at least four times per year prior to Finance and General Purpose Committee.

4.4 Schedule of Business

4.4.1 Standing Items:

- Maintain minutes and report to the Board
- Review HR Sub Committee Action Log
- HR update – progress against KPIs
- Equality & Diversity update

Meeting 1 (Aug-Oct) Q1	Meeting 2 (Nov-Jan) Q2	Meeting 3 (Feb April) Q3	Meeting 4 (May-July) Q4
<ul style="list-style-type: none"> Review People and Culture Strategy when required Review Related Policies as required 	<ul style="list-style-type: none"> Review Related Policies as required 	<ul style="list-style-type: none"> Equalities & Diversity Annual Report. Statutory Report every 2 years – due in 2025. 	<ul style="list-style-type: none"> Committee Self-evaluation Review of Terms of Reference/Business Schedule

Terms of Reference	Learning & Teaching Committee
Date Approved by Committee	May 2024
Date Approved by Board	June 2024
Date of Next Review	May 2025
Chair	Sharon Hodgson

1. Membership

- 1.1 6 non-executive Board members (one of whom shall be appointed as Committee Chair).
- 1.2 1-2 staff Board member.
- 1.3 1-2 student Board members.
- 1.4 In attendance:
 - Principal
 - DP Learning Skills, and Student Experience
 - Director of Student Experience and Academic Performance
 - Secretary to the Board

2 Quorum

- 2.1 No less than one half of the members entitled to vote. (quorum 50% or higher of membership, with the majority for decision-making to be non-executives).

3 Reporting

- 3.1 The L&T Committee shall make its recommendations to the Board of Management as appropriate.
- 3.2 The L&T Committee shall observe the Standing Orders in all its business.
- 3.3 Minutes of the meetings should be circulated to the Board for information.

4 Responsibilities

- 4.1 The L&T Committee has overall responsibility for monitoring the direction and performance of learning and teaching and the quality of the learners' experience at the College.
 - 4.1.1 Ensure appropriate mechanisms are in place for the effective monitoring of quality and inclusivity of the learning experience, in line with Education Scotland Quality Framework, and report to the Board.

- 4.1.2 Review the Evaluative Report and Enhancement Plan (or equivalent) in line with Education Scotland/Scottish Funding Council guidance.
- 4.1.3 Make recommendations for the Student Experience Strategy and monitor performance against KPIs at least once a year before presentation to the Board.
- 4.1.4 Reflect on trends in education and encourage innovation and curriculum development to ensure that the College is successfully serving the needs of its internal and external stakeholders.
- 4.1.5 Agree and monitor academic performance, including student retention, progression, attainment PIs, ensuring self-evaluation arrangements are in place to action and address any areas of concern.
- 4.1.6 Monitor performance against the College's Regional Outcome Agreement.
- 4.1.7 Monitor the development of the College's curriculum portfolio and the annual summary feedback from awarding bodies.
- 4.1.8 Consider reports from and related to the Student Association and address any issues raised by the Association.
- 4.1.9 Review the Student Association Constitution every 5 years and annual partnership agreement.
- 4.1.10 Review the College's performance in terms of college leaver destinations, academic appeals, (CLD) and the student satisfaction and engagement survey (SSES).
- 4.1.11 Maintain an overview of quality assurance and improvement by reviewing feedback and evaluation from student and stakeholder surveys and student complaints.
- 4.1.12 Monitor external partnerships: articulation with university partners. ~~and Developing the Young Workforce (DYW).~~
- 4.1.13 Monitor the output and development of the Academic Council.
- 4.1.14 Review the arrangements for student health and wellbeing.
- 4.1.15 Monitor the strategic risks relevant to the Committee and suggest recommendations as required.
- 4.1.16 Receive and review Corporate Parenting and Safeguarding progress reports.
- 4.1.17 Undertake a self-evaluation exercise and review of the terms of reference annually to ensure that the Committee complies with best practice in relation to governance. Any amendments to the terms of reference shall be submitted to the Board of Management for consideration and final approval.

5 Meetings

- 5.1 The L&T Committee will normally meet at least four times per year.

5.2 Schedule of Business

5.2.1 Standing Items:

- Maintain minutes and report to Board
- Review L&T Action Log
- Review Risk Register and mitigating actions
- Report from Student Association

Meeting 1 (Aug-Oct) Q1	Meeting 2 (Nov-Jan) Q2	Meeting 3 (Feb-April) Q3	Meeting 4 (May-July) Q4
<ul style="list-style-type: none"> Interim PIs from previous AY Annual Awarding Body summary Student Experience Strategy Outturn (inc ROA) SFC Enhancement Report 	<ul style="list-style-type: none"> Annual SPSO Complaints Report Early Experience Student Satisfaction Survey (DGC) Annual Articulation Report Academic Appeals from previous AY Report from Academic Council 	<ul style="list-style-type: none"> Outcome of annual curriculum planning and portfolio review Student Satisfaction and Engagement Survey (SFC) College Leavers' Destination report Audited SFC PIs sector comparison analysis Student Health and Wellbeing update Curriculum innovation Report from Academic Council 	<ul style="list-style-type: none"> Review/approve Student Association constitution (every 5 years (rev 2022) and partnership agreement (annually)) Corporate Parenting and Safeguarding progress report Annual Committee Self-evaluation and review of Terms of Reference/Business Schedule Report from Academic Council Outcome of annual curriculum planning and portfolio review 2

Terms of Reference	Grievance and Appeals Committee
Date Approved by Committee	June 2024
Date Approved by Board	June 2024
Date of Next Review	May 2025
Chair	Caroline Stuart

1 Membership

- 1.1 Chair of the Board of Management (Chair) plus 2-3 non-executive members, 1 of which should be a member of Remuneration Committee.

2 Quorum

- 2.1 No less than one half of the members entitled to vote, 1 of whom to be the Chair of the Committee (quorum 50% or higher of membership, with the majority for decision-making to be non-executives)

3 Reporting

- 3.1 The G&A Committee shall be a Committee of the Board of Management.
- 3.2 The G&A shall observe the Standing Orders in all its business.
- 3.3 In the interest of speedy resolution, this Committee shall have power to decide on final outcome and report final outcome to the full Board.
- 3.4 Minutes of the meetings should be circulated to the Board for information.

4 Responsibilities

- 4.1 To hear any grievance / appeal of decisions made by the Principal in accordance with discipline, grievance and capability procedures.

5 Meetings

- 5.1 The G&A will only meet as and when required.

MEETING	BOARD OF MANAGEMENT COMMITTEE
Agenda Item:	11
Paper No:	BOM0624-11.1

Date	14 June 2024
Location	Stranraer Campus
Title of Paper	Chair's Report
Presented By	Caroline Stuart
Recommendation	Discussion
Appendix Attached	NO
Disclosable Under FOISA	YES

Read Time: 3 minutes

1. Recommendation

- 1.1. The Board of Management are asked to **note** and discuss any points within the paper.
- 1.2. The Board are asked to **approve** the Board Appointments.

2. Executive Summary

- 2.1** The purpose of this report is to update the Board on the activities of the Chair during the period since the last Board meeting on 25 March 2024. This report covers activity during the period April to June 2024. The Board are invited to **discuss** the contents and **approve** where indicated.

3. Activities April to June 2024

3.1 Strategic Planning

- 3.1.1** The strategy planning day was held on May 13th. It was a very successful day and my thanks go to the leadership team for all their hard work pulling it together and all Board members for their input. The draft plan for 2030 is included in these papers.

3.2 Budget for 2024-25

- 3.2.1** SFC has now issued the budget for 24/25. The final budget was at the guidance number so there is no change.

3.3 Engagements April to June 2024

- 3.3.1** Below are some of the key stakeholder engagements which I have undertaken in my capacity as Chair of Dumfries and Galloway College:

- 👉 Joanna Campbell – objective setting
- 👉 Colleges Scotland Chairs Meeting x2
- 👉 Colleges Scotland meeting
- 👉 Janey McCusker – Chair of GCRB – Interviews for two new Chairs to the Boards of City of Glasgow and Clyde College.
- 👉 Colleges Scotland – Ministerial meeting
- 👉 Joe McGraw / Lorraine Grierson
- 👉 Donogh O'Brien, Aspen People
- 👉 2x Interview days for Board members
- 👉 Crichton Trust meeting- CCLG
- 👉 HE awards dinner
- 👉 CPD – D&G Digital Marketing Course
- 👉 Douglas Dickson

3.4 Board Appointments

- 3.4.1 We engaged Aspen to help us with our search for four new Board members. The advert went live by end of March and closed end of April with interviews being conducted on 10th May and 3rd June. We had an outstanding field of candidates and have appointed 4 who have the expertise and skills to meet current board requirements. They will then be sent to Scottish Government for approval with a start date of September 24.
- 3.4.2 The interview panel consisted of:
Caroline Stuart, Sue Irving, Jamie Ross, Lorraine Grierson and Janie McCusker GCRB acted as Independent Member.
- 3.4.3 Details of the appointable candidates are noted in the confidential file. This information is not for disclosure until Scottish Government approval.
- 3.4.4 **Board members are asked to approve the appointment of the new candidates for onward approval by Scottish Government.**

3.5 Board Self Evaluation

- 3.5.1 The Board self-evaluation process is now complete for academic year 23-24 and the report is attached below. This process incorporated:
- 👉 1-1s with Chair and Board Members
 - 👉 1-1 with SIM and Chair
 - 👉 Committee surveys
 - 👉 Full Board Survey
 - 👉 Annual review of Terms of References and Business Schedules for each Committee

3.6 Key Stakeholders

Attached at Appendix 1 for your information. This is a dynamic document which will be regularly updated.

4. Risk

Risk	Mitigations
None	

5. Implications

Financial	no	
Legal	no	

Learning and Teaching	no	
Equalities	no	

Caroline Stuart

Chair of Board of Management

4 June 2024

DGC

BOARD EVALUATION

Academic Year
Aug 2023 – July 2024

Date: May 2024



Table of Contents

Attendance at Meetings 3

Individual Attendance 4

Board Strategy Day 4

Committee Membership 5

Succession Planning 5

Gender Balance 6

Board Training and Events..... 7

Feedback Common Themes7

Feedback from members8

Committee Evaluation Responses9

Board Evaluation Responses 12

Board Self-Evaluation

Academic Year Aug 2023 – Jul 2024

1 ***Attendance at Meetings***

Throughout 2023-24 the Board of Management meetings were held face to face, with the option of attending virtually via Teams.

All Committees were conducted virtually through Teams and will continue to do so.

- 👉 2 HR Sub Committee meetings had no quorum, however the papers for 1 meeting were incorporated into the FGP Meeting.
- 👉 1 Learning and Teaching Committee meeting had no quorum during this session.
- 👉 The Chair of the Board and Principal attended committees to which they have a right of attendance, in addition to their membership.
- 👉 All meetings were supported by members of the Executive Leadership Team and Directors.

Board of Management	3 meetings	72%	All quorate
Audit Committee	4 meetings	92%	All quorate
FGP Committee	4 meetings	76%	All quorate
HR Sub Committee	4 meetings	75%	2 not quorate
LT Committee	4 meetings	68%	1 not quorate
Remuneration Committee	3 meetings	71%	All quorate
Board Development Committee	2 meetings	53%	All quorate

Individual Attendance 23-24

Still to add attendance for BoM for 14/6/24

Name	Board	Audit	FGP	HR SUB	L&T	Rem	BDC
C Stuart (Chair)	3/4		4/4			3/3	2/2
S Irving	2/4	3/4		2/4		3/3	1/2
J Campbell	3/4		4/4				
A Hill	2/4	4/4		2/4	3/4	1/3	
R Nash	3/4		4/4			2/3	1/2
W Dowson	2/4	4/4				2/3	
M MacLeod	2/4	3/4			2/4		
G Brydson	1/4	4/4			4/4		1/2
E Black	0/4		0 /4		0 /4		
C McLean	2/4		3/4	4/4		1/3	0/2
S Hodgson	3/4				4/4	2/3	2/2
J Ross	3/4	4/4	4/4			3/3	
S McLellan	3/4		4/4	4/4	4/4		2/2
K Glendye	2/4		2/4	3 /4	3/4		
A Dogrultan	2/4				4/4		0/2
A Cameron	2/4				2/4		
David Burns	0/4		0/1				
Pete Woods	0/4				0 /1		
Total membership	18	6	9	5	10	8	8

1.1 Board Strategy Day

- 1.1.1 A productive annual Board Strategy Day was held on 13th May which was attended by 11 out of 18 board members, Executive Leadership Team, with SLT members joining for the afternoon session.
- 1.1.2 The day was facilitated by Futureproof Learning and strategic discussions focused on Mission 2030, partnerships and commercialisation, workforce 2030 and finance, and challenges ahead.
- 1.1.3 Guest speakers were Robert Thorburn, Director of Strategic Partnerships, BT Open Reach and David Batho from JISC who presented a Cyber Resilience and Posture Workshop.

2 Committee Membership

- Sharon Hodgson took over from Malcolm MacLeod as Chair of Learning and Teaching Committee in June 2023 taking her first meeting in September 2023. She also became a member of Board Development Committee and Remuneration Committee.
- Malcolm MacLeod became a member of Audit Committee, attending his first meeting in September 2023.
- An HR Sub Committee to FGP, was established in 2023 and held its first meeting on 13 September 2023 with Claire McLean appointed as Chair. This committee will focus on HR, Workforce and EDI business.
- G Brydson will relinquish her role as Chair of Audit Committee, however she will hand over to a new Chair at the September 2024 meeting.
- Sue Irving has agreed to extend her appointment as Vice Chair to the Board until March 2025.
- Will Dowson has agreed to extend his appointment as Senior Independent Member until March 2025.
- Two new Trade Union Staff members joined the board in March 2024. David Burns was invited to join FGP Committee and P Woods invited to join LT Committee.
- Claire McLean has been appointed as EDI Champion for the Board and attended and contributed to the college EDI Forum meetings.
- Richard Nash has been appointed as H&S Champion for the board and attended and contributed to the college H&S meetings.

3 Succession Planning

- The Board currently has 2 vacant non-executive positions and a further 4 non-exec positions becoming vacant from September 2024 to Mar/Apr 2025 as tenures come to an end.
- Board member recruitment is currently taking place with the assistance of Aspen People. Interviews were held on 10th May and 3rd June. As part of the recruitment process the Board Development Committee considered the skills and expertise required to complement existing board member skills and the following key areas were identified:
 - Finance / Audit and Risk
 - Business Transformation
 - Education
 - Local Business / Commercial.

- ▶ A refresh of committee membership has been carried out by the Board Development Committee to ensure adequate numbers and expertise are attributed to the right Committees and an update presented to the Board on 14th June 2024.

3.1 **Committee Vice Chairs**

At the last BDC meeting in Feb 2024, it was agreed that Committee Chairs would select a Vice Chair for their Committee to provide cover when required and would aid board member development in Chairing and succession planning. Due to the impending appointments of new non-executive members and committee restructure this will be reviewed.

- ▶ FGP – *nominee required*
- ▶ HR Sub – R Nash (will be incorporated within FGP meeting)
- ▶ Audit – Chair stepping down from June 2024
- ▶ L&T – *nominee required*
- ▶ Rem Com – Claire McLean
- ▶ BDC – Sue Irving

4 **Gender Balance Of Non-Executives of the Board**

4.1 **Equal opportunities**

The Board Appointments Ministerial Guidance 2014 states: Section 26A of the 2005 Act provides that, among other things, when a regional college board makes appointments to its board, it must do so in a manner which encourages equal opportunities and in particular the observance of the equal opportunities' requirements.

- 4.2 Our non-executive balance is currently 50% male and 50% female which meets the above requirements.

2022-23		2023-24	
16 members (10 non-execs)		18 members (from March 2024) (10 non-execs)	
5 male = 50%	5 female = 50%	5 male = 50%	5 female = 50%

5 **Board Training/Events Aug 23 - Jul 24**

- 5.1 Below is a list of the various training and events attended by Board Members during the academic year:

CDN Induction
CDN Audit Training

CDN Remuneration
 CDN Understanding your role in Regional Economic engagement
 DGC Digital Marketing Course
 Cyber Security JISC Presentation
 College Mandatory Data Protection
 College Mandatory EDI
 College Mandatory Safeguarding

6 ***College Mandatory Training***

- 6.1 Data Protection, Equality and Diversity, Safeguarding are mandatory for all Board Members and these short training sessions have taken place before each Board meeting.

7 ***CDN Mandatory Training***

- 7.1 All new board members have completed their CDN Induction training.
- 7.2 All relevant board members have completed the CDN Audit training and Remuneration training.

8 ***Feedback - Common Themes***

<i>Agendas/Papers</i>	<i>Comments</i>
<ul style="list-style-type: none"> ➤ Agendas too long but work in progress to slim down to enable bigger items to be discussed. ➤ Stronger Focus on key outputs/priority decisions so that discussion time is clearly allocated/targeted. ➤ Ensure papers are clearly marked with the desired outcome – what is being asked to be approved, noted, discussed ➤ Over the last 12 months, some papers are excellent, others are either biased or don't go far enough. Board and committee papers are extraordinary long requiring a significant investment in time to thoroughly read them all. Especially when a voluntary role. It can be difficult to focus on the strategically important issues for discussion rather than minor commentary on less important ones. Somehow need to bring this focus. 	<ul style="list-style-type: none"> ➤ starting of papers to be introduced to Board agendas to remove items which have been considered at the Committees to prevent duplication.

<p>Meetings</p> <ul style="list-style-type: none"> ➤ Ensure everyone has a voice at meetings. ➤ Would like to see quieter Board members be a little more vocal or challenging/ Some members quieter in terms of asking questions around finances. ➤ Attendance and quorums can be problematic. 	<ul style="list-style-type: none"> ➤ Chairs will continue to ask opinions from quieter members to ensure all are heard. It was reiterated that all opinions are valued, and each member brings a specific skillset. ➤ An information session with ExFD to be introduced to assist members and new members understand the financial/ funding process and reporting.
<p>Strategy</p> <ul style="list-style-type: none"> ➤ A lot of time focused on finance and not enough time on strategy/ political/ environment/policy direction. ➤ Board influence on strategy could be strengthened. 	
<p>Student Association</p> <ul style="list-style-type: none"> ➤ Making it easier to be understood by students and explain to them if needed. ➤ Student Association papers need to be more evaluative so that progress/ improvements can be measured effectively. Less narrative, more evidence ➤ Understanding the student association members are students and are not used to these sorts of meetings. 	<ul style="list-style-type: none"> ➤ More support for SA members to help them understand the process and requirements of their role. A staff board member has been appointed as Mentor to support and guide the new SA members throughout the year and help them challenge more and prepare for meetings. It is recognised that when they only serve 1 year, it can hinder their growth into the role.
<p>Stakeholders</p> <ul style="list-style-type: none"> ➤ We would benefit by having more stakeholder input/engagement. ➤ Discussion often strays into the issues of engagement with stakeholders and partners but there is little by way of discussion on how these challenges can be resolved. ➤ There is more that can be done to utilise the skills around the Board table. ➤ It would be helpful to know the expectations of the Board outside of the core meetings in a more structured way. 	<ul style="list-style-type: none"> ➤ An updated list of stakeholders and calendar of events to be brought to the next board meeting to assist board members in planning and attending stakeholder events and understanding their expectations outwith the board meetings.

<p>College/ELT</p> <ul style="list-style-type: none"> ▶ Yes, more effective and professional support from IT. It has been unsatisfactory in my experience this year. ▶ It is a pressure to the ELT for them all to attend meetings when we as a Board have identified the risk to capacity. While it is welcomed to have the breadth of responses from ELT it can also be efficient for the principal and vice principal only to be able to respond on behalf of ELT. While we recognise that students and staff representatives are full Board Members, the balance at times can be led by internal debate. 	
<p>Looking forward</p> <ul style="list-style-type: none"> ▶ Really would just say there needs to be scrutiny of external factors that will impact on college in years to come. ▶ Challenge is to keep the college offering and look at new models in the light of fin cuts. ▶ Curriculum design. How to be medium term focused not just short term. How to be creative and dynamic despite tight financial constraints ▶ Continued focus on the opportunities for tertiary level education and alignment of funding across the university and college sectors. ▶ Financial sustainability inevitably, and the potential of greater investment in commercialisation. 	

9 **Committee Evaluation Responses**

9.1 Full Committee Survey results can be accessed

9.2 General Comments from Committees:

Finance and General Purposes Committee:

- ▶ Well run committee expertly chaired by Richard.

Is the Committee addressing all matters delegated to it by the Board and under its terms of reference and what assurance supports your answer?

- Frequency of meetings and actions. Strategic risk register
- Financial and non-financial reports, across the wide remit of the committee.
- Internal Audit assurance
- Much of the remit is around financial scrutiny and plenty of performance data is provided to support that.
- Internal performance is discussed and measured concerning core funding and SFC funding. These are also measured through the strategic risk register.
- Feel that we haven't quite given the commercial slot enough airtime

HR Sub Committee

- CMcL acknowledged that this is a relatively new committee established to ensure appropriate scrutiny of human resource matters and EDI within the organisation. Although relatively new, members were content that relevant business was being discussed and actions were being followed through.

Is the Committee addressing all matters delegated to it by the Board and under its terms of reference? What assurance supports your answer?

- There are clear deliverables and measures in place that are reported on periodically and available to the board in order to make decisions.
- There is a clear discussion and an itemised agenda which includes People Update which relates to KPI's.
- HR related data is scrutinised by the Committee at the level of detail appropriate to its role.

Audit Committee

- Risk management - We have had some debate around the risk management and business continuity functions, and the ability of the committee to bring about or influence discussion to board or board development committee. I have welcomed the robust discussion about the best route for decision making and the managed disagreement and negotiation over some of the matters. This shows me that the committee is not simply and passively accepting of the recommendations of the ELT.

Is the Committee addressing all matters delegated to it by the Board and under its terms of reference? What assurance supports your answer?

- Internal performance is on the agenda at each meeting and members engage in scrutiny of this.
- Terms of reference and effective adherence to them
- The suite of performance measures agreed by the Board and by ELT with its external funding and scrutiny partners are reported to the audit committee by way of performance reporting and the risk registers. There is ample opportunity for debate and for further elaboration.
- Performance measures clearly set out and monitored in the audit reports which are presented to and debated by the Committee.

- 👉 Regular reviews of Risk Register, reviews of internal and external audit processes and general discussion at Audit Committee.

Learning and Teaching Committee

Overall comments:

“To more effectively engage committee members I believe there needs to be a review of agenda and a move away from papers for discussion for no real purpose.”

“In terms of quality of outcomes for learners, this is a core function and therefore a key committee to provide oversight on the performance of staff and students. The committee discussed the importance of its role and function to seek assurance and confidence in what is happening within learning and teaching in the college and that it is moving in the right direction.”

- 👉 The management of papers on AdminControl is very helpful to review and track previous decisions and actions. The committee is well administered, very well chaired and with expert contributions from the ELT.”
- 👉 As I recall, there have been times where the quorum was not met and it was recommended that Learning and Teaching committee seek to recruit new membership.
- 👉 The quality of papers received are very good and informative and would like to see more regarding impact and measurement of progress.
- 👉 The terms of reference are clear and the performance reporting is regular and robust. As always, there are drill down areas to look at and we will take the opportunity to do this as we work throughout the year.”

Is the Committee addressing all matters delegated to it by the Board and under its terms of reference? What assurance supports your answer?

- 👉 Yes, the business schedule reflects all aspects of the ToR and this has been checked by the Board Secretary.
- 👉 “Risk register. Regular meetings with clear actions and minutes.”
- 👉 “There was recent example where the Committee's risk threshold was less than that of the ELT and the risk register was not amended in line with recommendation. I think this type of interaction should be welcomed as it is an example where the Committee, while wanting to support ELT and recognise improvement, sought to wait until national comparator measures were confirmed prior to amending the risk register. We should take reassurance from this. This is a key focus of this committee.”
- 👉 Discussions around performance indicators and student success are itemized on the agenda. These are analysed in relation to previous years.

Remuneration Committee

Is the Committee addressing all matters delegated to it by the Board and under its terms of reference? What assurance supports your answer?

- 👉 Very detailed review of performance targets and remuneration.
- 👉 Additional information is always provided should it be required. And the Chair is very effective.
- 👉 Performance measures very clearly inform discussions over remuneration.
- 👉 The Committee seeks to maintain and improve as necessary the guidance to the Board and ELT on relevant areas of its Remit to ensure consistency and a framework that helps effective decision making.
- 👉 Comparative performance info is discussed, e.g. sector averages, and also individual performance is scrutinised.

Board Development Committee

Is the Committee addressing all matters delegated to it by the Board and under its terms of reference? What assurance supports your answer?

- 👉 We have raised issues and had meetings to try and remedy those issues raised.
- 👉 The remit of this committee is specific to performance of the board to meet governance regulations and standards.
- 👉 Committee performance is considered, though there is less emphasis on data than, for example, Audit. It feels appropriate to the Committee.

10 Board Evaluation Responses

Full report attached here:

- 👉 **14 out of 16 members completed the survey.**
- 👉 **Key comments are undernoted.**
- 👉 **Total average score: 99 out of 108**

10.1 Section 1

Meetings – Preparation and Conduct Of Meetings

Average Score – 22 out of 24

Q9. Taking into account your response to Section 1, please give an overall view of the preparations for and conduct of Board Meetings. Please provide any suggestions on how they could be improved in order to enhance their effectiveness.

2	anonymous	Please avoid late changes to Board papers as these override comments made in the Admincontrol app. I have noted more recently, amended papers are added separately if changed after main distribution.
4	anonymous	Agendas too long and is ongoing work in progress to streamline so that big items can be given the time they need

5	anonymous	I find the Board meeting extremely well organised; they are well prepared both in terms of papers in advance and executive team responses. The chairing is excellent, it is both positive and inclusive.
6	anonymous	They have vastly improved in the last 18 months which is fantastic to see. We need to ensure everyone has a voice during the meetings. Not a significant issue but one to watch.
7	anonymous	There could be a stronger focus on key outputs and priority decisions from Board meetings so that discussion time is clearly allocated/targeted
8	anonymous	need to ensure there is sufficient time to discuss and debate papers for approval - it's important to ensure that all members understand all papers and what they are being asked to approve.
9	anonymous	When having students on the board try to be reasonable and remember they are not used to these meetings and are students after all
10	anonymous	The agendas and papers can be very long and too detailed which can impact on the effectiveness of meetings.

10.2 Section 2

The Conduct of Business

Average – 14 out of 16

Q15. Taking account of your responses to Section 2, please provide an overall view of the way the Board of Management goes about its business and any changes that could be made to enhance its effectiveness.

1	anonymous	I reflect that on occasions there is a tendency to spend a disproportionate amount of time on finance (although appreciate that this is significant issue) and not enough time on strategy and political environment/policy direction.
3	anonymous	Continue to work on presentation of information - both paper and oral updates to give key points to the board
4	anonymous	It is a pressure to the ELT for them all to attend meetings when we as a Board have identified the risk to capacity. While it is welcomed to have the breadth of responses from ELT it can also be efficient for the principal and vice principal only to be able to respond on behalf of ELT. While we recognise that students and staff representatives are full Board Members, the balance at times can be led by internal debate.
5	anonymous	Board influence over future strategy and impact of annual strategy session could be strengthened
6	anonymous	Making it easier to be understood by students and explain to them if needed

10.3 Section 3

The Content and Quality Of Papers Provided For Meetings

Average score – 6.7 out of 8

Q22. Taking into account your responses to Section 3, please provide an overall view of the content and quality of board papers and the preparation of the minutes. You may wish to consider, for example, which information could usefully be included/omitted from papers and whether too much or too little information is contained in the papers/minute.

2	anonymous	Over the last 12 months, some papers are excellent, others are either biased or don't go far enough. Board and committee papers are extraordinary long requiring a significant investment in time to thoroughly read them all. Especially when a voluntary role. It can be difficult to focus on the strategically important issues for discussion rather than minor commentary on less important ones. Somehow need to bring this focus.
3	anonymous	Student Association papers need to be more evaluative so that progress/improvements can be measured effectively. Less narrative, more evidence
5	anonymous	It should be clear from the papers whether these are for noting, for information, for discussion and recommendation or for discussion and decision. The focus of agenda time should be for papers for decision, and this has been a significant improvement over the past year. ...
7	anonymous	it remains the case that the strategic context is often missing from papers. papers for discussion have on occasion had recommendations within them and more care needs to be demonstrated to ensure that these are presented as approval papers.
8	anonymous	It is clear the ELT is working effectively. It is not always clear the flow of information between the Board Committees and main Board fully reflects this. The updates from the ELT are becoming more effective in briefing the Board and preparing it fully to make effective decisions.
9	anonymous	The info provided can at times be duplicated so greater overall scrutiny of content pre-publication would be helpful. It's difficult to know what could be omitted but perhaps the recent approach of splitting out what is for information is a good way forward.

10.4 Section 4

Membership

Average score – 11 out of 12

Q24. Taking into account your responses to Section 4 , please provide an overall view of the appropriateness and effectiveness of the board membership.

1	anonymous	I have found it extremely helpful to tap into the expertise of the board members to inform some of the meatier strategic decisions before they come to the board.
3	anonymous	We have a committed Board with a wide and valuable range of talents and experience
5	anonymous	There is also the responsibility for Board members to ensure they offer the skill and experience that they have as they participate in Board discussion.
8	anonymous	There is more that can be done to utilise the skills around the Board table.
9	anonymous	Board membership appears well balanced with no one sector or profession dominating. The recent round of recruitment and focus of expertise demonstrates that the Board is aware of potential gaps and proactively addresses these.

10.5 Section 5

Stakeholder Information

Average score – 6.6 out of 8

Q28. Taking into account your responses to Section 5, please provide an overall view of the interaction with and information from stakeholders and suggest any improvements that could be made in communication with these bodies.

1	anonymous	I believe that we would benefit by having more stakeholder input.
4	anonymous	My response to Q 27 is not a criticism at all of the Board but more about the complexity of the landscape that we operate within, while many stakeholder plans and papers are available, I question whether it is the role of the ELT to share these with the Board, but better to focus on the key skills papers relevant to curriculum planning or the financial context.
6	anonymous	discussion often strays into the issues of engagement with stakeholders and partners but there is little by way of discussion on how these challenges can be resolved.
7	anonymous	The College operates in a complex and dynamic environment. Helping the Board understand the priority of the challenges and opportunities the College faces from the ELT's perspective will help focus discussions and draw on the Board's knowledge and skills.

10.7 Section 6

Board Of Management and Members Support

Average Score – 11.6 out of 12

Q33. Are there any specific comments you wish to make on the support provided to the board and board members?

1	anonymous	Superb and a real sea change in the advice/professionalism provided by Secretary
3	anonymous	Yes, more effective, and professional support from IT. It has been unsatisfactory in my experience this year
4	anonymous	Excellent support advice and minutes and general working of the board - great job
5	anonymous	The Board secretary provides excellent support to the Board. Her advice is timely, and sound and the governance arrangements are good. The action trackers and record keeping through the AdminControl arrangements give confidence to the Board that discussions and agreements are recorded and retained.
7	anonymous	It would be helpful to know the expectations of the Board outside of the core meetings in a more structured way.
8	anonymous	The Secretary's support is invaluable, and the quality of her work is excellent. Thank you, Lorraine!

10.8 **Section 7**

Performance of the Board Chair

Average Score – 19.4 out of 20

Q40. Are there any specific comments you wish to make on the performance of the Board Chair?

1	anonymous	Caroline has made a real impact to the way the board governs and functions
2	anonymous	The Chair is effective, timekeeping for length of meetings is good.
4	anonymous	The chair of the Board has made a positive and significant impact to the operation of the college and support to the ELT. Together they have brought about significant improvements in outcomes for learners and in the reputation of the college.
5	anonymous	Chair has engendered an open and collaborative atmosphere at Board level. Board meetings (as per feedback above) could be more strongly focused on 2-3 key decisions/outputs.

7	anonymous	The structure and focus of Board meetings could be improved. The Chair's updates could be more closely aligned with the Board Agenda.
8	anonymous	I value the Chair's commitment, energy and knowledge. She operates in a very inclusive way which has created a positive Board culture.

10.9 **Section 8** **Governance**

Average score – 7.5 out of 8

Q44. Are there any other comments you wish to make on the operational effectiveness of the board ensuring the maintenance of good governance and fulfilling its corporate responsibilities?

1	anonymous	I'd say 'Very Good' rather than 'Excellent'. We can always continue to improve
2	anonymous	Governance has improved with all actions addressed from last review and a good review just had
3	anonymous	In particularly challenging times, the college board has documented its concerns over the risks facing the college and has used influence, where it can, to challenge the ongoing funding concerns. Some of the key risks facing the sector are out with the Board control but it has acted to challenge and support the ELT in managing these risks within the finances available.
4	anonymous	Strengthen stakeholder engagement to provide more direct insight into expectations of stakeholders and impacts of the College
5	anonymous	The governance framework now in place is enabling effective Board activities and I am grateful to the Board Secretary, ELT and Chair for the changes made.

10.10 **Section 9** **Forward Look**

Q45. What are the key issues that you feel need to be addressed by the Board for the future?

2	anonymous	Funding for the future of delivery in college - although this is discussed at length with many suggestions as how the college moves forward.
---	-----------	--

3	anonymous	Really would just say there needs to be scrutiny of external factors that will impact on college in years to come.
5	anonymous	Length of Board Papers and focussing on the strategic important issues.
6	anonymous	Timely customer service from IT
7	anonymous	Challenge is to keep the college offering and look at new models in the light of fin cuts
8	anonymous	Continued focus on the opportunities for tertiary level education and alignment of funding across the university and college sectors.
9	anonymous	Continue to focus on the sustainability of the college in the ever changing and demanding environment.
10	anonymous	Curriculum design. How to be medium term focused not just short term. How to be creative and dynamic despite tight financial constraints
11	anonymous	any shift in policy at a nation and/or regional level; funding challenges which will prevail for the next few years at least and of course performance and the student experience.
14	anonymous	Financial sustainability inevitably, and the potential of greater investment in commercialisation.