

## Board of Directors

**Agenda for Wednesday 24 October 2018**

**Lunch at 1200 with the meeting commencing at 1230 and concluding at 1430 at CDN, Airthrey Castle, Stirling**

		Paper	Lead
1.	<b>Declaration of Interests</b>	Verbal	<i>Chair</i>
2.	<b>Welcome and Apologies</b>	Verbal	<i>Chair</i>
3.	<b>For Discussion/Agreement</b> Minutes of Last Meeting <ul style="list-style-type: none"> <li>• 23 August 2018 Minutes</li> <li>• Rolling Action Points</li> <li>• Matters Arising</li> </ul> <b>Strategic Issues</b> <ul style="list-style-type: none"> <li>• Board Committees</li> <li>• Next Generation Leadership (<i>Non-Disclosure</i>)</li> <li>• Professional Standards (<i>Non-Disclosure</i>)</li> </ul> <b>Operational Issues</b> <ul style="list-style-type: none"> <li>• Risk Register</li> <li>• External Board Evaluation</li> <li>• Notifiable Events – OSCR (<i>Non-Disclosure</i>)</li> </ul>	CDN/241018/1 Paper Verbal  Verbal/Table  Verbal/Table Verbal/Table  CDN/241018/2 Verbal CDN/241018/3	<i>Chair</i> <i>Chair</i> <i>Chair</i>  <i>Jim Metcalfe/</i> <i>Gayle Watson</i> <i>Victoria Pyle</i> <i>Sandy Murray</i>  <i>Jim Metcalfe</i> <i>Gayle Watson</i> <i>Gayle Watson</i>
4.	<b>For Information</b> These items are for information only. No updates will be provided but the Board is welcome to ask any questions they may have. <ul style="list-style-type: none"> <li>• CEO's Report</li> <li>• Audit Committee (next meeting is on 01 November 2018)</li> </ul>	CDN/241018/4 Not met	<i>Jim Metcalfe</i> <i>Willie Mackie</i>
5.	<b>AOCB</b>		
6.	<b>Continuous Improvement</b> Review of Meeting and Supporting Papers	Verbal	<i>Chair</i>
7.	<b>Date of Next Meeting</b> <ul style="list-style-type: none"> <li>• Wednesday 05 December 2018 from 1100 to 1200 (remote attendance by Board Members)</li> </ul>	Verbal	<i>Chair</i>

## Minute of College Development Network Board of Directors Thursday 23 August 2018, CDN, Stirling

Present	
Paul Houlden (Chair) (PH)	Brian Johnstone (BJ)
Annette Bruton (AB)	Willie Mackie (WM)
Gillian Croan (GC)	Jim Metcalfe (JM)
Stephanie Graham (SG)	
In Attendance	
Wendy Grindle (WG)	Victoria Pyle (VP)
Marian McMorland (MM)	Gayle Watson (Company Secretary) (GW)
Sandy Murray (SM)	Gina Wilson (GWi)
Apologies	
Siobhán Jordan (SJ)	

### 1. Declarations of Interests

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#### Agenda Item: 1 | Paper No: Verbal | Lead: PH

There were no updates to the declaration of interests register.

### 2. Welcome and Apologies

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#### Agenda Item: 2 | Paper No: Verbal | Lead: PH

The Chair welcomed members to the meeting. AB's contribution to the CDN Board was acknowledged along with her continued support of CDN in her role as a CDN Fellow. Attendance was noted as above.

### 3. Minutes of the Last Meeting

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#### Agenda Item 3 | Paper No: CDN/230818/1&2 | Minutes of Last Meetings and Matters Arising | Lead: PH

The minutes of the meetings of 20 June and 25 July 2018 were approved as a true and accurate record.

#### 3.1 Rolling Action Points

The Board noted the rolling actions points.

#### 3.2 Matters Arising

There were no matters arising.

**4. For Discussion/Agreement**

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**4.1 Strategic Issues**

**4.1.1 Agenda Item 3 | Paper No: CDN/230818/3 | Lead: JM (Budget 2018/19) (Non Disclosure)**

[Redacted]

[Redacted]

[Redacted]

**Decision**

[Redacted]

**4.1.2 Agenda Item 3 | Paper No: CDN/230818/4 | Lead: JM (Strategic Framework)**

JM reminded the Board that 2018/19 is Y2 of a three year Strategic Plan and highlighted aspects of CDNs work under each pillar. The Leadership Team are considering and building new products which will flow out of the Professional Standards Review along with key events and programmes, some of which are new. CDN will focus on four or five key areas of training whilst continuing current activity.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

VP explained that the next generation leadership programme consists of two parts: (a) Senior Management Development and (b) Executive Development. VP also summarised the work which is undertaken in collaboration with the Scottish Government in relation to governance, diversity and regional chairs.

**Decision**

- CDN to consider widening the scope of the market for its Leadership Courses.

**4.1.3 Agenda Item 3 | Paper No: CDN/230818/5 | Lead: JM (Board Committees)**

JM summarised the paper and recapped on the previous discussions and sought the Board's agreement for the proposals.

**Decision**

- The Board agreed:
  - the reconstitution of the Development and Innovation Committees into Forums;
  - that the Innovation and Development Forum chairs work with the CEO and Company Secretary with regard to the membership and remit of these Forums
  - that the Remuneration Committee should be named the HR Committee
  - the HR Committee's revised remit.

**4.1.4 Agenda Item 3 | Paper No: Verbal | Lead: PH (Future Board Meetings)**

PH advised that future meetings should move to be more strategic and forward-thinking and better support the CDN Leadership Team. CDN staff will showcase aspects of CDN's work and could include input from someone who has benefitted from CDN's work.

**Decision**

- Paper to be e-mailed to the Board by JM.

## 4.2 Operational Issues

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### 4.2.1 Agenda Item: 3 | Paper No: CDN/230818/6 | Lead: JM (Risk Register)

The Board noted the changes to the Risk Register.

JM advised that maintaining and reporting and assessment against Human Rights/Equalities will be added to the next risk register and will be discussed regularly at Leadership Team meetings.

The Board requested that:

- the risk relating to SFC funding should be changed now that funding for 2018-19 has been secured.
- controls and mitigations in relation to risk 3 to be re-considered.
- consideration to be given to re-wording the 'member expectations' risk re to say 'not meeting member expectations' rather than 'Member expectations are not well managed'.
- the risk in relation to Consultants is too specific and should be removed.

### Decision

- Risk Register to be updated as agreed by the Board.

## 5. For Information

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**Agenda Item: 5.1 | Paper No: CDN/230818/7 | Lead: JM (CDN Activity and CEO's Report)**

**Agenda Item: 5.2 | Paper No: Not met | Lead: WM (Audit Committee)**

**Agenda Item: 5.3 | Paper No: Not met | Lead: SG (Development Committee)**

**Agenda Item: 5.4 | Paper No: Not met | Lead: SJ (Innovation Committee)**

**Agenda Item: 5.5 | Paper No: CDN/230818/8 | Lead: CDN Committee Chairs and Leadership Team Meeting (Minute 20 June 2018)**

The for information items were noted by the Board and summarises were provided:

- JM provided a summary of the CEO Report.
- WG gave an overview of the planning for EXPO19 which will take place on Wednesday 12 and Thursday 13 June 2019, the 2018 College Awards [REDACTED] during the coming year.
- SM updated on the Professional Standards and the updated timeline, with the new launch date of Monday 05 November. Looking at CDN's offer to support the new Standards for 2018/19.
- GWi summarised a new way of working with the Development Networks.
- VP provided an overview of the work in the Governance, Management and Leadership area including indicating that CDN is the fastest growing CMI centre in Scotland.
- WM highlighted the recent change of CDN Auditor and thanked the Board for agreeing to this by e-mail. GW advised that the audit reporting schedule is currently running around three weeks behind normal.
- JM advised that the Renunciation Agreement has been completed with Colleges Scotland. [REDACTED]

## 6. AOCB

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### 6.1 Agenda Item: 5 | Paper No: Verbal | Lead: PH (CS Joint meeting)

PH provided the Board with an overview of a discussion which he had with Ken Milroy, Chair of the Colleges Scotland Board and how the forthcoming joint meeting will be informal and very much a partnership. It is hoped that this will be the first of a number of joint meetings which will take place in the future. The first meeting will followed by a short Reception.

## 7. Continuous Improvement

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Members agreed that the papers and the meeting were well co-ordinated and informative.

## 8. Date of Next Meeting

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The next meeting will now take place in October (date TBC) with the Wednesday 28 November 2018 being cancelled and an online December 2018 meeting also being arranged.

Signed \_\_\_\_\_

Date \_\_\_\_\_

**Action Monitoring Log**

Agenda No	Action Ref	Action	Date	Owner
<b>Tuesday 31 May 2016</b>				
4.7	A16.13	Board to highlight any strategic opportunities and facilitate introductions to support CDN.	Ongoing	ALL
<b>Wednesday 29 March 2017</b>				
4.5	A21.06	Testing of an element of the Business Continuity Plan to be undertaken within approx. six months with the support of Edinburgh College Facilities Manager. Update: Following the move to Airthrey Castle the plan needs to be revised before testing.	July 2019	GW
<b>Wednesday 29 November 2017</b>				
4.2.2	A25.02	External Board Self-Evaluation to be undertaken at the end of 2018.	Dec 2018	GW
<b>Wednesday 31 January 2018</b>				
4.2.1	A26.06	Board Members to advise Marian McMorland of any activity which falls under the auspices of the Lobbying Act.	Ongoing	ALL
6.2	A26.13	Further consideration to be given, in relation to the portal, to: <ul style="list-style-type: none"> <li>training for the Board to make use of additional functionality</li> <li>and issuing of tips in relation to its usage</li> </ul>	As required Ongoing	GW GW
<b>Wednesday 28 March 2018</b>				
3.3	A27.01	JB and MC to attend discussions with the CDN Board twice yearly.	Ongoing	JM
3.3	A27.02	CDN Board encouraged to contact James Boyce on an ongoing basis.	Ongoing	ALL
4.5	A27.03	Actions following on from the self-evaluation process: <ul style="list-style-type: none"> <li>future evaluations to include the percentage of responses received to enable trends to be tracked.</li> <li>CDN Board Agendas to be forward planned in relation to strategic items.</li> <li>Committee Chairs and the Senior Leadership Team to meet once or twice per annum.</li> </ul>	Ongoing Ongoing Ongoing	GW JM GW
<b>Wednesday 20 June 2018 : CDN Committee Chairs and Leadership Team Meeting</b>				
2	A28.01	Audit Committee to consider its role regarding supporting CDN's funding discussions.	01 Nov 18	WM
2	A28.03	Staff skills audit to be taken forward during 2018/19.	24 July 19	GW
2	A28.04	A report on the PDP to be brought to the HR Chair and to the Board Meeting.	30 Jan 19	JM

Wednesday 20 June 2018				
5.1	A28.07	<b>Articles of Association</b> <ul style="list-style-type: none"> <li>GC to take forward the refresh of the Articles of Association on behalf of the Board and to make recommendations in relation them.</li> </ul>	TBC	GC

Thursday 23 August 2018				
4.1.1	A30.01	Budget 2018/19 ( <i>Non disclosure</i> ) [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	TBC	PH
4.1.1	A30.02	Budget 2018/19 ( <i>Non disclosure</i> ) [REDACTED] [REDACTED]	Complete	GW
4.1.2	A30.03	Strategic Framework <ul style="list-style-type: none"> <li>CDN to consider widening the scope of the market for its Leadership Courses.</li> </ul>	2018/19	VP
4.1.3	A30.04	Board Committees <ul style="list-style-type: none"> <li>the reconstitution of the Development and Innovation Committees into Forums;</li> <li>that the Innovation and Development Forum chairs work with the CEO and Company Secretary with regard to the membership and remit of these Forums</li> <li>that the Remuneration Committee should be named the HR Committee</li> <li>the HR Committee's revised remit.</li> </ul>	31 Jan 18  Complete Complete	SJ/SG JM/GW
4.1.4	A30.05	Future Board Meetings <ul style="list-style-type: none"> <li>Paper to be e-mailed to the Board by JM.</li> </ul>	Complete	JM

Thursday 23 August 2018 (continued)				
4.2.1	A30.06	Risk Register <ul style="list-style-type: none"> <li>maintaining and reporting and assessment against Human Rights/Equalities will be added to the next risk register and will be discussed regularly at Leadership Team meetings.</li> <li>the risk relating to SFC funding should be changed now that funding for 2018-19 has been secured.</li> <li>controls and mitigations in relation to risk 3 to be re-considered.</li> <li>consideration to be given to re-wording the 'member expectations' risk re to say 'not meeting member expectations' rather than 'Member expectations are not well managed'.</li> <li>the risk in relation to Consultants is too specific and should be removed.</li> </ul>	24 Oct 18	JM

**CDN Board Meeting**

**24 October 2018**

**Agenda Item: 3**

**Paper No: CDN/241018/2**

**Title: Risk Register**

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**Summary:**

The attached risk register is the latest register to be considered by the Leadership Team.

**Recommendation:**

The Board is asked to consider the completeness and appropriateness of the current risk register.

High Risk (Score 18-25)			Medium Risk (Score 10-17)			Low Risk (Score 1-9)								
No	Risk	Consequence	(Pre-Controls) Risk Score			Control	Frequency of Monitoring	Responsibility	Date reviewed	+ / -	Net Risk (Post Controls)			Is Control in Place?
			L	I	Total						L	I	Total	
1	Risk that good staff might not be motivated and retained	[Redacted]	5	5	25	[Redacted]	Monthly	Board/ Leadership Team	Sept 2018	↔	4	5	20	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Yes</li> </ul>
2	Risk that income generation does not meet needs of the business.	[Redacted]	5	4	20	[Redacted]	Monthly	Executive/ Leadership Team	Sept 2018	↔	5	4	20	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Underway</li> <li>• Yes</li> </ul>
3	SFC Funding uncertainty	[Redacted]	5	5	25	[Redacted]	Monthly	Board/ Leadership Team	Sept 2018	↓	4	4	16	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Discussions underway</li> <li>• Yes</li> <li>• Yes</li> <li>• Yes</li> </ul>

High Risk (Score 18-25)	Medium Risk (Score 10-17)	Low Risk (Score 1-9)
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No	Risk	Consequence	(Pre-Controls) Risk Score			Control	Frequency of Monitoring	Responsibility	Date reviewed	+ / -	Net Risk (Post Controls)			Is Control in Place?
			L	I	Total						L	I	Total	
4	Customers do not understand range of products and services offered by CDN	[Redacted]	5	5	25	[Redacted]	Monthly	Board/ Leadership Team	Sept 2018	↔	3	4	12	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Yes</li> </ul> Yes
5	Failure to manage CDN brand message to external stakeholders	[Redacted]	4	4	16	[Redacted]	Monthly	Board/ Leadership Team	Sept 2018	↔	3	3	9	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Yes</li> <li>• Yes</li> <li>• Ongoing</li> </ul>
6	Maintaining relationships with key sector agencies	[Redacted]	5	3	15	[Redacted]	Monthly	Board/ Leadership Team	Sept 2018	↔	2	3	6	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
7	Environment of rapid policy change in Scotland has an impact on the wider education system and CDN's work within it	[Redacted]	2	4	8	[Redacted]	Monthly	Board/ Leadership Team	Sept 2018	↔	2	3	6	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Yes</li> <li>• Yes</li> </ul>

High Risk (Score 18-25)	Medium Risk (Score 10-17)	Low Risk (Score 1-9)
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No	Risk	Consequence	(Pre-Controls) Risk Score			Control	Frequency of Monitoring	Responsibility	Date reviewed	+ / -	Net Risk (Post Controls)			Is Control in Place?
			L	I	Total						L	I	Total	
8	Equalities and Human rights issues not considered by CDN	[REDACTED]	4	3	12	[REDACTED]	Monthly	Leadership Team	Sept 2018	↔	3	2	6	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Yes</li> <li>• Yes</li> </ul>

**Likelihood**

Likelihood	The probability that the risk and its associated impacts could occur
1	Risk is unlikely to occur
2	Risk may occasionally occur
3	Risk is likely to occur
4	Risk may often occur
5	Risk could easily, or does, occur

**Impact**

Impact	Impact the risk would have on the business
1	No significant impact on the business (£5,000 or less)
2	Has a small impact on the business (£15,001 - £50,000)
3	Has limited impact on the business (£50,001 - £150,000)
4	Has a large impact on the business (£150,000 - £500,000)
5	Has a serious impact on the business (£500,001 - £1 million)

**Commentary**

Brief narratives where the inherent or residual (pre and post-control) risk is assessed as "High" are given below:

Risk No.	Risk	Comments
1	Risk that good staff might not be motivated and retained.	This has a high inherent and residual risk due to the potential impact on delivery and effect on remaining staff.
2	Risk that income target not met.	This has a high inherent and residual risk due to the threat to the future sustainability of the organisation
3	SFC Funding uncertainty.	This has a high inherent risk due to the uncertainty surrounding future funding arrangements and the impact of this on the organisation.

**CDN Board Meeting**

**24 October 2018**

**Agenda Item: 4**

**Paper No: CDN/241018/4**

**Title: CEO's Report**

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**Summary:**

The CEO's Report is attached for information.

**Recommendation:**

The Board is asked to note the report.

# Chief Executive's Report Q1 2018–19

Business Summary Dashboard		
 <p><b>Core Services Delivery</b> A busy start to the session with significant progress on the Professional Standards review, developing our core training offer, and intensive activity across CDN-supported Development Networks.</p>	 <p><b>New Markets &amp; Diversified Income</b> [Redacted]</p>	 <p>[Redacted]</p>
 <p><b>Operations &amp; Finance</b> [Redacted]</p>	 <p><b>Events &amp; Communications</b> Venue secured and build underway for Expo '19. Awards to come in October 2018. A range of conferences, network events and other sessions planned for 2018-19.</p>	 <p><b>HR</b> Staff annual PDP reviews are being repeated to allow a full report to the Board. Planning underway for an expanded staff CPD programme for the year ahead.</p>
<p>[Redacted]</p>	<p>[Redacted]</p> <p>[Redacted] <b>1</b></p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	
<p>  Positive progress            No issues            Issues to note            Significant issues for review       </p>		

## 1. Strategic issues and significant issues for review

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

## 2. Update on Q1 operations

The team has made strong progress on a range of **core projects** in the quarter, planning of activity for the rest of the session, and importantly the review and evaluation of previous programmes and work plans.

### 3. Additional matters for noting

As we look back across the work CDN has undertaken in 2017-18, it is important to remember some of the **key accomplishments** of our small staff team and strategic Board and take pride in what we have been able to do, together.

We:

- Designed and delivered the inaugural College Expo, with 90+ events, hundreds of attendees, national media coverage and overwhelmingly positive participant feedback.
- Delivered a full programme of Board induction, thematic and online governance training, and welcomed 100 attendees to our annual Board conference.
- Continued to deliver advice, guidance, events support and organisation for more than 26 expert practitioner Development Networks across the college sector.
- Trained a record number of CMI management and leadership students, and were rated a top performing training centre nationally by both CMI and SQA. We delivered tailored in-college leadership training at four regional colleges, as well as mental health awareness and learning and teaching courses.
- Brought the FE Four Nations Forum to Scotland, hosting 40 leaders from across the college sector and government in Edinburgh for a successful two-day residential.
- Achieved the best-attended College Awards ever in 2017, and then in 2018 saw the most applications to the Awards since they began.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## 1. For the learning workforce *Curriculum & Teaching*

**Professional Standards**, following further drafting, in collaboration with key professional partners over the summer, the final draft Professional Standards for Lecturers in Scotland's Colleges has been agreed by the Steering Group and are out for consultation with colleagues in the FE sector. Once the consultation is completed (12 October 2018) the writing team will review final comments and incorporate, where necessary, any changes into the document for final presentation to the Steering Group for sign off with an anticipated launch date of 29 November 2018. The launch is planned to take place at a central college on the afternoon of 29 November 2018 with the Minister for Further Education, Higher Education and Science Richard Lochhead.

**College Expo19** activity is now underway, with the call for session proposals issued on 9 October 2018; along with a newly designed even web page <https://www.cdn.ac.uk/college-expo/> The event is expected to take place at the Academy of Sport and Wellbeing, Perth College UHI on Wednesday 12 and Thursday 13 June 2019.

## 2. For strategic leaders *Leadership and Governance*

CDN has been awarded funds by the SFC to design and deliver a **Next Generation Leadership programme** aimed at developing the leadership competences of tier 2 and tier 3 college leaders. An advisory committee, made up of key stakeholders, will be established to support the development and delivery of the programme. It is envisaged that the first cohort will begin training in the spring of 2019 with 15 participants.

CDN's **CMI Emerging Leadership Programme** is underway the first two cohorts starting their training. CDN will run an expanded programme of four cohorts in 2018-19 as part of our growth strategy for leadership development.

CDN's **governance training programme** is also underway with the first secretary to the board induction workshop successfully delivered. A complete programme of activity is in place which includes new programmes on: reflective practice for board secretaries, corporate and social responsibility for board members and our first evening induction session.

## 3. For the skills sector *Innovation and Partnerships*

Staff across CDN continue to contribute significant time to support and facilitate **CDN's Development Networks**. September and October are particularly busy months as each Network reconvenes, establishes plans for the year ahead and submits requests for support to host events or develop work on priorities. All Networks are to complete their 2018/19 Action Plans by the end of October, to enable a master CDN Networks Action Plan to be created and promoted. This will improve joint working between the Networks and external understanding of their work.

Our **Digital Skills Roadshows** are underway, sessions have been delivered during August and September for Ayrshire College (H5P interactive tools, AR/VR/MR, recording tools, e-portfolios, accessibility) and also at Dundee and Angus College (Robotics). As a member of Scottish Government's Cyber Resilience Learning and Skills Action Plan Steering Group, CDN is currently promoting training opportunities to support the new HNC Cyber Security with the Digital Skills Partnership and is actively involved in discussions about future work to upskill the sector and promote career opportunities to students.

**Partnership activity** in the first quarter of this year has **focussed on Innovation, Health and Social Care**:

- CDN hosted an **Innovation** skills workshop for lecturers in September in partnership with Scottish Institute for Enterprise and has been involved in supporting and promoting the FUTUREquipped project throughout August and September (involving Construction/ ICT/ Health and Social Care) on behalf of the College Innovation Working Group.
- CDN, in partnership with NHS, SSSC and NES is helping to deliver a wide range of activities to support **Health and Social Care** in colleges – including: Palliative and End of Life Care Resource Development Session for colleges on 19 September. Digital Health and Care Institute (DHI) event for Care leads (two places per college offered) on 27 September at DHI. On request by SFC, CDN is leading a SLWG to develop a programme of speakers, workshops and exhibitions for an Early Years Challenge event, *Equality in Early Learning and Childcare: Challenging the Status Quo*, on 3 November at Edinburgh College.

The **CDN College Awards 2018** ceremony takes place 25 October at Radisson Blu, Glasgow. 195 guests are expected to attend, along with Deputy First Minister John Swinney MSP who will address the audience and present the new Judges' Award 2018 for overall best submission. This year we are also introducing the Innovation Award, Marketing and Communications Award, College Colleague of the Year Award and Sustainability Award.

The second issue of **Reach** magazine is in planning, with an expected publication date of early January 2019.

## 5. Additional Activity

Activity	Lead(s)	Updated to 30 September 2018
Ayrshire College contract	Sandy Murray	[Redacted]
Bespoke Leadership Training	Vicky Pyle	[Redacted]
Business Development Planning	Sandy Murray	[Redacted]
Chair's Learning and Teaching Committees Forum	Vicky Pyle	[Redacted]
Corporate Learning Training	Sandy MacLean	[Redacted]
Cross-jurisdictional working	Gina Wilson	[Redacted]
DataLab (Innovation Centre)	Gina Wilson	[Redacted]

In-house Quality arrangements	Kat Blair	[Redacted]
Impactful Learning and Cooperative Learning workshops	Sandra-Jane Grier	[Redacted]
Mental Health Awareness Training	Sandy MacLean	[Redacted]
Motivated College	Ann Kirkwood	[Redacted]
PDA Delivery support	Sandy Murray	[Redacted]
Promoting colleges work internationally	Victoria Pyle	[Redacted]
Scottish Government's College improvement Project	Sandy Murray	[Redacted]
Teaching in Colleges Today	Sandy Murray and Sandra-Jane Grier	[Redacted]

**Other Key Points:**

The Marketing and Communications Network has collaborated on a national STV advertising campaign, which is expected to air throughout November 2018. All colleges (except SRUC and Newbattle Abbey) have committed spend, with match-funding provided by STV to enable a full month's campaign to take place. The aims of the campaign is to change negative perceptions of college; promote the benefits of attending college and drive recruitment at a national level. The primary target audience is influencers (parents, guardians, schools, careers guidance) as well as potential students. In addition to airtime, the campaign will benefit from takeover of the STV news Homepage on the first day of the campaign; mobile banner ads across STV mobile app; campaign advert included on STV Player.