

Board of Directors



Agenda for Wednesday 31 May 2023

Strategic Session from 1000 followed by a comfort break and lunch from 1230 to 1300

The Board Meeting will run from 1300 to 1530

Agenda

Item No.	Item	Information/ Paper No.	Speaker
1.	Strategic Session (Non-Disclosure) <ul style="list-style-type: none"> Scenario planning for financial sustainability 	Briefing Paper	Chair
1230	Lunch (for all attendees with the CDN Fellows then leaving)		Chair
2.	Declaration of Interests	Verbal	Chair
3.	Welcome and Apologies	Verbal	Chair
4.	For Discussion/Agreement		
4.1	Minutes of Last Meeting		
4.1.1	<ul style="list-style-type: none"> 29 March 2023 Minutes 	CDN/310523/1 Paper	Chair
4.1.2	<ul style="list-style-type: none"> Rolling Action Points Matters Arising 	Verbal	Chair
5.	Strategic Issues		
5.1	<ul style="list-style-type: none"> Strategic Framework 2023-26 (Non-Disclosure) 	CDN/310523/2	Chair/Grant Ritchie
5.2	<ul style="list-style-type: none"> Board Recruitment (Non-Disclosure) 	Verbal	Chair
6.	Operational Issues		
6.1	<ul style="list-style-type: none"> Strategic Update (Non-Disclosure) 	CDN/310523/3	Grant Ritchie/ Gordon Hunt
6.2	<ul style="list-style-type: none"> Budget 2023/24 (Non-Disclosure) 	CDN/310523/4	Grant Ritchie/ Kimberly Williams
6.3	<ul style="list-style-type: none"> Risk Register 	CDN/310523/5	Grant Ritchie
7.	For Information These items are for information only. No updates will be provided but the Board is welcome to ask any questions they may have.		
7.1	<ul style="list-style-type: none"> Finance Update (Non-Disclosure) 	CDN/310523/6	
7.2	<ul style="list-style-type: none"> HR and Health and Safety Update (Non-Disclosure) 	CDN/310523/7	
8.	AOCB	Verbal	Chair
9.	Continuous Improvement Review of Meeting and Supporting Papers	Verbal	Chair
10.	Date of Next Meeting <ul style="list-style-type: none"> Wednesday 02 August 2023 from 1430 to 1630 	Verbal	Chair

Wednesday 25 January 2023				
3.3.3	55.04	Board Self-Evaluation <ul style="list-style-type: none"> [REDACTED] 	Ongoing	PH/GC
3.3.4	55.05	Risk Register <ul style="list-style-type: none"> Risk 8 to be considered by the CDN Leadership Team and presented to the Board at their next meeting. 	Complete	JM

Wednesday 29 March 2023				
3.2.2	56.01	Armed Forces and Veterans Community Group <ul style="list-style-type: none"> Covenant to be signed. 	Complete	JR
3.3.3	56.02	Risk Register <ul style="list-style-type: none"> Risk 8 to be re-considered by the CDN Leadership Team and presented to the Board at their next meeting. 	31 May 2023	GR/MH

Minute of College Development Network Board of Directors Wednesday 29 March 2023 at 1230 using MS Teams

Present

Paul Houlden (Chair) (PH)
Julia Belgutay (JB)
Gillian Croan (GC)
Stephanie Gunn (SG)
Janie McCusker (JMcC)

Jim Metcalfe (JM)
Judith Neill (JN)
Sam Stirling (SS)
Ken Thomson (KT)

In Attendance

Wendy Grindle (WG)
Marie Hendry (MH) (Observer)
Gordon Hunt (GH)
Jonathan Rees (JR)

Grant Ritchie (GR) (Observer)
Marian McMorland (MM)
Victoria Underwood (VU)
Kimberly Williams (KW)

Apologies

Hugh Hall (HH)

Due to Board Member availability, it was agreed that Item 5 would be discussed first.

1. Declaration of Interests

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

There were no updates to the declarations of interest.

2. Welcome and Apologies

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

The Chair welcomed Marie Hendry and Grant Ritchie as Observers to the meeting and attendance was noted as above. GR is the CDN accountable officer until MH takes up post with CDN.

3. For Discussion/Agreement

3.1 Agenda Item 3 | Paper No: CDN/290323/1 | Minutes of Last Meeting | Lead: PH

The minutes of the meeting held on Wednesday 25 January 2023 were approved as a true and accurate record.

3.1.1 Agenda Item 3 | Paper No: CDN/290323 | Rolling Action Points | Lead: PH

The Board noted the rolling action points.

World Federation of Colleges and Polytechnics

- VU confirmed that she has followed up CDN's application which is still waiting to be

processed.

CDN Board Self-Evaluation

- This will be progressed by PH/GC in the coming weeks.

3.1.2 Agenda Item 3 | Paper No: Verbal | Matters Arising | Lead: PH

There were no matters arising.

3.2 Strategic Issues

3.2.1 Agenda Item: 3 | Paper No: CDN/290323/2 | Update on Strategic Framework | Lead: VU (*Non Disclosure*)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Decision

[REDACTED]

3.2.2 Agenda Item: 3 | Paper No: 2.1 | Armed Forces and Veterans Community Group | Lead: JR

JR provided an overview of the Armed Forces and Veterans Community Group Covenant.

Decision

- The Board agreed to the signing of the covenant.

3.3 Operational Issues

3.3.1 Agenda Item: 3 | Paper No: CDN/290323/3 | Lead: JM (Strategic Update) (*Non-Disclosure*)

[REDACTED]

3.3.2 Agenda Item: 3 | Paper No: CDN/290323/4 | Lead: PH (Schedule of Meetings)

PH asked the Board to note the schedule.

3.3.3 Agenda Item: 3 | Paper No: CDN/290323/5 | Lead: JM (Risk Register)

JM highlighted the Risk Register updates since the last Board Meeting.

Decision

- CDN to consider the Risk Register in relation to Risk 8.

4. For Information

4.1 Agenda Item: 4 | Paper No: CDN/290323/6 | Lead: KW (Finance Update) (Non-Disclosure)

[REDACTED]

4.2 Agenda Item: 4 | Paper No: CDN/CDN/250123/7 | Lead: JM (HR and Health and Safety Update) (Non-Disclosure)

[REDACTED]

[REDACTED]

5. Reserved Item(s) Board Members Only

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

ordinated and informative.

and informative

May 2023 at

- 100

CDN Board Meeting

Wednesday 31 May 2023

Agenda Item: 6.3

Paper No: CDN/310523/5

Title: Risk Register

Summary:

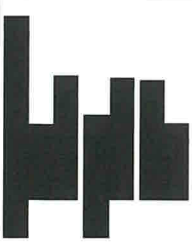
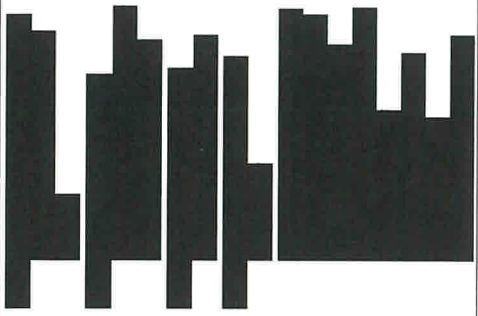

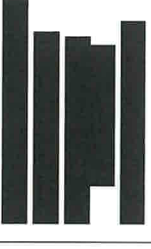



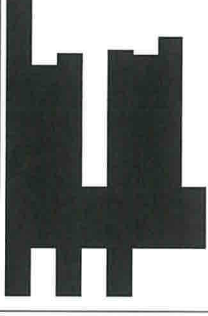

The attached risk register is the latest register to be considered by the Leadership Team.

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Recommendation:

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

No	Risk	Consequence	(Pre-Controls) Risk Score			Medium Risk (Score 10-17)			Low Risk (Score 1-9)			Date reviewed	Responsibility	Frequency of Monitoring	+ / -	Net Risk (Post Controls)			Is Control in Place?
			L	I	Total	L	I	Total	L	I	Total					L	I	Total	
1	Risk that CDN suffers a cyber security attack	[REDACTED]	5		5	25		25	[REDACTED]			Weekly	Executive/SLT	April 2023	↕	4	4	16	• Ongoing • Ongoing • Ongoing
2	Risk that CDN might be vulnerable to unplanned absence of key staff members, and also struggle to recruit and retain key members of the team.	[REDACTED]	5		5	20		20	[REDACTED]			Monthly	Board/Leadership Team	April 2023	↕	4	4	16	• As required • Ongoing • Ongoing

3	Failure to manage CDN brand message to external stakeholders		4	4	16		Monthly	Board/ Leadership Team	April 2023		4	4	16	<ul style="list-style-type: none"> • Ongoing • Yes • Yes • Yes/Underway
4	Risk that income generation does not meet the needs of the business.		5	4	20		Monthly	Executive/ Leadership Team	April 2023		4	4	16	<ul style="list-style-type: none"> • Yes • Underway • Yes
5	Environment of rapid policy change, including the SFC review, in Scotland has an impact on the wider education system and CDN's work within it including Brexit		5	5	20		Monthly	Board/ Leadership Team	April 2023		4	4	16	<ul style="list-style-type: none"> • Yes • Yes • Yes

6	Fail to produce products/ services that meet the needs of customers.	[REDACTED]	5	5	25	[REDACTED]	Monthly	Board/ Leadership Team	April 2023	↕	3	4	12	<ul style="list-style-type: none"> • Ongoing • Yes • Yes • Yes • Yes
7	Maintaining relationships with key sector agencies	[REDACTED]	5	3	15	[REDACTED]	Monthly	Board/ Leadership Team	April 2023	↕	4	3	12	<ul style="list-style-type: none"> • Ongoing • Ongoing
8	Uncertainty in outcome and financial relationship with SFC.	[REDACTED]	5	5	25	[REDACTED]	Monthly	Board/ Leadership Team	April 2023	↕	3	3	9	<ul style="list-style-type: none"> • Ongoing • Discussions underway • Yes • Yes • Yes
9	Equalities and Human rights issues not considered by CDN	[REDACTED]	4	3	12	[REDACTED]	Monthly	Leadership Team	April 2023	↕	3	2	6	<ul style="list-style-type: none"> • Yes • Yes • Yes

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

If applicable, brief narratives where the inherent or residual (pre and post-control) risk is assessed as "High" are given below.