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Date: 24 April 2019

Dear Sir/Madam

You are invited to the following meeting:

Shetland College Board
Council Chamber, Town Hall, Lerwick
Wednesday 1 May 2019 at 10.00am

Apologies for absence should be notified to Lynne Geddes at the above number.

Yours faithfully

Executive Manager – Governance and Law

Chair: Mr P Campbell
Vice-Chair: Mr T Smith

AGENDA

- (a) Hold circular calling meeting as read.
- (b) Apologies for absence, if any.
- (c) Declarations of Interest – Members are asked to consider whether they have an interest to declare in relation to any item on the agenda for this meeting. Any Member making a declaration of interest should indicate whether it is a financial or non-financial interest and include some information on the nature of the interest. Advice may be sought from Officers prior to the meeting taking place.

- (d) Confirm minutes of meetings held on (i) 25 February 2019, and (ii) 4 March 2019 (enclosed).

ITEM

1. Shetland College Principal's Update
SCB146



Shetland Islands Council

A&B - Public

MINUTES

Special Shetland College Board
Main Hall, Town Hall, Lerwick
Monday 25 February 2019 at 4.00pm

Present:

P Campbell E Macdonald
A Priest G Smith
T Smith

Apologies:

B Wishart

In attendance (Officers):

C Ferguson, Director – Corporate Services
N Grant, Director – Development Services
J Manson, Executive Manager – Finance
C Anderson, Senior Communications Officer
J Thomason, Management Accountant
L Geddes, Committee Officer

Chair

Mr Campbell, Chair of the Board, presided.

Circular

The circular calling the meeting was held as read.

Declarations of Interest

None

02/19 **2019/20 Budget and Charging Proposals – Shetland College Board**

The Board considered a report by the Executive Manager - Finance (F-010-F) presenting the controllable budget proposals and the total cost position for the services within the Boards remit.

The Executive Manager - Finance summarised the main terms of the report, advising that the budget had been developed along the same principles as other Council budgets. It took account of national arrangements relating to pay awards for teaching staff which should be offset by funding from the Scottish Funding Council (SFC), and also recommended increasing charges by an average of 2.8% in line with inflation, where charges were set locally. The budget did look different to last year's as a result of the decision to merge the tertiary sector locally, and the agreement reached that the SFC would fund

the deficit next year. Therefore the budget looked like it was showing a surplus, though the income and contributions it was expected to receive would be sufficient to balance its budget.

The Director of Development Services went on to speak about the workstreams currently ongoing in relation to the merger of tertiary education locally. The NAFC Marine Centre had made it clear that they would only engage when a project manager was in place, and it was looking likely that someone would be appointed to this role soon. The Shadow Board would be recruited shortly to oversee the project. He commented on the SFC's commitment to deficit fund the project and said it was important for the Council to emphasise this, as the SFC and UHI were now speaking about putting things into a funding bid. In the meantime, the NAFC Marine Centre was asking about stability and core funding and it was important that both organisations got together over the coming weeks, as the project was very much being led by the Council at the moment.

The Chair thanked all those involved in the preparation of the budget.

It was questioned why some charges had actually been reduced and the Management Accountant explained that sometimes the way in which courses were delivered changed, or the charge was decreased in response to competition. It was also the case that some course costs were set nationally.

Some discussion took place regarding the need to secure funding from the SFC and the UHI, and the possible implications if this funding was not received. This was a particular concern in relation to deficit funding, and it was also noted that the NAFC Marine Centre was continuing to look for stability funding.

The Director of Development Services advised that the funding bid at the moment focused on the resources required for the project, and there was a need to work out the cash model for the new entity.

The Management Accountant added that there were a number of technicalities about what could and could not be claimed for in the Phase 2 funding bid. Work was required jointly to pin down a lot of the costs, and it was important that the Council was not seen to be leading on this.

The Chair advised that there would be a joint meeting between the College and the NAFC Marine Centre the following week, so there might be a clearer picture following that meeting. He was aware that the NAFC Marine Centre did not have a team to undertake the work relating to the merger, and he hoped that there was some means of the SFC supporting them to carry out this work.

In response to a question, the Director of Development Services advised that the Council provided funding to the NAFC Marine Centre through grants, FE credits and provision for property costs, but that stability funding would be required to make up the gap. The NAFC Marine Centre had sought assurance from the SFC and UHI a year ago that its cash position would be protected through the merger process. Despite agreeing that it would be covered, the SFC were currently speaking about how this could be done, so it was an ongoing issue.

The Management Accountant added that the Development Director's budget did include the SLAP cost for the Port Arthur building, and this cost had been left in until that issue had been resolved. It was not expected that the SFC would fund this cost.

The Director of Development Services confirmed that the SFC had made a commitment to fund the core costs relating to the merger, and he was confident this would be case once the process had been worked through. There was a risk but it was a controlled risk.

Concern was expressed that the SFC was starting to question picking up the deficit at this early stage, and at the implications for the whole model if one of the partners did not keep their side of the bargain.

The Management Accountant advised that the final business case was based on when vesting would take place, and there was an assumption that the status quo would be funded until vesting.

It was noted that the business case model for the new entity assumed that the income generation units would be contributing to income. It was questioned if the charges now proposed were sufficient to generate income, as there were concerns that they had not been in the past.

The Management Accountant advised that some detailed work had taken place regarding Textile Facilitation Unit (TFU) charges following last year's budget setting exercise and, as a result, some changes had been made to the charging policy. It had been the case that operational issues affecting the TFU had meant that orders could not be delivered, but it was now in a better position and was generating more income.

Some discussion took place in relation to Project Search, and it was noted that there were some differences in opinion relating to the expectations of the provision of the service and the costs in doing so.

The Director of Development Services confirmed that the College had been contracted to provide some support for Project Search, and he was involved in these discussions.

On the motion of Mr Campbell, seconded by Mr T Smith, the Board approved the recommendations in the report.

Decision:

The Shetland College Board:

- RECOMMENDED to Policy and Resources Committee and Council, that they approve the budget proposals for 2019/20 included in this report and set out in detail in the Budget Activity Summary (Appendix 2) and Schedule of Charges (Appendix 3), to be included in the overall SIC Budget Book
- NOTED that these budgets are subject to review as required by the implementation of the Effective and Sustainable Tertiary Education, Research and Training in Shetland Project

The meeting concluded at 4.30pm.

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Chair



MINUTES

**Shetland College Board
Chamber, Town Hall, Lerwick
Monday 4 March 2019 at 11.30am**

Present:

P Campbell	E Macdonald
A Priest	G Smith
T Smith	B Wishart

Apologies:

None

In attendance (Officers):

N Grant, Director – Development Services
W Shannon, Interim Joint Principal
S Berry, Depute Principal
A Pottinger, Manager – Train Shetland (Short Courses)
J Thomason, Management Accountant
L Geddes, Committee Officer

Also:

J Bowditch, Education Scotland
M Sheridan, Centre for Rural Creativity

Chair

Mr Campbell, Chair of the Board, presided.

Circular

The circular calling the meeting was held as read.

Declarations of Interest

None

Minutes

The Board approved the minutes of the meetings held on 6 February 2019 on the motion of Mr T Smith, seconded by Ms Wishart.

04/19 **Development Services Directorate Performance Report - Nine Month/Third Quarter 2018/19**

The Board considered a report by the Director of Development Services (DV-04-F) summarising the activity and performance of the Development Directorate for the third quarter of 2018/19.

The Director of Development Services summarised the main terms of the report, highlighting in particular that the merger project was moving ahead. He had been in contact with UHI and the Scottish Funding Council (SFC) over the last few weeks regarding recruitment of the shadow board, and an interim project manager had been appointed. A funding request was currently being put together and discussions were taking place around how core funding would work. With regard to the Developing the Young Workforce project, he advised that good progress was being made with partners and stakeholders. There was still work to be done, and the College had an important role in this project.

He went on to advise that financial performance information was now contained within this report, rather than being reported separately as was the case previously. More funding than anticipated had been received in respect of the funding grant and the lecturers' salary agreement, but additional funding was required in respect of building maintenance. The total contribution from the Council was expected to be £913,000. He said that there were some concerns in relation to Train Shetland's resources with the increase in the number of Modern Apprentices they were supporting, and it may be necessary to put in some temporary arrangements.

Responding to questions, he advised that from discussions that had taken place with UHI and SFC, he understood the shadow board members would be put in place first before direct recruitment of staff and students to the board. With regard to the funding of Modern Apprentices in the future, the financial model made assumptions that would align Shetland more closely with the national framework for Modern Apprentice funding. In the meantime, Train Shetland required more resources to support them with the increasing number of Modern Apprentices they were taking on, and it was important that this was supported as there were significant opportunities for the Council.

It was commented that this was an issue that would need to be monitored, as it was important for the Council to support the development of apprentices in order to grow its own workforce.

Responding to a question relating to the lecturers' pay claim, the Depute Principal advised that the employers' association was keeping the College up to date regarding negotiations. These had currently come to a standstill following rejection of the latest offer on the table and lecturers would be striking on 6 March, and possibly again on 21 March.

Decision:

The Shetland College Board NOTED the contents of the report.

The Board considered a report by the Interim Joint Principal (SCB-145-F) informing Board members of the SFC and Education Scotland's endorsement of the Shetland College Evaluation Report and Enhancement Plan, and updating the Board on the activities of the Centre for Rural Creativity (CRC).

The Chair welcomed Dr Sheridan and Dr Bowditch to the meeting.

Dr Sheridan gave a PowerPoint presentation to the Board, summarising the activity since the adoption of a new revised and focused strategic plan in June 2018. The revised strategy concentrated on four areas – Postgraduate Curriculum, Research, Knowledge Exchange Hub with University Innovation Fund, and Collaboration. There were good assets already in place and a good relationship with the creative industries team. However the CRC required two things – to start making money and to have greater integration with the College/NAFC Marine Centre. The revised strategy particularly focused on increasing income and developing the CRC's reach and reputation. It was important to get the curriculum right, as this would provide sustainable income. Establishing new courses at postgraduate level would lead to continuous growth and income delivery, and two had been fast-tracked so that they could be delivered locally from September. New music courses were being delivered through working in collaboration with Shetland Arts Development Agency (SADA), and this collaboration meant that there were opportunities to develop new practices and reach wider markets. The CRC was also focusing on attracting external funding for research activities and had submitted a number of successful applications, and was working on others that could provide substantial funding. The CRC, working in collaboration with the UHI network, Shetland College and SADA, would also be holding a multi-disciplinary international conference later in 2019 to showcase the work of the creative economy of Shetland, as well as celebrating the forthcoming merger. He concluded by saying that the CRC was an emerging strong department with good staff and a good knowledge and research base. One of the challenges for the future would be the continuity of staff contracts to sustain delivery.

Responding to questions, regarding the Islands Deal, he advised that young people and the creative economy featured in all three island groups, and the key message was being put across that the creative economy was very important. It was recognised that there was a need for capital expenditure, but strong revenue funding would also be required. It was a slow process, but he did feel that the message was getting across and representations continued to be made.

With regard to staffing, he advised that close work with other network staff did take place. PhD numbers were small, and teaching was

shared with Orkney and Moray in respect of Masters courses. Masters courses tended to be less demanding and more integrated, so there could be a greater return from smaller numbers of staff. It was not predicted that there would be a need for a bigger investment in staff, but there could be a staffing element in some of the bids that went forward.

The Director of Development Services said that the five-year CRC project had been slow to gain momentum, but things were now looking far more positive.

The Interim Joint Principal added that potential was now being realised, and that there was a positive platform to build on in the future. It was important that creative industries were fully integrated, and that there was a close relationship between each island area and the UHI in order to get the best out of the Islands Deal.

It was noted that at a recent meeting of the Corporate Parenting Board, there had been positive comments about the 'Home and Belonging' project, and the value it would bring.

The Chair said that he was heartened to hear that staffing resources across the network were being utilised, and that there had been success in attracting grant funding and that significant funding was projected for the future. He thanked Dr Sheridan for the positive update on activity.

The Interim Joint Principal then went on to speak about the revised Shetland College Evaluation Report and Enhancement Plan, which built on the work undertaken the previous year. He commended the staff involved, in particular the Depute Principal who had taken the lead on this.

The Depute Principal advised that this was the second time the Plan had been presented to the Board. Following its first presentation, the Plan had been revised to take account of feedback received that it should contain more information in relation to Developing the Young Workforces and the support work in relation to care-experienced people.

Dr Bowditch advised that the report reflected that it had been a very positive year for the College, in spite of everything going on in relation to the tertiary sector in Shetland that had taken up staff time. The Plan had been revised as it had been noted that the College had not been promoting its strengths as well as it could, particularly in relation to the Developing the Young Workforce agenda. It also identified areas that the College wished to improve on, and it had now been endorsed by the SFC and Education Scotland. He highlighted in particular the success rates and high performing outcomes illustrating that Shetland College was 11% above the

sector average in terms of FT FE success and withdrawal rates - the best performing in Scotland. The College recognised that there was still some work to do around the FE curriculum, and the grades that it had given itself in the Plan were realistic. It would be monitored to see what progress was made over a period of time, and it may require some amendment to ensure that the milestones were realistic.

Responding to a question, he advised that the current set of quality arrangements were still a work in progress, and a monitoring visit would be made to check that progress was being made in respect of targets. The Plan was seen as a three-year plan, and the longer-term vision was not yet as clear.

The Chair commented that it was recognised that the timeline was ambitious. He thanked staff involved in the production of the report, advising that despite all the uncertainty in the tertiary sector, a positive report had been received and the College had succeeded in delivering what it was required to do.

Decision:

The Shetland College Board:

- NOTED the content of the Report from Dr Mark Sheridan, Centre for Rural Creativity on the activities of the Centre.
- NOTED the contents of the letter received from Education Scotland and the Scottish Funding Council relating to the revised Shetland College Evaluation Report and Enhancement Plan

The meeting concluded at 12.50pm.

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Chair



Meeting(s):	Shetland College Board	01 May 2019
Report Title:	Shetland College, Principal's Update	
Reference Number:	SCB146-F	
Author / Job Title:	Willie Shannon Interim Joint Principal	

1.0 Decisions / Action required:

- 1.1 Shetland College Board should NOTE the content of this report and the current position in relation to FE and HE enrolments for academic session 2018/19 and the activity levels in Train Shetland for both Vocational Training and Short Courses.

2.0 High Level Summary:

- 2.1 This report updates Board members on activity across the tertiary sector in Shetland.

3.0 Corporate Priorities and Joint Working:

- 3.1 Activity levels in Shetland's tertiary sector report links to the corporate priority of maximising the opportunity for further, higher and vocational learning opportunities, both for school leavers and for people returning to learning.
- 3.2 Children and Young People, including those from vulnerable backgrounds and care experienced, will have access to learning and development opportunities that enables them to fulfil their potential.
- 3.3 Shetland Schools in conjunction with Shetland Tertiary Education Sector and local business provide opportunities for young people to gain workplace experience and vocational qualifications while in education, providing the skills young people need to gain employment or continue onto further/higher education.
- 3.4 The Tertiary Education sector offers opportunities for people with all levels of skills to match with the skills that businesses need and those that the trained workforce have.
- 3.5 We continue to strive to create an effective model for providing excellent services to our learners.

4.0 Key Issues:

4.1 Shetland Tertiary Education Sector Enrolments

- 4.1.1 Since the last SFC Credit Summary was presented to the College Board in February 2019 we have seen an increase in SFC credits achieved from 3,334 to 4,375 showing a current overtrading position of 1% for Academic year 2018/19. (Appendix 1).

Table 1: SFC Credit Summary

	2016/17	2017/18	2018/2019
Credit Target	4,255	4,332	4,332
Credits Achieved	4,971 (117%)	4,768 (110%)	4,375 (101%)
Difference	+716	+436	+43

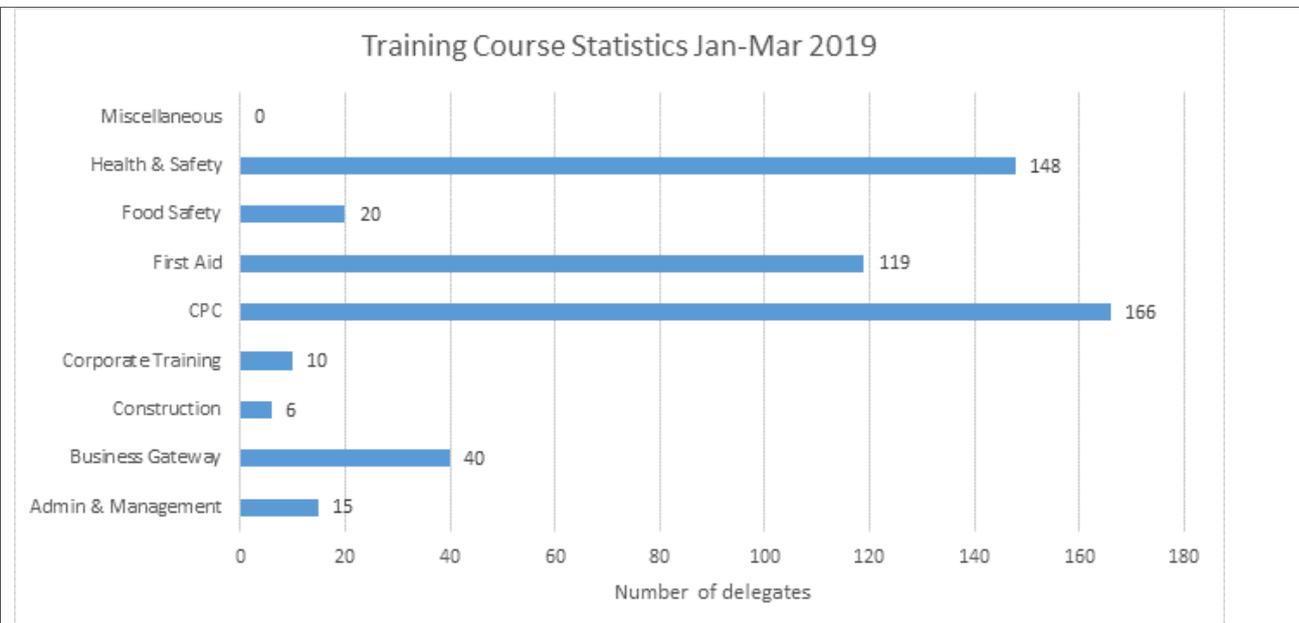
- 4.1.2 Short Courses continue to be delivered both at Train Shetland and NAFC. The expectation is that the SFC FE credit target will be met for 2018/2019, with a further 422 approximate FE credits being predicted across the sector.
- 4.1.3 Since last being reported to the College Board, there has been an overall increase of 77 HE enrolments across Shetland College UHI and NAFC Marine Centre. No further HE enrolments are predicted.

Table 2: Student Enrolments for Higher Education programmes

	Outturn Figures			To Date
	2015/16	2016/17	2017/18	2018/19
Shetland College UHI HE Full Time	73	77	80	80
Shetland College UHI HE Part Time	146	163	176	196
Student Numbers HE Full Time (NAFC)	30	20	32	32
Totals	249	260	288	308

4.2 Train Shetland Short Courses

- 4.2.1 Between January and March 2019, 52 courses (45 last year) were run for 524 delegates (452 last year), of which 122 were Council staff (139 last year), as shown on the chart below.



4.2.2 Another successful run of NEBOSH and IOSH courses has taken place in March. 12 delegates registered for NEBOSH and 20 for IOSH from both the public and private sector. This will be the last time we have to commission a company from South to deliver, our own in-house trainer is currently working her way through the NEBOSH Diploma qualification and we should be able to offer this by 2020.

4.3 Train Shetland Vocational Training

4.3.1 2018/19 was another successful contract year for Vocational Training with 84 new apprentice starts across a range of occupational areas. The new contract with Skills Development Scotland began on 1 April 2019 and runs to 31 March 2020. We have had our bid approved for 69 new starts.

4.3.2 In February we attended the DYW's Biggest Parents Event. This was an invaluable opportunity to speak with parents and young people interested in becoming apprentices. We also attended another Biggest Parents event that took place in Unst in March. Both of these events were in addition to the Local Opportunities Event that took place in Clickimin in February, where we got the opportunity to speak with young people, parents, teachers and employers. Another staff member attended the Careers in Construction event in March.

4.3.3 In conjunction with Skills Development Scotland and Workforce Development, we hosted the Modern Apprentice for the Day event as part of Modern Apprentice Week in March. In total, we received around 20 applications from S3 and S4 pupils and were able to place 8 young people within the Council so that they got experience of being an apprentice. The event was designed to challenge gender stereotypes and so we placed 2 females into Engineering, 2 females into Construction, 3 males into Care and 1 male into Childcare.

4.4 Industrial Action

4.4.1 Board members will be aware that there have been a number of strike days by lecturing staff at Shetland College which is part of a national campaign.

4.4.2 I have, together with other college Principals, received letters from the General Secretary of EIS advising both of industrial action and industrial action short of a

strike. The action which is proposed will potentially affect 33 members of lecturing staff at the college, covering both promoted and non-promoted posts.

4.4.3 The discontinuous strike action is proposed for 8th, 15th and 16th May 2019 with further dates to be notified.

4.4.4 As advised by EIS-FELA, the industrial action short of a strike is to be in two parts:

- A “resulting boycott” whereby lecturers will refuse to enter or record students results in the colleges results system”; and
- A withdrawal of “goodwill” by lecturing staff

4.4.5 The Scottish Qualifications Authority (SQA) has identified the main issues and consequences of the above and these are set out at Appendix 2.

4.5 Student Accommodation

4.5.1 There has been a clear desire across the tertiary sector in Shetland for dedicated student accommodation to serve both Shetland College and NAFC students. This student residences which have been promoted through UHI is not being extended to Shetland and if we are to realise the potential for growth in the sector in Shetland, an alternative approach to UHI has to be found.

4.5.2 A working group of staff from both Shetland College and NAFC has been formed with the intention of developing Strategic Outline Case for student accommodation, to be completed by mid-May and will update Members at the next Board meeting.

5.0 Exempt and/or confidential information:

5.1 None.

6.0 Implications :

6.1 Service Users, Patients and Communities:	The proposed industrial action of lecturers may impact on students and customers of the college.
6.2 Human Resources and Organisational Development:	N/A
6.3 Equality, Diversity and Human Rights:	N/A
6.4 Legal:	N/A

6.5 Finance:	There are no direct financial implications arising from this report.
6.6 Assets and Property:	N/A
6.7 ICT and new technologies:	N/A
6.8 Environmental:	N/A
6.9 Risk Management:	<p>There is a risk to FE Credit income from the Scottish Funding Council, which is related to the level of student activity in any given year, and the outcomes achieved by those students. In addition, it is likely that the FE Credit value will change from a standard flat rate, to a weighted rate (impacting on the total received and the share of funding between providers).</p> <p>The proposed course of industrial action and its impact on students including the withholding of exam results is a matter of concern.</p>
6.10 Policy and Delegated Authority:	<p>The role of the Shetland College Board is to support the Interim Joint Principal of Shetland College / Train Shetland / NAFC Marine Centre in carrying out his roles and to monitor progress against objectives approved by the Board or which have been set by the Council, including: -</p> <ul style="list-style-type: none"> a Strategic direction for Shetland College: specifically, the Board shall have the delegated authority to approve immediate short and medium term joint strategic plans with reference to the Council's agreed deliverables and milestones until June 2018. Approval of long-term plans shall be reserved to SIC and Education and Families Committee as a component of their longer-term vision wider strategic remit for learning at all stages of life. b Ascertaining the needs of users and promoting access between school, work, research and further and higher education, including approval for submission of annual, strategic and operational plans to UHI on behalf of the Council. c Developing resources, including financial resources, to support the learner. d Authority to review and develop structure plans to provide the staffing required for the College and to meet needs and provision for staff development and career review.

	<p>e To provide direction on matters of quality assurance and improvement.</p> <p>f To monitor and provide assurance that the College operates sound financial management, including developing budgets and pursuing credit funding.</p> <p>g Liaising with UHI and other appropriate bodies, e.g. SQA, Scottish Funding Council and Education Scotland.</p> <p>h Take such decisions as appropriate to support the Interim Joint Principal in meeting the Council approved integration milestones.</p>
6.11 Previously considered by:	N/A

Contact Details:

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Appendices:

Appendix 1 - Shetland Tertiary Sector, Credits Monitoring Summary

Appendix 2 – SQA Issues and Potential Consequences

END

Student Enrolments and Credits Monitoring 29 March 2019

	Further Education		Higher Education		Total
	Full time	Part time	Full time	Part time	
Shetland College	71	539	80	196	886
North Atlantic Fisheries College	15	540	32	45	632
Train Shetland	0	1105	0	0	1105
Adult Learning Evening Classes	0	36	0	0	36

Higher Education Enrolment Monitoring

	Full time		Part Time	
	Target	Full-time Enrolled	Target	Part-time enrolled
	25	39	32	37
	14	8	15	49
	26	18	53	68
	n/a	0	20	13
	17	9	0	7
	0	0	12	20
	6	6	4	2
	n/a	0	n/a	0
	n/a	0	n/a	0
	n/a	0	n/a	0
	88	80	136	196

Additional info
Business - 12 continuing students non fundable in 2018/19
Health & Care - 50 continuing students non fundable in 2018/19
Hospitality - 3 continuing students non fundable in 2018/19
ECDL -1student FWDF
Hairdressing - 7 continuing students non fundable in 2018/19

Further Education Credits Monitoring	Full time			Part Time		
	Target	Full-time Enrolled	Credits Value	Target	Part-time enrolled	Credits Value
Creative Industries	22	18	324	25	11	86
Business & Management	6	3	54	16	20	90
Care	36	25	450	123	129	492
Community Learning	0	5	75	325	148	308
Computing	8	4	72	7	1	1
Construction	12	11	174	43	15	107
Cultural Studies	0	0	0	0	0	0
Hospitality	6	5	90	6	5	27
Hairdressing	0	0	0	4	7	0
Special Programmes	0	0	0	15	44	64
Vocational Pathways	0	0	0	77	108	275
Sub-Total	90	71	1239	641	488	1727
NAFC		15			540	762
Adult Learning Eve Class	n/a	n/a	n/a	n/a	36	65
Train Shetland	n/a	n/a	n/a	n/a	1105	200
ECDL	0	0	0	32	24	63
ESOL	0	0	0	46	27	49
Totals	90	86	1239	719	2220	2865.6
Shetland College Target 2018/19	4,332					
Total Credits @ 29 March 2019	4105					
Credit balance to be achieved	227					
No Margin	0					
Monetary value of credits to be achieved	£85,446					

1 credit = £376

Potential impact of college lecturer industrial action on SQA candidate results

At this time of year, SQA, with the support of our appointees, mark, quality assure, process and certificate a wide range of qualifications for thousands of learners at colleges across Scotland. These include Higher National Certificates, Higher National Diplomas, National Courses, Scottish Vocational Qualifications, Awards, National Certificates, and National Progression Awards.

In order for college candidates to be certificated with their SQA results, in July and August, enabling them to progress into employment, training, or further study, colleges must provide SQA with the necessary information, evidence and results of internal assessments, to the agreed annual timetable.

Without all of this information, delivered on time, and without the support of SQA appointees, many of whom are college lecturers, these processes will not be able to be completed, and candidate results could be delayed.

SQA has listed below, the main issues and potential consequences for SQA procedures, that have been identified from the latest announcement about college lecturer industrial action, communicated on Friday 29 March 2019.

Issue	Potential Consequence
<p>Days of industrial action coinciding with examination timetable for NQ Courses:</p> <p>Wed 8 May – Higher and Advanced Higher English</p> <p>Wed 15 May – National 5, Higher and Advanced Higher Physics</p> <p>Thurs 16 May – National 5, Higher and Advanced Higher Business Management; National 5, Higher and Advanced Higher Design and Manufacture</p>	<p>Potential difficulties accessing buildings for SQA appointees, including invigilation staff, and candidates who are sitting the scheduled examinations.</p>
	<p>Potential difficulties accessing buildings and the availability of examination materials that will be due to be collected, to an agreed schedule, by courier services, employed by SQA.</p>
	<p>Potential difficulties setting up assessment arrangements, including any additional ICT requirements for candidates with additional support needs.</p>
<p>Submission and completeness of data relating to candidates and the qualifications they are taking</p>	<p>If the necessary data, from internally assessed qualification components, that allows SQA quality assurance and/or certification activities to take place, are incomplete by the agreed timescales, candidates may be certificated with incomplete grades and awards, in July and August.</p>
	<p>If the estimates of candidates' results are not submitted by the college to SQA, by the agreed timescales, candidates would be ineligible for other services, such as the Exceptional Circumstances Consideration Service, should it be required.</p>
	<p>If complete candidate grades are not provided to the agreed timescales, then incomplete grades would be included in the information given to UCAS. This could impact on a candidate's conditional/non-conditional offers to further or higher education institutions.</p>
	<p>Incomplete grades and qualifications may impact on the opportunities for candidates to confirm their next steps into employment or training.</p>

Issue	Potential Consequence
Quality assurance	If SQA is provided with incomplete information on the internal quality assurance undertaken of candidate evidence, which provides the assurance of standards and assessment judgements within the college, SQA visiting and central external verification activity will be unable to conclude in time for certification, in July and August.
	SQA relies on college staff and SQA appointees, to resolve post quality assurance outcomes. If there are limitations on the time and availability of these individuals, to undertake this work, certification may not proceed on time, in July and August.
	If there are limited opportunities available to reschedule an appropriate volume of planned quality assurance activities, for internally assessed qualifications, the assurance on standards would not be provided. This may result in certification being delayed.
Availability of SQA appointees	SQA has a dependency on college staff, who are employed as SQA appointees, to complete their relevant duties. Any limited availability to undertake the various roles, for example, external verifier or marker, could impact more widely on the national system's ability to deliver certification accurately and on time.

04 April 2019