



EDINBURGH COLLEGE BOARD OF MANAGEMENT

MINUTES OF MEETING OF 09 DECEMBER 2014

14:00 Boardroom, Milton Road Campus

Present: Colin Arthur; Kellie Bradford; Maidie Cahill; Sandra Cairncross; Martin Crewe; Jan Cutting; Moira Frizzell; Alan Johnston; Ian McKay (Chair); Elaine McMahon; Nigel Paul; David Rutherford; Robin Stimpson; Jeroen Van Herk; Ian Young.

In attendance: Su Breadner; Penny Davis; Laurence Howells (SFC); Ray McCowan; Julie McCran; Pauline MacPherson; Ken Rutherford (SFC); Marcus Walker (Clerk); Alan Williamson; Craig Wilson.

1 WELCOME AND APOLOGIES

- 1.1 Apologies had been received from Diane Erasmuson and Jane Richardson.
- 1.2 The Chair welcomed the Interim Principal, Elaine McMahon.
- 1.3 The Chair welcomed, at the invitation of the Board, Laurence Howells (SFC Chief Executive) and Ken Rutherford (SFC Outcome Agreement Manager) to the meeting.

2 DECLARATIONS OF INTEREST

- 2.1 None.

3 MINUTES OF PREVIOUS MEETING

- 3.1 The Board APPROVED the Minutes from 04 November 2014 as an accurate record of the meeting.

4 MATTERS ARISING

- 4.1 Actions from the previous meeting were complete, overtaken or on the agenda, with the exception of the following item:

4.1.1 PAPERLESS BOARD SYSTEM (minute 6.2.3/02.09.14 refers)

The Board NOTED that the Deputy Principal had reviewed suitable packages to facilitate paperless meetings, and selected a package supplied by 'Good Technologies'. The Deputy Principal confirmed that the

chosen paperless system would be available (on an optional basis) prior to the Board meeting on 24 March 2014.

4.1.2 CO-OPTED MEMBERS (minute 11.2.3/02.09.14 refers)

The Board NOTED that Niki McKenzie had become a co-opted member of the Audit Committee, to provide additional expertise following the ONS Reclassification. The Chair informed Members that the appointment of a second co-opted member to the Committee remained under consideration.

5 PRINCIPAL AND EXECUTIVE REPORT

5.1 INTERIM PRINCIPAL'S UPDATE

The Board NOTED a summary of the Interim Principal's findings and activities since joining the College in November. The Interim Principal informed the Board of her conversations with a cross-section of staff, students, Board members and external stakeholder over the past month.

The Board NOTED that the Interim Principal had found individuals in the organisation to have been open and positive about the College, although it was acknowledged that there remained some areas of dissatisfaction, and in certain cases a desire to maintain the status quo.

Paragraph presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.

5.2 *Paragraph 5.2. presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.*

5.3 STRATEGY AND PLANNING

5.3.1 The Board NOTED an update on developments to the enrolment process following a week long Rapid Improvement Event (RIE) in September 2014. The Deputy Principal confirmed that significant imbalance between levels of applications and enrolments existed, and that a multi-functional project group had now been asked to review the process from marketing to enrolment.

5.3.2 The Board NOTED the College's current position in-relation to its WSUM targets and performance. The Vice-Principal Educational Leadership informed the Board that the Semester 2 outturn figures presented to the last Board meeting would not be met. The Board NOTED that a low conversion rate between application and enrolment, and the number of courses not running due to lack of demand were contributing factors. The Vice-Principal confirmed that these factors would be addressed as part of the Curriculum Review and the RIE action points.

The Chair reminded the Executive Team that the accurate reporting of data to the Board was imperative.

5.4 FINANCE

5.4.1 The Board NOTED the financial performance of the College, as highlighted in the Financial Accounts to October 2014.

5.4.2 The Board NOTED that the College's current cash reserve for October, and acknowledged the importance of building further 'financial headroom'.

5.5 HUMAN RESOURCES AND STAFF ENGAGEMENT

5.5.1 *Paragraph 5.5.1 presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.*

5.5.2 The Board NOTED the College's recent success at College Development Network Annual Awards, winning both the *Changing Colleges* and the *Equality, Diversity and Inclusion* categories. The College was also highly commended in the *Sustainability* category.

The Chair, on behalf of the Board, asked for a letter of commendation to be sent to both award winners.

5.6 MONITORING OUR PERFORMANCE

5.6.1 The Board NOTED that from the academic year 2015/16 onwards, a new 'simplified' and 'needs-based' funding system would be implemented by the SFC. The Board NOTED the College's 2015/16 funding, as outlined under the new Credits system.

5.6.2 The Vice-Principal Quality, Performance and the Student Experience highlighted the five 'priority' national measures and the 13 national measures which would be considered as part of the College's negotiations over Year 1 of its current Outcome Agreement (OA).

The Board NOTED information on the College's student profile and activity trend analysis, which would be used to align the College's activity with regional and national priorities. Additional information on the College activity trend position, in-relation to national statistics, was NOTED by the Board. The Vice-Principal confirmed that this information would be used to inform future curriculum development and OA target setting.

5.6.3 The Board welcomed the information provide around Monitoring Our Performance, but AGREED that a simplified report from the Executive should be provided to the next Board meeting. The Chair asked that the report outlined areas of current curricular activity associated with the Curriculum Review, including an area-by-area breakdown of staff numbers (teaching and support), resource costs, student numbers, WSUMs and income received.

5.7 RISK

5.7.1 The Board NOTED a newly emerging risk associated with the achievement of WSUMs targets, and the Executive Team's response.

6 SFC CHIEF EXECUTIVE

- 6.1 *Paragraph 6.1 presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.*
- 6.2 *Paragraph 6.2 presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.*
- 6.3 *Paragraph 6.3 presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.*
- 6.4 *Paragraph 6.4 presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.*
- 6.5 *Paragraph 6.5 presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.*

7 EDINBURGH COLLEGE STUDENTS' ASSOCIATION

- 7.1 The Board NOTED a report on ECSA activities and upcoming projects, introduced by the Student President.
- 7.2 The Board NOTED that the ECSA Executive elections had taken place in November, and a full complement of 17 officers had been appointed. The Student President informed the Board that the number of candidates applying for Executive position was positive.
- 7.3 The Board NOTED ECSA's frustration that issues regarding incomplete registers had not been resolved, with ECSA receiving a large amount of correspondence from students whose bursaries were affected. The Vice-Principal Educational Leadership informed the Board that Curriculum Managers were in contact with lecturers who had failed to satisfactorily complete registers, and guidance was now being sought from HR.

The Board NOTED that incomplete registers not only affected student bursary payments, but had implications for health & safety compliance. The Board AGREED that the Executive Team, ECSA and EIS-FELA must work together to resolve this issue as a priority, and in-cases where staff were failing to complete registers a zero-tolerance approach must apply.

- 7.4 The Board NOTED the Student President's disappointment that some students with additional support needs were unable to record classes. The Vice-Principal Educational Leadership informed the Board that constructive discussions with ECSA and EIS-FELA had taken place, and that the College was now drafting guidance on the recording of classes.

The Deputy Principal, Director of Finance, Director of OD & Communication, VP Education Leadership and the VP Quality, Performance and the Student Experience left the meeting.

8 CLOSED ITEMS OF BUSINESS

8.1 MINUTES OF PREVIOUS MEETING

The minutes of the previous Board meeting on 04 November 2014 were considered by the Board as part of a closed session (Closed minute 8.1/09.12.14 refers).

8.2 REMUNERATION COMMITTEE

8.2.1 MINUTES 21.11.14

The minutes of the Remuneration Committee on 21 November 2014 were considered by the Board as part of a closed session (Closed minute 8.2.1/04.11.14 refers).

The Deputy Principal, Director of Finance, Director of OD & Communication, VP Education Leadership and the VP Quality, Performance and the Student Experience returned to the meeting.

9 COMMITTEE REPORTS

9.1 ACADEMIC COUNCIL

9.1.1 MINUTES 21.11.14

The Board NOTED the Academic Council minutes from the meeting held on 21 November 2014.

9.1.2 CURRICULUM STRATEGY

The Board NOTED the Curriculum Strategy approved by the Academic Council on 21 November 2014. The Committee Chair confirmed that the Strategy included amendments submitted by ECSA.

9.1.3 SFC ANNUAL QUALITY REPORT

The Board NOTED the SFC Annual Quality Report approved by the Academic Council on 21 November 2014. The SFC Outcome Agreement Manager informed the Board that the Report had been well received by the Funding Council.

9.2 AUDIT COMMITTEE

9.2.1 MINUTES 27.11.14

The Board NOTED the Audit Committee minutes from the meeting held on 25 September 2014.

The Board APPROVED the Committee's recommendation to change its title to the '*Audit & Risk Assurance Committee*', to acknowledge the Committee's oversight of risk assurance.

9.2.2 TOP RISK REGISTER

The Board NOTED the Edinburgh College Top Risk Register for November 2014. The Board AGREED that the Director of Finance should review the Top Risk Register, to enable more effective monitoring through a simpler system.

9.3 CAPITAL & INFRASTRUCTURE COMMITTEE

9.3.1 MINUTES 05.12.14

The Board NOTED a verbal update on the Capital & Infrastructure Committee meeting held on 05 December 2014.

Paragraph presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.

9.3.2 RIDDOR REPORT

The Board NOTED the Edinburgh College RIDDOR Report for November 2014.

9.4 COMMERCIAL & INTERNATIONAL COMMITTEE

The Board NOTED that the next meeting of the Commercial & International Committee would take place on 26 March 2015.

9.5 NOMINATIONS & ENGAGEMENT COMMITTEE

The Board NOTED that the next meeting of the Nominations & Engagement Committee would take place on 25 February 2015.

9.6 POLICY & RESOURCES COMMITTEE

The Board NOTED that the next meeting of the Policy & Resources Committee would take place on 14 January 2015.

10 GOVERNANCE

10.1 GOVERNANCE UPDATE

- 10.1.1 The Board NOTED an updated on the recruitment of a new Principal. The Governance Director confirmed that Aspen People Ltd had been appointed, with the approval of the Policy & Resources Committee, to undertake the process of appointment.

The Board NOTED the composition of the appointment panel which included three Board members: Ian McKay, Jan Cutting and Ian Young. Two external panel member had also been identified: Maureen McGinn (Scotland Chair, Big Lottery Fund) and Martyn Evans (Chief Executive, Carnegie UK Trust).

- 10.1.2 The Board NOTED that a Board Recruitment appointment panel had been agreed in line with government guidance. Members of the Panel included the Chair of the Board, Janie McCusker (Regional Chair, West Lothian) and Tanya Castell (Finance and Corporate Governance Expert holding a number of non-executive roles).

The Governance Director informed the Board that interviews would be held in the first half of January 2015.

- 10.1.3 The Board NOTED that Board Members Maidie Cahill and Ian Young were due to reach the end of their present terms of office on 31 December 2014. The Board APPROVED a short-term extension to both Members tenures, pending completion of the recruitment process and ministerial approval of the 'new' non-executive Board membership.

10.2 GOVERNANCE DEVELOPMENT

- 10.2.1 The Board NOTED a Governance Development Report, outlining emergent themes within college governance and the ways in which boards will need to evolve to lead colleges effectively in a post regionalisation climate.

The Board NOTED that a challenging further education environment required a more strategic approach to governance.

- 10.2.2 The Governance Director highlighted, in the broadest terms, the legislative and regulatory changes in further education, including:

- (i) managing compliance in our growing regulatory environment;
- (ii) improving information, monitoring and reporting structures between Board and Executive Management;
- (iii) embracing the new regional (and national) role of the Board.

- 10.2.3 The Board DISCUSSED the proposed actions put forward by the Governance Director. Members NOTED the importance of national

cooperation in compiling a summary document of all legislation and regulation with which colleges must apply.

- 10.2.4 The Board AGREED to initial approaches outlined in the Report, and to the development of a detailed strategy paper, which would be presented to the newly appointed Board after 03 March 2015.

10.3 CORRESPONDENCE RECEIVED

- 10.3.1 The Board NOTED correspondence received from the EIS Branch Secretary, Penny Gower.
- 10.3.2 *Paragraph 10.3.2 presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.*
- 10.3.3 *Paragraph 10.3.3 presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.*
- 10.3.4 *Paragraph 10.3.4 presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.*

10.4 CALENDAR OF EVENTS

- 10.4.1 The Board NOTED that the Governance Administrator would circulate an update on upcoming Board events.

11 NATIONAL REPORT

- 11.1 The Board NOTED that the NJNC were now in the process of considering a draft RPA.

12 ANY OTHER COMPETENT BUSINESS

12.1 BOARD MEMBER DEPARTURES

- 12.1.1 The Board NOTED that Maidie Cahill and Moira Frizzell had chosen not to reapply for re-appointment to the Board. The Chair expressed his gratitude to both Members for their service to the Edinburgh College Board and the Boards of Stevenson and Jewel & Esk Colleges, respectively.

The Chair, on behalf of the Board, presented a card and gift to both departing Members. The Board thanked both Members and wished them well in their future endeavours.

13 DATE OF NEXT MEETING

The next meeting would be held at 14:00hrs on 10 February 2015 at the Granton Campus.

14 CLOSED BUSINESS

Items of business were considered by the Board as part of a closed session. Closed items are recorded under a separate minute (Closed minutes 8/09.12.14 refers)

Meeting closed at 17:40