



For the future you want

## **EDINBURGH COLLEGE BOARD OF MANAGEMENT**

### **MINUTES OF MEETING OF 02 MAY 2017**

**14:00 Boardroom, Milton Road Campus**

**Present:** Colin Arthur; Neal Black; Annette Bruton; Bruce Cassidy; Bob Downie; Lesley Drummond; Stephen Dunn; Alan Johnston; Ann Landels; Ian McKay (Chair); Niki McKenzie; Nigel Paul; Azra Sharif-Qayyum; Judith Sischy; Jeanette Stevenson; Ian Young

**In attendance:** Jon Buglass; Alex Craig; Michael Jeffrey; Jonny Pearson; Marcus Walker (Clerk); Richard Whetton; Alan Williamson

#### **1. WELCOME AND APOLOGIES**

1.1 Apologies were received from Amanda Clark and Fiona Riddoch.

1.2 The Chair welcomed Lesley Drummond, Judith Sischy and Jeanette Stevenson to their first meeting of the Board of Management following their appointment as non-executive members in March 2017.

#### **2. DECLARATIONS OF INTEREST**

2.1 No declarations of interest were received.

#### **3. MINUTES OF PREVIOUS MEETING**

3.1 The Board APPROVED the Minutes from 14 February 2017 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:

#### 4.1.1 NURSERY INCOME

The Board NOTED that a report on nursery income would be presented to the next meeting of the Policy & Resources Committee and an update provided to the Board on 20 June.

### 5. REGIONAL OUTCOME AGREEMENT 2017-20

- 5.1 The Board NOTED a draft of the Regional Outcome Agreement (ROA) for 2017-20, as endorsed by the Policy & Resources Committee. The Depute Principal and Assistant Principal (Curriculum Design and Development) provided an overview of the document, highlighting key areas of consideration and governance.
- 5.2 The Board NOTED an infographic which provided details on the changes in credit delivery targets between AY 2014/15 and AY 2017/18.
- 5.3 The Board DISCUSSED the following matters relating to the ROA 2017-20:
- (i) The shifting demographic of credits delivered to towards learners aged 16-19, at a local and national level;
  - (ii) The increased delivery of credits to learners in the 10% most deprived postcodes within the region;
  - (iii) The strategic approach of the college to match students not qualified to SCQF Level 5 on to college courses through the Learning, Teaching and Assessment Strategy and the re-developed curriculum strategy;
  - (iv) The Scottish Government's aim to increase the number of learners in child care services, and the extra credits now available in this area.
  - (v) Non-SFC funding, outwith the outcome agreement, and the scope for further development in this area.
- 5.4 The Board NOTED that the ROA 2017-20 was a joint document between the college and the SFC. The Depute Principal advised the Board that the Executive had worked with both Education Scotland and SFC to ensure target improvements for areas identified by Education Scotland were mapped with the outcome agreement.
- 5.5 The Board APPROVED the ROA 2017-20 for submission to the SFC, subject to minor contextual amendments.

### 6. COMMITTEE REPORTS

#### 6.1 POLICY & RESOURCES COMMITTEE

##### 6.1.1 MINUTES 18.04.17

The Board NOTED the Policy & Resources Committee minutes from the meeting held on 18 April. The Vice Chair informed the Board that the Committee had considered progress on the Business Transformation Plan and were satisfied with the headway made.

The Board NOTED that the Committee had received an update on Phase 3 of voluntary severance and the difficulties faced by the college in achieving a reduction of £2.4m savings, in line with the transformation plan. The Vice Chair advised the Board that, if appropriate, alternative savings options would be considered by the Committee at its next meeting. The Board DISCUSSED voluntary severance and the need to ensure that appropriate workforce planning was in place, in line with a previous recommendation made by the college's internal auditors.

The Board NOTED that the Committee had received a report on catering provisions within the college. The Vice Chair informed the Board that members had asked the Executive to continue to develop its strategic approach to the catering provision, in order to ensure the college maintained a sustainable catering provision.

#### **6.1.2 STUDENT RECRUITMENT DASHBOARD**

The Board NOTED an update on the performance of the college against its 2016/17 recruitment and credits targets. The Assistant Principal, Recruitment & Retention, informed the Board that approximately 99.6% of the college activity target had been achieved – a significant improvement on the previous year-to-date credit score.

The Board NOTED that full-time recruitment for 2017/18 had shown a marked improvement on the previous year, with (year to date) 1,079 more offers made and 932 more offers accepted.

The Board DISCUSSED the positive progress against the 2016/17 credits targets and the 2017/18 full-time recruitment targets. The Chair informed the Board that it was now important for members to receive more rolling information on student recruitment going forward into the new academic year.

#### ***Azra Sharif-Qayyum joins the meeting.***

#### **6.1.3 MANAGEMENT ACCOUNTS TO FEBRUARY 2017**

The Board NOTED the financial performance of the college, as highlighted in the financial accounts to February 2017. The Chief Operating Officer advised the Board that cashflow projections were positive, although the college continued to monitor its cash situation closely.

The Board NOTED a recent press report that a number of colleges in Scotland were in a deficit position, and DISCUSSED the underlying factors that had led to the current difficult operating environment, including significant uplifts in staff costs.

The Board AGREED that, to provide evidence of the significant efforts made by the college to reduce its non-staff expenditure, a report on cost savings and efficiencies should be brought forward to the next meeting of the Policy & Resources Committee.

#### 6.1.4 STRATEGIC PLANNING UPDATE

The Board NOTED an update on the development of the College Strategic Plan, including a Draft Edinburgh College Strategic Plan 2017-22 and an accompanying consultation plan.

The Board DISCUSSED the Draft Edinburgh College Strategic Plan and need to ensure that Board members have further opportunity to contribute to the strategic vision within key areas. The Board AGREED that, to ensure appropriate connections between the Board and the Executive, a Strategic Planning Working Group should be convened prior to the next meeting of the Board.

The Board AGREED that the Working Group should consist of the following six members:

- (i) Ian Young (Convenor);
- (ii) Ian McKay;
- (iii) Fiona Riddoch;
- (iv) Judith Sischy;
- (v) Neal Black;
- (vi) and, Bruce Cassidy.

Further to this, the Board AGREED that the Depute Principal would act as Executive Lead to the Working Group.

#### 6.1.5 EQUALITIES OUTCOME, MAINSTREAMING AND EQUAL PAY REPORT 2017

The Board NOTED an Equalities Outcome, Mainstreaming and Equal Pay Report 2017, as approved by the Policy & Resources Committee on 18 April with the delegated authority of the Board. The Assistant Principal, Curriculum Design and Development, informed the Board that the report outlined progress towards embedding equality as part of everyday practice at the college, and presented new equality outcomes that the college would aim to achieve over the next four years.

The Board welcomed the comprehensive equalities report and DISCUSSED the positive work carried out by the College to advance equality. The Chair, on behalf of the Board, thanked the Equalities Team and colleagues across the college for producing a report which clearly demonstrates the college's commitment to equality.

The Board DISCUSSED the gender pay gap information provided, and the potential need to analyse groups of staff to fully assess the factors contributing towards the gender pay gap illustrated. The Board AGREED that it would welcome an opportunity to consider more detailed information on the gender pay gap in future.

## 6.2 ACADEMIC COUNCIL

### 6.2.1 MINUTES 17.03.17

The Board NOTED the Academic Council minutes from the meeting held on 17 March.

The Board NOTED that the Committee would receive a presentation on best practice from each of the faculties, over its next four meeting, in order to encourage the sharing and embedding of best practice at the college. Ann Landels, a non-executive member of the Academic Council, informed the Board that the first presentation of the series was conducted by the Head of Creative Industries.

The Board NOTED that Gill Ritchie, HM Inspector, has been in attendance at the Academic Council to update the Committee on the new quality arrangements introduced by Education Scotland and the SFC in 2016/17.

The Board NOTED that the Academic Council had approved the Pre-Exit Survey 2017 for dissemination to students. The Principal advised the Committee that although the survey was long, it provided important national data for college to conduct ROA planning and ensure learners were prepared for further study and/or work.

### 6.3 AUDIT & RISK ASSURANCE COMMITTEE

#### 6.3.1 *MINUTES 20.04.17*

The Board NOTED the Audit & Risk Assurance Committee minutes from the meeting held on 20 April. The Committee Chair informed the Board that Audit Scotland's 'The 2015/16 Audit of Edinburgh College' report had been laid before Parliament on 21 April, and the Scottish Government's Public Audit and Post Legislative Scrutiny Committee (PAPL) would decide in due course whether to take further evidence from the college.

The Board NOTED that Audit Scotland were due to publish a sector-wide report in June 2017, which would provide further context in relation to the Section 22 Report.

The Board NOTED that an internal audit review of the robustness and interface of the college's priority based budget project its management accounting arrangements had provided appropriate assurances. The Committee Chair informed the Board that the review was the first state of a two stage audit process.

#### 6.3.2 *RISK MANAGEMENT REPORT*

The Board NOTED a Summary Top Risk Register to April 2017, which outlined 13 changes to the risk register since February. The Committee Chair informed the Board that the Audit & Risk Assurance Committee had reviewed the Full Top Risk Register at its previous meeting.

The Board NOTED that the Audit & Risk Assurance Committee had agreed to schedule 'deep dives' into specific risks on the register, throughout the next academic year, to allow members to gain a more detailed understanding of the key issues and the required assurances.

## 6.4 EXTERNAL ENGAGEMENT COMMITTEE

### 6.4.1 MINUTES 28.03.17

The Board NOTED the External Engagement Committee minutes from the meeting held on 28 March. The Committee Chair informed the Board that a report on the City Regional Deal had been received by members, which included an update on the sub-committees set-up around the key themes of: skills, infrastructure, culture, knowledge and innovation, housing and digital. The Board NOTED that, regardless of the potential investment coming through the Regional City Deal, it was essential that the college continued to maintain an awareness of skills and employment trends in the region.

The Board NOTED an update on the Commercial & International Sub-Group, which reports directly to the External Engagement Committee. The Board DISCUSSED changes to the Sub-Group's membership and APPROVED a proposal for Lesley Drummond, a Non-Executive Board Member, to join the Commercial & International Sub-Group.

### 6.4.2 COMMUNICATIONS, MARKETING AND EXTERNAL ENGAGEMENT STRATEGY

The Board NOTED that the Committee had approved a Communications, Marketing and Engagement Strategy, which outlined the strategic aims, key drivers and principles that would underpin the college's approach towards this essential area of business.

The Board welcomed the Strategy and DISCUSSED the potential for a shorter and more concise strategic statement, to support its dissemination across the college. The Head of Corporate Development advised the Board that as part of a family of college strategies, strategic documents would be made available in a single page format.

## 7. CLOSED ITEMS OF BUSINESS

### *The Chief Operating Officer and the Assistant Principals left the meeting*

- 7.1 Items of business were considered by the Board as part of a closed session. Closed items were recorded under a separate minute (Closed Minutes 7/14.02.17 refers)

### *The Chief Operating Officer and the Assistant Principal (Curriculum Design and Development) returned to the meeting*

## 8. PRINCIPAL & CHIEF EXECUTIVE REPORT

- 8.1 The Board NOTED a report from the Principal covering a range of activities at the college since the last Board meeting.
- 8.2 The Board NOTED college arrangements for national EIS-FELA industrial action, with regard to the March 2016 National Joint Negotiating Committee (NJNC), which included 12 proposed days of industrial action from 27 April to 01 June

2017. The Principal informed the Board that despite many challenges, the college would remain open for staff, students and visitors during this period.

## **9. EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT**

*Al Wilson, the ECSA Director, joined the meeting.*

### **9.1 ECSA REPORT**

9.1.1 The Board NOTED that ECSA had held its elections for the academic year 2017/18 in March. The Student President informed the Board that nine candidates stood for the three sabbatical positions and the following students were duly elected:

- (i) Student President, Neal Black
- (ii) Vice President Welfare, Beth Anderson
- (iii) Vice President Sports & Activities, Cameron Connor

9.1.2 The Board NOTED that the new ECSA sabbatical team would officially come into office on 01 July. The Chair, on behalf of the Board, congratulated the incumbent Student President on his re-election and the two new sabbatical appointees on their success.

9.1.3 The Board NOTED that Neal Black and Beth Anderson would act as Student Board Members for the academic year 2017/18.

### **9.2 FUNDING BID 2017/18 AND STRATEGIC PLANNING 2017-20**

9.2.1 The Board NOTED a 2017/18 ECSA Funding Bid, which included an overview of the Students' Association's performance against its 2016/17 Operational Plan, and an outline of its objectives and funding request for the upcoming academic year. Further to this, the Student President provided a presentation to the Board to highlight key elements of the funding bid.

9.2.2 The Board NOTED that ECSA were on track to complete 85% of their objectives for 2016/17. The Student President advised the Board that any targets not attained would be taken forward into next year as part of ECSA's annual objective setting process.

9.2.3 The Board NOTED that the ECSA Strategic Plan 2017-20 was based on the Students' Association retaining its current level of funding, and final confirmation of the Association Director's role as a permanent position.

9.2.4 The Board DISCUSSED the ECSA funding bid, and welcomed the well composed strategic vision, mission and values outlined. The Chair, on behalf of the Board, commended ECSA for producing a highly professional funding bid and for presenting it to the Board in a clear and concise manner.

9.2.5 The Board AGREED that they were broadly content with the ECSA funding bid for 2017/18, and NOTED that it would be finalised at the next meeting of the Board where the College Budget 2016/17 would be considered.

***The ECSA Director left the meeting.***

## **10. GOVERNANCE REPORT**

### **10.1 GOVERNANCE UPDATE**

- 10.1.1 The Board NOTED the planning process for the development of the 2017/18 Board and committee calendar. The Head of Corporate Development informed members that a finalised Board and committee calendar would be circulated for information on 13 June, prior to the next meeting of the Board.
- 10.1.2 The Board NOTED that on 18 April, a Good College Governance consultation was launched to seek stakeholders and individuals opinions on a number of area, including; accountability, remuneration of the college board members, trade union nominees on boards and Ministers' powers to issues guidance on appointments and sanctions.
- 10.1.3 The Board DISCUSSED the consultation and AGREED that the Chair and Board Secretary should draft a response to the Good College Governance consultation, which should be circulated to the Board in advance of its submission on 02 June.

### **10.2 BOARD & COMMITTEE MEMBERSHIP**

- 10.2.1 The Board NOTED an update on Board membership following the recruitment of new members in March 2017. Further to this, the Chair put forward a proposal to change committee membership to accommodate new members and maintain a skill/knowledge balance across each committee.
- 10.2.2 The Board DISCUSSED its current committee membership, and APPROVED the outlined proposal.
- 10.2.3 The Board NOTED that the Chair of the Board's tenure was due to end in March 2018, and DISCUSSED the process of appointment to the post.

### **10.3 DEVELOPMENT PLAN 2017/18**

- 10.3.1 The Board NOTED an update on the progress against the Development Plan actions agreed by the Board on 14 February, and refined further by a short-life working group with the delegated authority of the Board. The Head of Corporate Development informed the Board that a final version of the Development Plan had been submitted to the SFC, with a Self-Evaluation Report previously agreed by the Board in December 2016.
- 10.3.2 The Board NOTED that the Development Plan had been presented in an 'improvement plan' template to allow users to clearly identify the action required, the target completion date, the individual/committee responsible and the current RAG status. The Head of Corporate Development informed the Board that progress on actions within the

Development Plan would be reviewed at each of the scheduled Board meetings in 2017/18.

- 10.3.3 The Board welcomed the Development Plan layout and DISCUSSED it proposed monitoring of the next academic year. The Chair informed the Board that the two Board Development Days scheduled in 2017/18 would provide additional opportunities to reflect upon progress against the plan.

#### 10.4 CALENDAR OF EVENTS

- 10.4.1 The Board NOTED an update on college events, board training and visits through the remainder of the academic year.

### 11. NATIONAL REPORT

- 11.1 The Board NOTED an update on the national EIS-FELA industrial action which had commenced on 27 April. The Chair advised the Board that both he and the Principal were actively involved in the Employers' Association, and would continue to keep the Board appropriately updated on progress.

### 12. RIDDOR REPORT

- 12.1 The Board NOTED RIDDOR reportable incidents between 01 January 2017 to 31 March 2017.

### 13. ANY OTHER COMPETENT BUSINESS

#### 13.1 EDINBURGH COLLEGE DEVELOPMENT TRUST

- 13.1.1 The Board NOTED a request from the Edinburgh College Development Trust for the Board to nominate a second member of its Non-Executive to join the Trust. The Vice Chair informed the Board that following consultation with non-executive members of the Board, one member had expressed an interest in the position.

- 13.1.2 The Board AGREED to endorse Ann Landels' nomination to the Development Trust as a Non-Executive member of the Board.

#### 13.2 STAFF RETENTION RATES

- 13.2.1 The Board NOTED a request from the Academic Staff Board Member for an annual report on staff retention rates to come forward to the Board. The Board AGREED that the Policy & Resources Committee should consider the presentation on such information to the Board at a future date.

### 14. DATE OF NEXT MEETING

- 14.1 The next meeting would be held at 14:00hrs on 20 June 2017 at the Milton Road Campus.

**15. CLOSED BUSINESS**

15.1 Items of business were considered by the Board as part of a closed session. Closed items were recorded under a separate minute (Closed Minutes 7/14.02.17 refers)

***Meeting closed at 17:00***

..... (Signature of Chair) ..... (Date)