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## **POLICY & RESOURCES COMMITTEE**

### **MINUTES OF MEETING OF 30 MAY 2017**

#### **14:30 Boardroom, Milton Road Campus**

**Present:** Alan Johnston; Ian McKay; Niki McKenzie; Nigel Paul; Fiona Riddoch; Ian Young (Chair).

**In attendance:** Annette Bruton; Jon Buglass, Alex Craig; Jonny Pearson; Marcus Walker (Clerk); Richard Whetton; Alan Williamson.

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

- 1.1 Apologies were received from Stephen Dunn.
- 1.2 The Committee Chair welcomed Niki McKenzie, the newly appointed Chair of the Remuneration Committee, to her first meeting of the Committee.
- 1.3 The Committee Chair advised members that Ken Rutherford and Seamus Spencer, SFC Outcome Agreement Managers, had both give their apologies for Item 5 (Business Transformation Plan) due to other commitments.

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

- 2.1 No declarations of interests were received.

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

- 3.1 The Board APPROVED the minutes from 18 April 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 CATERING REPORT (Minute 9.5/18.04.17 refers)

The Committee AGREED that further to the Catering Report received at its last meeting on 18 April, an update on the development of a strategic approach to the catering provision should come forward to the next meeting.

## 5 BUSINESS TRANSFORMATION PLAN

### 5.1 BUSINESS TRANSFORMATION PLAN REPORT

5.1.1 The Committee NOTED an update on the Business Transformation Plan, which included individual overviews of progress on the four transformation programmes.

5.1.2 The Committee NOTED that the Leadership Development Project Initiation Document (PID) was currently being re-written by the Organisational Development Team, and that the RAG status would remain at 'Amber' until the PID was complete.

5.1.3 The Committee welcomed the report, and DISCUSSED progress around Programme 3 of the transformation plan which related to workforce development. The Committee AGREED that it would welcome a verbal report from the Assistant Principal, Income and Product Development, on progress within this area at its next meeting.

5.1.4 The Committee AGREED that it would welcome an opportunity to consider an annual review of the second year of the Business Transformation Plan at its next meeting. The Committee Chair recommended that such a report should also go forward to the first meeting on the Board in 2017/18, to support the development of the new Strategic Plan.

### 5.2 RECRUITMENT & RETENTION DASHBOARD

5.2.1 The Committee NOTED an update from the Assistant Principal, Recruitment and Retention, on the performance of the college against its 2016/17 credit targets. The Assistant Principal informed the Committee that the credit position of the college (as of 10 May) was 185,386, which was over 9,790 more than at the same point in 2015/16.

5.2.2 The Committee welcomed reassurances provided by the Assistant Principal that the college would exceed its 2016/17 credits target in advance of the next meeting of the Board.

5.2.3 The Committee NOTED that full-time recruitment for 2017/18 had shown a marked improvement on the previous year, with (year to date) 1.3% more offers made and 6.9% more offers accepted.

5.2.4 The Committee DISCUSSED the positive update provided, and AGREED that at the first meeting of 2017/18 the Board should receive an overview of the

configuration of the college. The Committee Chair asked that such a report include information on where the college had increased in terms of students.

### 5.3 DRAFT CURRICULUM PLANNING AND DESIGN STRATEGY 2017-20

5.3.1 The Committee NOTED a Draft Curriculum and Design Strategy 2017-20, as presented by the Assistant Principal, Curriculum Design and Development, which outlined the main drivers and processes for curriculum planning over the next three years.

5.3.2 The Committee NOTED that with a new college strategy imminent, and the approval of a new Regional Outcome Agreement (2017-20) it was now appropriate to review the extant Curriculum Strategy. The Assistant Principal advised the Committee that the internal auditors had also advised the college that it would be good practice to capture recent curriculum developments, through the Business Transformation Plan, within a new strategic document.

5.3.3 The Committee NOTED that, as the Curriculum and Design Strategy strategically dovetailed with the new Regional Outcome Agreement, the SFC had been consulted with on matters of relevance. The Assistant Principal informed the Committee that the SFC Outcome Agreement Managers had received a presentation on the Strategy and were content with the outlined vision.

5.3.4 The Committee DISCUSSED the following aspects of the Curriculum and Design Strategy 2017-20:

- (i) Performance management, and the potential for the Committee to review a summary of targets;
- (ii) the engagement of the college with Community Planning Partnerships (CPPs) and schools within the region;
- (iii) the workforce implications of the strategy, and the information the Committee receives in this area.

5.3.5 The Committee welcomed the opportunity to review the Curriculum and Design Strategy, as part of its Business Transformation Plan Report. The Committee NOTED that the draft Strategy would be considered and, if appropriate, approved by the Academic Council on 02 June

## 6 STRATEGIC PLANNING UPDATE

6.1 The Committee NOTED an update on the development of the Edinburgh College Strategic Plan 2017-22. The Head of Corporate Development informed the Committee that the draft Strategic Plan was now available on the college website and intranet as part of the open consultation process. Further to this, a copy of the draft Strategic Plan had also been circulated to CPPs along with an open invitation to comment.

6.2 The Committee NOTED that work had commenced on a supporting Blue Print document which would provide further detail on specific areas of work expected to

be delivered throughout the lifetime of the Strategic Plan. The Head of Corporate Development advised the Committee that, at the request of the Board, a working group had been formed to provide Board members with the opportunity to input on strategic direction during the preparation of the Plan.

## **7 ORGANISATIONAL & STAFF REPORT**

***Marie Hernandez, Head of HR & OD joined the meeting***

### **7.1 HUMAN RESOURCES REPORT**

7.1.1 The Committee NOTED that the application deadline for Phase 3 of voluntary severance scheme closed on 02 May, and that decisions on applications had been taken by the Executive on the week commencing 22 May. The Head of HR & OD advised the Committee that despite a large number of voluntary severance applications being accepted, the college had fallen short of its ambitious Phase 3 target. This meant that the financial target included in the Business Transformation Plan had not been fully met.

7.1.2 The Committee NOTED that work continued on the relaunch of a partnership working proposal with both EIS-FELA and Unison. The Head of HR & OD informed the Committee that it was hoped that there would be joint agreements on specific policies that were common to all staff, although it was recognised that the national industrial dispute would delay progress.

7.1.3 The Committee NOTED a newly reformatted Human Resources Dashboard which included data on turnover, headcount, vacancies and absence. The Committee welcomed the new Dashboard as a means to compare business areas across the college, and AGREED that future reporting should include sector benchmarks for comparative purposes.

### **7.2 OPTIONS FOR ORGANISATIONAL CHANGE**

7.2.1 An item of business as considered by the Committee as part of a closed session. Closed items were recorded under a separate minute (Closed Minutes 7.2/14.02.17 refers)

***Marie Hernandez left the meeting***

## **8 FINANCE REPORT**

***Lindsay Towns, Head of Finance, joined the meeting***

### **8.1 FINANCE REPORT**

8.1.1 The Committee NOTED an update on Audit Scotland's 'The 2015/16 Audit of Edinburgh College' report which had been laid before Parliament on 21 April. The Chief Operating Officer informed the Committee that the Section 22 Report had been considered by the Scottish Government's Public Audit and Post

Legislative Scrutiny Committee (PAPL) on 26 May, and it was subsequently agreed that the Chair, the Principal and the Chief Operating Officer would be called back to the PAPL on 29 June to give further evidence.

8.1.2 The Committee 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.

## 8.2 BEST VALUE REVIEW OF WATERFRONT NURSERY REPORT

8.2.1 The Committee NOTED a report which provided a summary of findings on a best value review of the Nursery conducted during April 2017.

8.2.2 The Committee NOTED that the Nursery had not operated in the most effective and efficient manner, in particularly with regards to the use of space and children numbers. The Chief Operating Officer advised the Committee that a proposed rationalisation and reconfiguration of space would open up areas and allow nursery staff to utilise the space available, whilst improving the learning experience for all students and continuing to meet the appropriate quality standards.

8.2.3 The Committee NOTED that following the implementation of a range of initiatives, outlined in the report, the nursery was expected to move into a small surplus position in 2017/18.

8.2.4 The Committee welcomed the report, and thanked the Chief Operating Officer and his team for implementing recommendations outlined in the report in a timely manner.

## 8.3 MANAGEMENT ACCOUNTS TO MARCH 2017

8.3.1 The Committee NOTED the financial performance of the College as outlined in the Management Accounts to March 2017.

## 8.4 INDICATIVE COLLEGE BUDGET 2017/18

8.4.1 The Committee NOTED an Indicative College Budget 2017/18, and a supporting presentation by the Chief Operating Officer, which outlined the budgeting process, budgeting pressures, additional costs and saving, impact on cash-flow, risks and mitigations, and sensitivity analysis.

8.4.2 The Committee NOTED that the Indicative College Budget covered all known matters likely to affect the 2017/18 College Budget. In particular the high cost associated with National Joint Negotiating Committee (NJNC) Agreement on lecturer pay awards and the potential knock-on effect on support staff and management pay. The Chief Operating Officer advised the Committee that the Indicative College Budget also highlighted the outcome of the Phase 3 voluntary severance scheme.

8.4.3 The Committee DISCUSSED the following matters related to the Indicative College Budget 2017/18:

- (i) The potential impact of the pay award going forward;
- (ii) the concise presentation of the Budget, and its indication of a true financial position for the college (by removing all variances);
- (iii) the development of the Commercial & International Strategy, and the potential to increase non-SFC income.

8.4.4 The Committee AGREED to endorse the Indicative College Budget 2017/18 to the Board for consideration on 20 June.

***Lindsay Towns, Head of Finance, left the meeting***

## **9 CAPITAL & INFRASTRUCTURE REPORT**

- 9.1 The Committee NOTED that the SFC had, via correspondence, confirmed that it was content with the proposal to promote a discussion on the future of education in the Edinburgh 'west corridor' with partners in the region.

## **10 REVIEW OF COMMITTEE OPERATION 2016/17**

- 10.1 The Committee NOTED that at the end of each academic year the Committee is required to review its annual activity. The Committee Chair advised the Committee that the same evaluation form, which asked members to consider the committee's operation and its performance monitoring and strategic roles, would be completed by all committees of the Board.
- 10.2 The Committee AGREED that its operation was compliant with its terms of reference, as outlined in 'Part 1' of the evaluation form.
- 10.3 The Committee DISCUSSED its performance in relation to its performance monitoring, strategic roles, decision-making and relationship. The Committee AGREED that the Committee Chair should work with the Clerk to the Board to draft 'Part 2', prior to its recirculation to the Committee for further analysis and comment.

## **11 ANY OTHER COMPETENT BUSINESS**

- 11.1 None.

## **12 DATE OF NEXT MEETING**

- 12.1 The next meeting of the Policy and Resources Committee will take place on 22 August 2017, in the Boardroom, Milton Road Campus.

### **13 CLOSED BUSINESS**

- 13.1 An item of business was considered by the Committee as part of a closed session. Closed items were recorded under a separate minute (Closed Minutes 7.2/14.02.17 refers)

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