

EDINBURGH COLLEGE BOARD OF MANAGEMENT

MINUTES OF MEETING OF 29 APRIL 2014

14:00 Boardroom, Milton Road Campus

Present: Kellie Bradford; Maidie Cahill; Sandra Cairncross; Jan Cutting; Mandy Exley; Moira Frizzell; Alan Johnston; Ian McKay (Chair); Katy Nixon; Kelly-Marie Parry; Nigel Paul; David Rutherford; Robin Stimpson.

In attendance: Su Breadner; Penny Davis; Simon Earp; Ray McCowan; Julie McCran; Pauline MacPherson; Marcus Walker (Clerk); Alan Williamson; Craig Wilson.

1 WELCOME AND APOLOGIES

- 1.1 Apologies had been received from Colin Arthur, Martin Crewe, Jane Richardson and Ian Young.
- 1.2 The Chair welcomed Board Members to the first meeting of the Regional College Board.
 - 1.2.1 A further welcome was extended to Katy Nixon, the second Student Board Member nominated by the Students' Association to join the Board in accordance with the new legislation.

2 DECLARATIONS OF INTEREST

- 2.1 Sandra Cairncross declared an interest in Items 5, with reference to her position at Napier University.

3 MINUTES OF PREVIOUS MEETING

- 3.1 The Board APPROVED the Minutes from 04 February 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 MARKETING & COMMUNICATIONS (minute 6.3.6.1/ 19.11.13 refers)

The Board NOTED that a Brand Review Project paper would be considered at the Nominations Committee meeting on 20 May 2014.

4.1.2 LETTER ADVOCATING STUDENT FUNDING (minute 7.3.5/ 04.02.14 refers)

The Governance Director informed the Board that the SFC had entered into a strategic dialogue with NUS over support for the Students' Association and the focus would now be on positioning Edinburgh College to participate effectively in that dialogue.

5 PRINCIPAL AND EXECUTIVE REPORT

5.1 Members NOTED the Education Scotland visit beginning on 28 April 2014, as highlighted by the Principal. The Board also NOTED a number of initiatives for which the Principal was engaged, including;

- Leadership Conversations;
- Attendance at the Commission for Developing Scotland's Young Workforce;
- Retina Scottish International Photography Festival;
- Edinburgh Business Forum – Skills Sub Group.

5.2 STRATEGY AND PLANNING

5.2.1 The Board NOTED the latest position with regard to development of the Leadership Strategies and the six month review of the corporate plans.

5.2.2 The Board NOTED that the Executive Team had reviewed the College's engagement with Community Planning Partnerships (CPP).

The Principal outlined key elements of each CPP, and the Board AGREED to endorse the three CPP Single Outcome Agreements (on the basis of the Report and URL links to each CPP provided).

5.3 FINANCE

5.3.1 The Board NOTED the information provided on income, expenditure and the balance sheet.

5.3.2 The Board NOTED the current pressures placed on the College's finances, and the excellent work of the Finance Team under difficult circumstances. The Chair commended the Finance Team's enduring efforts throughout the College merger process and the ONS reclassification.

5.3.3 The Board NOTED the current WSUMs status, and the Principal highlighted that underlying data continued to be checked to ensure WSUMs were accumulated accordingly.

The Principal agreed to keep the Chair of the Audit Committee informed in the event of any substantial change to the WSUMs status.

5.3.4 The Director of Finance provided a brief update on the Development Trust, informing the Board that HMRC approval had been received. The Board AGREED to the drafting of a short statement for the next Board meeting outlining the *modus operandi* for the management of surplus funds.

5.4 MONITORING OUR PERFORMANCE

5.4.1 The Board NOTED that plans were in-place for the Education Scotland Review on the week commencing 28 April 2014.

5.4.2 The Chair confirmed that four Board Members had met with the Education Scotland Reviewers on 29 April 2014.

5.4.3 The Board commended the VP Customer and Student Experience and the Head of Quality and Equalities on their preparations for the Review, specifically the amount of support and briefing information provided to staff.

The Board were content that a 'process' had been effectively implemented to enable the College to manage and respond effectively to the outcome of the Review.

5.4.4 The Board NOTED that there would be an opportunity to discuss the Education Scotland Report at the Board meeting in September 2014.

5.5 COMMERCIAL AND INTERNATIONAL DEVELOPMENT

5.5.1 The Board NOTED the planned Branding Review, to establish the current internal and external position of the College brand. The Principal highlighted the importance of the College becoming a compelling and appealing brand proposition, and thus a 'College of choice'.

5.5.2 The Board DISCUSSED the role of both the Marketing and Organisation Development Teams on the Branding Review. The VP Corporate Development emphasised that the project would be cooperatively led by both Teams.

5.6 RISK

5.6.1 The Board NOTED an update on emerging risks and the continued committee consultation on risk appetite.

5.7 CALENDAR OF EVENTS

5.7.1 Members NOTED a Calendar of Events for the remainder of the 2013/14 academic year.

6 COMMITTEE REPORTS

6.1 ACADEMIC COUNCIL

6.1.1 MINUTES 31.01.14

The Board NOTED the Academic Council minutes from the meeting held on 31 January 2014.

6.1.2 DRAFT MINUTES 14.03.14

The Board NOTED the draft minutes from the Academic Council held on 14 March 2014.

6.1.3 STUDENT ENGAGEMENT STRATEGY

The Board NOTED the Student Engagement Strategy approved by the Academic Council on 14 March 2014.

6.1.4 LEARNING AND TEACHING AND ASSESSMENT STRATEGY

The Board NOTED the Learning and Teaching and Assessment Strategy approved by the Academic Council on 14 March 2014.

6.1.5 CURRICULUM STRATEGY

The Board DISCUSSED the Curriculum Strategy approved by the Academic Council. Members APPROVED the Curriculum Strategy to date, and requested that the VP Educational Leadership continued to develop the Strategy in the current direction.

6.1.6 'MONITORING OUR PERFORMANCE' UPDATE

The Board NOTED a 'Monitoring Our Performance' Update, which provided an overview of the key objectives and targets within Edinburgh College's three strategic documents.

The Academic Council Chair informed the Board of the current status of targets, 48 of which had been achieved or were on target. The Board NOTED that 25 indicators were behind target within the accepted tolerance levels, whilst 10 indicators were considered below target.

6.2 AUDIT COMMITTEE

6.2.1 MINUTES 22.01.14

The Board NOTED the Audit Committee minutes from the meeting held on 22 January 2014.

6.2.2 DRAFT MINUTES 02.04.14

The Board NOTED the draft minutes from the Audit Committee held on 02 April 2014.

The Chair highlighted two encouraging Internal Audit Reports within the draft minutes. Members AGREED that both the *Financial Systems Health Check Report* and the *Strategic and Operational Planning Report* should be circulated to the Board, to provide an appreciation for the good practice implemented at the College within these essential areas.

6.2.3 FINANCIAL STRATEGY

The Board NOTED the Financial Strategy 2013-18 approved by the Audit Committee on 02 April 2014.

6.2.4 TOP RISK REGISTER

The Board NOTED a Top Risk Register for April 2014, which showed the ONS Reclassification (Top Risk 3) was the only 'active' major risk.

6.3 CAPITAL & INFRASTRUCTURE COMMITTEE

6.3.1 MINUTES 29.01.14

The Board NOTED the Capital and Infrastructure Committee minutes from the meeting held on 29 January 2014.

6.3.2 DRAFT MINUTES 23.04.14

The Board NOTED the draft minutes from the Capital and Infrastructure Committee held on 23 April 2014.

6.3.3 IN-HOUSE CATERING BUSINESS CASE

The Board DISCUSSED an In-House Catering Business Case recommended by the Capital and Infrastructure Committee. Members focussed on considerations around the transfer of undertakings and the need for continued due diligence.

The Board APPROVED the In-House Catering Business Case recommendation.

6.3.4 SUSTAINABILITY STRATEGY

The Board NOTED the Sustainability Strategy approved by the Capital and Infrastructure Committee on 29 January 2014.

6.4 COMMERCIAL & INTERNATIONAL COMMITTEE

The Board NOTED that the next meeting of the Commercial and International Committee would take place on 28 May 2014.

6.5 NOMINATIONS COMMITTEE

6.5.1 HUMAN RESOURCES STRATEGY

The Board NOTED the Human Resources Strategy approved by the Nominations Committee on 30 January 2014.

6.5.2 ORGANISATION DEVELOPMENT STRATEGY

The Board NOTED the Organisation Development Strategy approved by the Nominations Committee on 30 January 2014.

6.5.3 COAT OF ARMS UPDATE

The Board NOTED a verbal update on the coat of arms design competition. The Committee had selected a winning design and the winner would be notified. Due to the strict rules governing coats of arms, further development of design ideas would be required before submission to the Lord Lyon.

6.5.4 DEVELOPMENT TRUST UPDATE

The Board NOTED that the Development Trust had met and appointed a Chair and Vice Chair.

6.6 REMUNERATION COMMITTEE

6.6.1 MINUTES 30.01.14

The Board NOTED the Remuneration Committee summary minutes from the meeting held on 30 January 2014.

6.6.2 VERBAL UPDATE

The Board received a verbal update on the Remuneration Committee held on 16 April 2014.

The Board NOTED the on-going Salary Benchmarking Exercise and the limited data received from colleges across the sector on Executive remunerations. The Chair informed the Board of informal discussions around information sharing at a national level, and the Board AGREED to the drafting of a formal letter to Colleges Scotland regarding greater national transparency.

7 IMPLEMENTING THE NEXT PHASE OF THE EDINBURGH COLLEGE BUSINESS CASE

- 7.1 The Principal presented a proposal entitled 'Implementing the Next Phase of the Edinburgh College Business Case' to the Board.
- 7.2 The Principal informed the Board that the next stage of Edinburgh College's business plans implementation (originally developed in April 2012) was the enactment of a Curriculum Strategy that supports future needs and is resourced accordingly. The Principal emphasised that the implementation of the Curriculum Strategy and the monitoring of performance were based on the following criteria;
- (i) the demand for curriculum, provision and students from business and industry;
 - (ii) the effectiveness of the curriculum in terms of student retention, attainment and progression and a range of professional quality assurance and enhancement indicators;
 - (iii) the efficiency of the curriculum in terms of the best use of resources.

The Board NOTED that through the implementation of the Curriculum Strategy and the continuation of the business case a number of outcomes must be considered.

- 7.3 *Paragraph 7.3 presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.*
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8 FOI ANNUAL MONITORING REPORT

- 8.1 The Board NOTED an FOI Annual Monitoring Report highlighting the volume of FOI requests received by Edinburgh College between January and December 2013.
- 8.2 The Board AGREED that further information on FOI costs and process would be provided to the Chair by the Freedom of Information Officer at a future date.

9 EDINBURGH COLLEGE STUDENTS' ASSOCIATION

Graeme Kirkpatrick, ECSA Manager entered the meeting.

9.1 ECSA UPDATE

- 9.1.1 The Board NOTED a report on ECSA activities and projects, introduced by the Student President.
- 9.1.2 The Board welcomed the update and congratulated a number of students on their election to a range of NUS committees. Members also NOTED ECSA's success in winning the 'College Students' Association of the Year Award' at the NUS Scotland Conference.

The Board considered the achievements of ECSA particularly resonant given the Students' Association's recent establishment.

9.2 PARTNERSHIP AGREEMENT

- 9.2.1 The ECSA Manager presented the Student Partnership Agreement to the Board.
- 9.2.2 The VP Customer and Student Experience informed the Board that the Executive Team supported the Partnership Agreement, which aligned with the College's strategic plan.
- 9.2.3 The Board APPROVED the Student Partnership Agreement, and acknowledged its importance in allowing students to shape life at the College.

10 POST-16 EDUCATION ACT UPDATE

10.1 COLLEGE RESPONSE TO CONSULTATION

The Board APPROVED a response to the 'Consultation on the Scottish Government's Appointments Guidance'.

10.2 APPOINTMENTS

The Board NOTED an update on the Regional College Board status, provided by the Governance Director. The Board NOTED the Regional College Structure and the underlying legislative changes.

10.3 NOMINATIONS PROCESS: STUDENT BOARD MEMBERS

10.3.1 The Board NOTED the process for electing a second Student Board Member proposed by the Student President.

10.3.2 The Board DISCUSSED the new process and the proposal to reserve one of the two student positions for a female sabbatical officer. The Board recognised the importance of equal gender representation whilst maintaining a fair and representative process.

10.3.3 Members AGREED the nominations process, with certain textual amendments.

Graeme Kirkpatrick left the meeting.

11 CHAIR'S REPORT

11.1 *Paragraph 11.1 presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.*

11.2 COLLEGES SCOTLAND DEVELOPMENTS

The Board NOTED that Colleges Scotland Board and its committees had been reconstituted. The Chair's role as a Member of the Board of Colleges Scotland was also NOTED.

The Principal left the meeting.

11.3 CODE OF GOOD GOVERNANCE

The Board NOTED an update on the College Governance Code's on-going development and the expected timescale for consultation, prior to publication at the end of the academic year.

11.4 NATIONAL REPORT

The Board AGREED to the addition of a 'National Report' standing item to the Board agenda, in order to keep Members aware of developments across the sector.

12 ANY OTHER BUSINESS

12.1 THOMAS TELFORD TRUST

The Governance Director informed the Board of progress toward dissolving the Thomas Telford Trust (TTT). The Board NOTED that funds from the TTT would be transferred to the Development Trust once restrictions had been lifted.

12.2 BOARD EVENTS

The Governance Administrator provided an overview of upcoming Board events, including the FE awards, graduation ceremonies and the Board Summer Event. The Board NOTED that the Governance Administrator was the point of contact for all event-related matters.

12.3 MILTON ROAD LAYOUT

The Chair informed the Board that Level 4 on Milton Road had been reconfigured to provide an appropriate space for governance and corporate meetings/events, and a single location for the Governance Team.

13 DATE OF NEXT MEETING

The next meeting would be held 14:00 hrs on 10 June 2014 at the Granton Campus.

The meeting closed at 17:10 hrs.

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