



For the future you want

POLICY & RESOURCES COMMITTEE

MINUTES OF MEETING OF 21 AUGUST 2018

14:00 Boardroom, Milton Road Campus

Present: Ian Diamond; Niki McKenzie; Nigel Paul; Fiona Riddoch; Ian Young (Chair)

In attendance: Annette Bruton; Nick Croft; Jonny Pearson; Marcus Walker (Clerk); Alan Williamson

1 WELCOME AND APOLOGIES

- 1.1 The Committee NOTED that Stephen Dunn, a non-executive member of the Board and Policy & Resources Committee, had informed the Chair of the Board of his intention to step down from the Board with immediate effect on 13 August. The Committee Chair thanked Mr Dunn for his significant contribution to the Committee over the past three years, and wished him well in his future endeavors.
- 1.2 The Committee NOTED that Ken Rutherford and Seamus Spencer, SFC Outcome Agreement Managers, were unable to attend the meeting to consider the Business Transformation Plan and other relevant items of business. The Chair advised the Committee that the SFC Outcome Agreement Managers had been provided with the Policy & Resources Committee papers in advance of the meeting for comment.

2 DECLARATIONS OF INTEREST

- 2.1 No declarations of interests were received.

3 MINUTES OF PREVIOUS MEETING

- 3.1 The Committee APPROVED the minutes from 22 May 2018 as an accurate record of the meeting.

4 MATTERS ARISING

4.1 MATTERS ARISING REPORT

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

4.1.2 *NURSERY REVIEW (Minute 10.1.3 / 22.05.18 refers)*

The Committee NOTED a verbal update on the financial performance of the Nursery and the initiatives undertaken by the Head of Resources and Facilities to reduce the current financial shortfall. The Chief Operating Officer advised the Committee that a follow-up review of the Nursery would take place in March 2019, with recommendations from the follow-up review to be reported back to the Policy & Resources Committee in due course.

The Committee NOTED that the planned Granton Waterfront Development Project included plans for nursery provision. The Head of Corporate Development advised the Committee that the college was currently in discussion with City of Edinburgh Council regarding its plans and the effective use of existing nursery provisions at the Granton Campus.

4.2 REVIEW OF COMMITTEE OPERATION 2017/18

4.2.1 The Committee NOTED a finalised version of the Review of Committee Operation 2017/18, as agreed by Members outwith the meeting.

5 TERMS OF REFERENCE

5.1 The Committee NOTED its Terms of Reference as previously agreed in September 2015. The Chair advised the Committee that the Code of Good Governance dictated that committees of the Board should regularly review their terms of reference to ensure they remain fit for purpose.

5.2 The Committee DISCUSSED its Terms of Reference and AGREED that the role of the Policy & Resources Committee in relation to the oversight of the Strategic Plan 2017/22 and accompanying Blueprint should be included in the document. The Chair advised the Committee that the proposed amendment to the Terms of Reference would be put forward to the Board, on 18 September, for approval.

5.3 The Committee DISCUSSED the future representation of staff and student Board members on the Policy & Resources Committee. The Committee AGREED that it had no objections to staff and student Board members joining the Committee and that this should be considered further as part of the 2019 Governance Review.

6 BUSINESS TRANSFORMATION PLAN REPORT

- 6.1 The Committee NOTED a report on the Business Transformation Plan which requested its closure. The Principal advised the Committee that following the implementation of the Plan in December 2015, the four transformation programmes had delivered significant strategic change at the college.
- 6.2 The Committee NOTED its role in the monitoring and evaluation of progress relating to the Business Transformation Plan, and the scrutiny it had provided since early 2016. The Principal advised the Committee that the Portfolio Board, a group which oversaw internal management of the Plan, had considered and approved all remaining project closure reports at its last meeting in May 2018. Further to this, the Portfolio Board had received a Programme Management Lessons Learned Report which identified areas of improvement to be effected during the implementation of the Blueprint.
- 6.3 The Committee NOTED an outcomes report providing an overall account of the Business Transformation Plan and its achievements, along with a cover note outlining recommended actions for future strategic developments.
- 6.4 The Committee welcomed the report and DISCUSSED the following points:
- (i) The documented history of the Plan and the need for such a closure report;
 - (ii) the commitment and work of staff across the college to ensure the effective implementation of the transformation plan;
 - (iii) the achievements of the college relating to key financial aspects of the Plan;
 - (iv) the lessons learned report and how recommendations would be implemented in subsequent Blueprint reporting;
 - (v) feedback from SFC representatives who were unable to attend the Committee meeting;
 - (vi) the significant role of the SFC in providing financial support to allow the college to effectively implement its recovery plan.
- 6.5 The Committee AGREED that recommendation from the outcomes report would be incorporated into future Blueprint reports provided to the Committee.
- 6.6 The Committee APPROVED the closure of the Business Transformation Plan, and commended with acclaim both the final report and the work carried out by staff to effectively implement the Plan. The Committee NOTED that, as no SFC representative was present at the meeting, the Chair of the Board would communicate the decision of the Committee to the SFC prior to its noting by the Board in September.

7 EDINBURGH COLLEGE BLUEPRINT AND STRATEGIC PLAN 2017-22 UPDATE

- 7.1 The Committee NOTED an update on the development of the Edinburgh College Blueprint, following the approval of the Strategic Plan 2017-22 by the Board on 19 September 2017. The Head of Corporate Development advised the Committee that a Year One Progress Report (September 2017 to September 2018), which outlined the

implementation of the five aims of the Strategic Plan 2017/22, had also been included as part of the update.

- 7.2 The Committee NOTED a proposed approach to enhance annual performance monitoring by the Board. The Head of Corporate Development advised the Committee that the Board would receive an opportunity to discuss current reporting and further requirements at its Board Development Day on 30 October. The Committee welcomed the proposal put forward by the Head of Corporate Development, and AGREED that once measures had been confirmed by the Board an appropriate benchmarking exercise should take place.

8 RECRUITMENT & RETENTION DASHBOARD

- 8.1 The Committee NOTED an update from the Assistant Principal, Recruitment and Retention, on the performance of the college against its 2017/18 recruitment and retention targets. The Assistant Principal informed the Committee that the SFC had set the college an activity target of 187,028 for current academic year, which included 1,714 additional childcare credits.
- 8.2 The Committee NOTED that the college had achieved all of its 2017/18 activity targets and had over delivered by 5,732 credits at no extra cost. The Assistant Principal advised the Committee that this had been achieved through improved recruitment, increased average class sizes, improved retention and an increased number of progressing students. Further to these improvements, the Committee NOTED that the focus of the college would now move towards enhancing achievement and improving the level of partial success.
- 8.3 The Committee NOTED that in terms of 2018/19 full-time recruitment, which opened on 22 January, the college was on course to hit its annual targets. The Assistant Principal informed the Committee that, although the college had seen a 9.5% increase in the total number of applications, the number of full-time students had remained static over the last five years. The Committee NOTED that such a trend indicated that potential growth would be governed by improved retention and increasing internal progression.
- 8.4 The Committee DISCUSSED the information provided within the report, and AGREED that more graphical information on retention rates would be welcomed. Further to this, the Committee AGREED that future reports to the Committee should include further cohort analysis in terms of recruitment, retention and credit activity.

9 FINANCE REPORT

The Head of Finance joined the meeting

9.1 FINANCE REPORT

- 9.1.1 The Committee NOTED that following a review of financial monitoring by the SFC there was no longer a requirement to submit Resource Returns to the funding council. The Head of Finance advised the Committee that an

additional mid-year Financial Forecast Update would be required going forward.

9.2 MANAGEMENT ACCOUNTS TO JUNE 2018

- 9.2.1 The Committee NOTED the financial performance of the college as outlined in the Management Accounts to June 2018.
- 9.2.2 The Committee NOTED that the full year income projection for the Flexible Workforce Development Fund programme and bespoke courses, and DISCUSSED its potential impacts on commercial business. The Head of Finance informed the Committee that the budgeting process with the Commercial Team had been positive and that four new business development officers had been appointed to support commercial activity.

9.3 EDINBURGH REGION PROCUREMENT TEAM STRATEGY 2018/19

- 9.3.1 The Committee NOTED an Edinburgh Region Procurement Team Strategy 2018/19. The Head of Finance advised the Committee that a review of the current procurement strategy was required as a result of the Procurement Reform (Scotland) Act 2014, and the Scottish Government's procurement capability assessment.
- 9.3.2 The Committee NOTED that the college developed its procurement strategy in partnership with Napier University. The Head of Finance informed the Committee that the delivery of the strategy had led to enhanced procurement processes and outcomes, and therefore improved Scottish Government assessment scores.
- 9.3.3 The Committee DISCUSSED and APPROVED the Edinburgh Region Procurement Team Strategy 2018/19. The Chair, on behalf of the Committee, welcomed the collaboration shown in the development of the strategy which strongly aligned with the Edinburgh College Strategic Plan 2017/22.

The Head of Finance left the meeting

10 HUMAN RESOURCES REPORT

- 10.1 The Committee NOTED a Human Resources Report which included updates on employee relations and organisational development. The Chief Operating Officer advised the Committee that a recruitment campaign was underway to appoint a new Head of HR & OD with interviews planned for 11 September.
- 10.2 The Committee NOTED an Annual Human Resources Dashboard for 2017/18. The Head of Corporate Development advised the Committee that in comparison with 2016/17 average staff headcount had decrease by 60 to 1252, and turnover rate had decreased by 4.2% to 14.6 (slightly below CIPD benchmark figures of 16.5% published for 2017).

- 10.3 The Committee DISCUSSED annual dashboard information and NOTED that further data of staff turnover across the college could be beneficial for future recruitment.
- 10.4 The Committee DISCUSSED employee engagement and the potential value of a targeted staff survey in the near future. The Head of Corporate Development advised the Committee that employee engagement would be considered as part of a Blueprint project going forward.

11 CAPITAL & INFRASTRUCTURE REPORT

The Head of Resources and Facilities joined the meeting

- 11.1 The Committee NOTED a verbal update from the Head of Resources and Facilities on the continued development of the Edinburgh College Estates Strategy. The Chair advised the Committee that connections between the strategy and the future recruitment and credits targets of the college was essential.
- 11.2 The Committee NOTED an update on the outsourcing of catering provisions at the college, a decision which had been agreed by the Board in February 2018. The Head of Resources and Facilities informed the Committee that the ongoing tendering process was scheduled to conclude in October 2018.

The Head of Resources and Facilities left the meeting

12 MODERN SLAVERY ACT STATEMENT

- 12.1 The Committee NOTED a report seeking the approval for an Edinburgh College Modern Slavery Act Statement. The Head of Corporate Development advised the Committee that the college was required to develop such a statement in response to Section 54(1) of the Modern Slavery Act 2015.
- 12.2 The Committee NOTED that a Modern Slavery Act Statement would enable the college to comply with an increasing number of funders and partner, who required a statement to be in place as part of their tendering processes, contractual arrangements, inspection activities or partnership agreements.
- 12.3 The Committee NOTED a proposed statement and DISCUSSED its alignment with the core values of the college. The Committee APPROVED the Edinburgh College Modern Slavery Act Statement for publication on the college website.

13 HORIZON SCANNING REPORT

- 13.1 The Committee NOTED a Horizon Scanning Report which outlined major political, economic, social, technologies, legal and/or environmental developments that could impact on the five strategic plan aims of the college. The Head of Corporate Development advised the Committee that further to this, the report summarised what

the impact of these developments might be and proposed a course of action in response.

- 13.2 The Committee DISCUSSED developments outlined within the report and welcomed the level of strategic information provided. The Committee AGREED that the UK Government review of post-18 education and funding should be included in future horizon scanning reports as it may have future implications for Scottish Government policy going forward.
- 13.3 The Committee DISCUSSED the post for Minister for Further Education, Higher Education and Science which remained vacant, and NOTED that the need for appropriate ministerial engagement once an appointment had been confirmed.

14 ANY OTHER COMPETENT BUSINESS

14.1 DEPARTURE OF PRINCIPAL & CHIEF EXECUTIVE

- 14.1.1 The Committee NOTED that Annette Bruton would be standing down as Principal & Chief Executive on 31 August 2018. The Chair, on behalf of the Committee, thanked the Principal for her significant contribution to Edinburgh College over the past three years.

15 DATE OF NEXT MEETING

- 15.1 The next meeting of the Policy and Resources Committee will take place on 13 November 2018, in the Boardroom, Milton Road Campus.