

Minute of Colleges Scotland Board of Management (Extraordinary) Wednesday 25 May 2022, by Zoom Video Conferencing

| Present | | |
|----------------------------|------------------------|-----------------------------------|
| Waiyin Hatton (WH) (Chair) | Angus Campbell (AC) | Liz Connolly (LC) |
| Margaret Cook (MC) | Audrey Cumberford (AC) | John Henderson (JH) Joined 1506 |
| Alex Linkston (AL) | Ray MacCowan (RMac) | Ross Martin (RM) |
| Angela McCusker (AMc) | Janie McCusker (JMc) | Fiona McQueen (FMc) |
| Ronnie Smith (RS) | Shona Struthers (SS) | Caroline Stuart (CS) |
| David Watt (DW) | | |
| In Attendance | | |
| Gavin Donoghue (GD) | Jen Johnston (JJ) | Kirstie Laird (KL) (Minute Taker) |
| Andy Witty (AW) | | |
| Apologies | | |
| Ann Landels (ALa) | Lydia Rohmer (LR) | |

1. Welcome and Apologies/Declaration of Interests

Agenda Item: 1 | Verbal | Lead: WH

The chair welcomed the board members in attendance noting apologies.

2. Declaration of Interest Register

Agenda Item: 2 | Paper No: 2 | Lead: WH

The chair referred the board members to the Declaration of Interest Register (Paper 2) requesting any amendments to the current register are provided to Kirstie Laird (KL) via email.

3. Minutes of Previous Meetings and Matters Arising

Agenda Item: 3 | Paper No: 3 | Lead: WH

The chair advised the board the minutes of the previous meeting (23 March 2022) were included for information only as a cross check on the actions. The previous minutes and matters arising will be discussed and approved at the upcoming board meeting on 23 June 2022.

4. Strategy Review Framework

Agenda Item: 4 | Paper No: 4.1 / 4.2 / 4.3 | Lead: JMc/WH

4. Discussion

The chair reminded the board the purpose of the meeting was to review and look to agree the Colleges Scotland (CS) Draft Strategy Framework following the consultation period. The board were asked to consider all feedback and a full discussion was held.

The board referred to paper 4.1 detailing the work completed to date from the strategy group and each subgroup. A PowerPoint presentation was provided, recapping the Strategy Review process.

1. **“define the sector’s ambition and strategic vision”** - complete in December 2021 with the launch of the Statement of Ambition
2. **“articulate clearly the role of CS”** - the current stage which has worked on creating a clear Strategic Framework presented at the March board meeting which was out for consultation between 4 April 2022 – 6 May 2022
3. **“governance framework”** - the next step of the review process where the Strategy Governance working group will regroup to review the current governance structure of the organisation
4. **“operating framework and resources”** - the final stage of the review when the Senior Leadership Team (SLT) will address required resources and costings for the new strategy and structure.

The chair referred the board to the consultation responses (paper 4.2) which provided a summary of the key themes pulled from the more detailed anonymised response paper (paper 4.3). The chair remarked it had been a long process which highlighted what was important to the sector and how Colleges Scotland is viewed by members and highlighted that there are some parts of the Working Groups’ thinking which were very well received and which was felt appropriate for Colleges Scotland to be carrying out, but which need to be readily measurable; aspects where members are better placed to carry out work with Colleges Scotland; and comments which include:

- Changing the language round the ‘College Family’ and the scope of the stakeholder engagement
- the Think Tank becoming a two-fold exercise in firstly partnering with CDN and secondly producing research directly from College Scotland not related with practice
- warning in relation to strategic ambitions vs resource/capacity in the small Colleges Scotland team.

One of the most important changes required from the consultation responses is that two additional Strategic aims need to be added to the original three – that Colleges Scotland should be working to help bring sustainable funding to the sector, and that Colleges Scotland as a charitable company limited by guarantee and which nurtures its staff should be evidenced to the Board, in line with good practice.

5. Draft Colleges Scotland Strategy 2022-26

Agenda Item: 5 | Paper No: 5 | Lead: SS

5. Discussion

The CEO introduced the draft Strategy, highlighting that it reflects the work of the working groups and consultation feedback, and sought to move the strategy review forward to the next stage of resource and implementation.

The board held an in-depth discussion on the Draft Strategy Framework considering the feedback received from the consultation. The following key points were noted:

- the rewording of the document (e.g. Key Performance Trackers (KPI’s) to Strategy Trackers)
- the appropriateness of the two additional strategic aims following feedback received from the consultation, with the consensus being the five aims were specific to the membership organisation
- a discussion was held around aim five “Be an improving organisation providing value for money for our members”, the board reflected on the purpose of the review was to give assurance to members they were receiving value for money

- the requirement for a clear link between the original Draft Strategy Framework and the final version which reflects the board have listened to feedback from the colleges and stakeholders.

The board discussed the impact of flat cash against resources and advised they may have to look at potential reductions of work to reflect this.

The chair noted that she had received confirmation from two board members unable to attend the meeting that they were happy to endorse the Draft CS Strategy 2022-26.

5. Decision

The board agreed to sign off the CS Strategy 2022-26 (paper 5) to allow the review to progress to the next stages with the following provisions:

- a draft implementation and resource plan is presented at the June board meeting
- proposals for the draft implementation and resource plan will be based on flat cash (effectively a 10% reduction in real terms)
- a governance proposal is presented to the board at the June board meeting
- the board will consider the resource and implementation balance of priorities and financial restrictions at the June board

6. Governance Framework Review

Agenda Item: 6 | Verbal | Lead: SS/AL

6. Discussion

Following the agreement of the CS Strategy 2022-26, the chair of the Strategy Governance working group (AL) updated the board on their progress to date. It was noted the working group had a number of meetings last year before suspending the work of the group to allow completion of stage two of the review (strategy) and they had regrouped recently to recap on their previous discussions.

The board were informed a lot of work had been done on the board structure, however nothing had been agreed. The working group met on 10 May 2022 where they recapped on the previous work and are looking to meet to conclude the governance work as quickly as possible.

6. Decision

The board agreed the governance group should regroup for a governance proposal to be presented at the June board meeting.

7. AOCB

Agenda Item: 7 | Verbal | Lead: WH

The chair informed the board of the intentions that CS meetings will return to in-person meetings going forward, starting with the June board meeting. Currently CS is operating a hybrid working policy. It was noted that online access to the meetings could be provided to anyone in remote areas with travel constraints.

8. Date of Future Meetings

Agenda Item: 8 | Verbal | Lead: WH

The date of the next meeting is Thursday 23 June 2022 .

Board of Management Action Log

| Meeting Date/Ref | Action | Date Due | Lead | Progress |
|-----------------------------|---|--------------|-------------|------------------------|
| 25 May 2022 Item 4 | The board agreed a draft implementation and resource plan was to be presented at the June board meeting based on flat cash (effectively a 10% reduction in real terms) | 23 June 2022 | SLT | Ongoing |
| | The board requested a governance proposal is presented to the board at the June board meeting to help with a speedy implementation | 23 June 2022 | SLT | Ongoing |
| 23 March 2022 Item 1.2 | The Register of Interest is to be updated RM - no longer the IDS Advisor ALa - now Chair of Apex Scotland and not Vice Chair LR - no longer vice principal of tertiary | March | KL | Complete March 2022 |
| 23 March 2022 Item 5.2 | The board endorsed the Strategic Framework document for a consultation period between Monday 4 April to Friday 6 May for all Chairs and Principals including Scottish Government. | April/May | Board | Complete May 2022 |
| | The board agreed a single item agenda extraordinary board meeting on 25 May 2022. | May | Board | Complete May 2022 |
| | The board agreed each member would share the framework with their own board/college colleagues. | April/May | Board | Complete May 2022 |
| | The board agreed following the consultation period CS approach two active student presidents as co-opted members. | June | Board | Ongoing |
| | The Governance Group are to revisit the governance surrounding the Strategic Review and fit the work already done around the framework. | May | AL | Complete |
| | AL will consider governance on co-opting of active students is fundamental to our desired outcome. | TBC | AL | Ongoing |
| 23 March 2022 Item 6.2 | An options appraisal to help inform a decision to be made within a realistic timeframe given current workload with the aim to inform the 2023 budget setting. | March 2023 | SS/ Exec | Ongoing |
| 27 January 2022 Item 6.2 | The complete framework is to be presented to the board at the March meeting for sign off. | March | Board | Complete March 2022 |
| 27 January 2022 Item 7.2 | EA to review Governance to ensure it is fit for purpose. | TBC | EA | Ongoing |
| 24 June 2021 Item 5 | The Chairs' Committee to continue to progress further options surrounding members liability, in parallel with the College Scotland Board Governance Working Group, and with input from JMcC and WH. | TBC | SS/KM | Ongoing |