

EDINBURGH COLLEGE BOARD OF MANAGEMENT

MINUTES OF MEETING OF 13 DECEMBER 2022

Meeting held in the Boardroom, Milton Road Campus

Start time: 14:00

Present: Bruce Cassidy; Audrey Cumberland; Stewart Darling; Lesley Drummond; Becky Duff; David Elder; Alex Killick; Ross Laird; Ann Landels; Skye Marriner; Kerry McCormack; Ian McLaughlan; Gwen Raez; Nora Senior (Chair); Jeanette Stevenson

In attendance: Jon Buglass; Michael Jeffrey; Jonny Pearson; Marcus Walker (Clerk); Alan Williamson

Observer(s): Donny Gluckstein

1. WELCOME AND APOLOGIES

1.1 WELCOME AND APOLOGIES

- 1.1.1 The Board NOTED apologies from Fiona Doring, Kevin Dixon and Daniel Holland.
- 1.1.2 The Board NOTED that Nora Senior, Becky Duff, and Donny Gluckstein had joined the meeting remotely, via Microsoft Teams. The Vice Chair advised the Board that, due to the Chair of the Board being unable to attend the meeting in-person, she would convene the Board meeting as 'Chair'.
- 1.1.3 The Chair welcomed EIS-FELA representative Donny Gluckstein to the meeting as an observer. The Board NOTED that trade union representatives would remain as observers until the Code of Good Governance for Scotland's Colleges had been updated to confirm legislative changes to Board membership arrangements.
- 1.1.4 The Board NOTED that Stuart Nugent (Audit Manager) Audit Scotland, would join the meeting for Item 8.1, to present the External Auditor's 2021/22 Annual Report.
- 1.1.5 The Board NOTED that Nick Croft, Secretary to the Edinburgh College Development Trust (ECDT), would join the meeting for Item 10, to present the ECDT Annual Update.

1.2 CHAIR OF THE BOARD'S UPDATE

- 1.2.1 The Board NOTED an update from the Chair of the Board on recent developments considered by the Chairs and Principals Group at Colleges Scotland. The Chair advised the Board that, although the college sector faced significant financial challenges, college boards would play a key role in guiding and supporting executive colleagues in addressing such issues.
- 1.2.2 The Board NOTED that the College had held the WorldSkills UK 2022 National Competition Finals at its Granton Campus on the week beginning 14 November 2022. The Chair of the Board commended the College on being the only Scottish college to host the UK-wide event, which provided a great opportunity to showcase the College and engage with its staff, students, and the wider community.
- 1.2.3 The Board NOTED that the College had held its first in-person Graduation Ceremony since 2019, at McEwan Hall, on 30 September 2022. The Chair of the Board, on behalf of the Board, congratulated all graduating students on their success.

1.3 COLLEGE AWARDS

- 1.3.1 The Chair, on behalf of the Board, acknowledged recent national awards won by the College since the last meeting of the Board. The Board NOTED and commended the following award winners and nominees:
- (i) The College received three awards and two commendations at this year's College Development Network (CDN) Awards. The College were named winners in the Digital Learning, Inclusive College, and Skills Development categories, as well as being highly commended in Sustainability Action and commended in Digital Learning.
 - (ii) The College won the Championing Diversity and Inclusion category at the Scottish Public Service Awards for its Emerging Leaders programme which supported minority ethnic employees in achieving their full potential now and in the future.
 - (iii) ECSA was highly commended in the Student Engagement Category at the Green Gown UK and Ireland Awards 2022 for the success of its Go Green project over the past two years.
 - (iv) The College was named as a regional Planet Saver award winner in the British Chambers of Commerce Business Awards and will now compete for a national prize.

2. DECLARATIONS OF INTEREST

- 2.1 The Board NOTED that Ross Laird and Gwen Raez, in relation to *Item 10, ECDT Memorandum of Understanding*, were members of the ECDT.

- 2.2 The Board NOTED that observer would be asked to leave the meeting for *Item 13, Closed Items of Business*.

3. MINUTES OF PREVIOUS SCHEDULED MEETING

- 3.1 The Board APPROVED the minutes from 27 September 2022 as an accurate record of the meeting.

4. MATTERS ARISING REPORT

4.1 MATTERS ARISING UPDATE

- 4.1.1 The Board NOTED that actions from its previous meeting(s) were complete, overtaken or on the agenda.

4.1.2 CO-OPTED AUDIT & RISK ASSURANCE COMMITTEE MEMBERS [REF. 8.3.1/14.12.21]

The Board NOTED that, following interviews conducted by the Chair of the Board and the Chair of the Audit & Risk Assurance Committee on 17 November 2022, two candidates for co-option to the Committee as independent members were proposed.

The Board DISCUSSED and AGREED the co-option of Kenneth Brooker (Senior Internal Auditor, University of Edinburgh) and Peter Burns (Risk Manager & Internal Audit, Skills Development Scotland) to the Audit & Risk Assurance Committee, as Independent Members. The Board Secretary advised members that the initial period of co-option would run until 31 July 2024, with any further extension to the period of co-option subject to review by the Nominations Committee.

Alex Killick joined the meeting

4.1.3 COLLEGE CATERING [REF. 8.4/27.09.22]

The Board NOTED an update on the current position of the College's outsourced catering contract. The Chief Operating Officer informed the Board that, with due consideration regarding the challenging operating environment for catering providers and the College, discussions were ongoing around a contract extension with the current provider, Gather & Gather.

The Board NOTED that the Executive Team would meet on 14 December 2022 to consider the most appropriate business model options to ensure that appropriate catering provisions were in place at the College. The Chief Operating Officer advised the Board that, in the interim, Gather & Gather had installed new equipment at the College, increased hot food options including a vegetarian option, and recruited staff to reduce queue times at food outlets across the campuses.

The Board DISCUSSED the current catering service offered by the College and the potential timeframe for the implementation of a best-fit business model (once agreed by the Executive Team). The Board AGREED that, given the significant importance of catering provisions to both students and staff, it would welcome a further update, via email, on the chosen business model and its proposed implementation timeline.

5. PRINCIPAL & CHIEF EXECUTIVE REPORT

- 5.1 The Board NOTED an update on activities undertaken by the College since its last meeting on 27 September 2022, and progress against its strategic key performance indicators.
- 5.2 The Board NOTED that the Deputy First Minister, John Swinney MSP, had announced an Emergency Budget Review in the Scottish Parliament on 2 November 2022. The Principal advised the Board that Colleges Scotland was liaising with the SFC regarding possible implications for the college sector, including, for example, funding associated with the Young Person's Guarantee and the Flexible Workforce Development Fund.
- 5.3 The Board DISCUSSED the estimated cuts to the Scottish Government Budget for the financial year 2022/23 and their potential impact on the College. The Principal highlighted to the Board that the Scottish Government had made no commitment to date to help support a sector pay award above the current offer of 2%.
- 5.4 The Board NOTED that, as a consequence of the current funding landscape, the College's financial gap to 2024/25 was forecast at £6m - based on a 2% public sector pay award. The Principal advised the Board that prior to the start of the current financial year (2022/23) £3.5m savings had been achieved, leaving a savings target of a further £2.5m.
- 5.5 The Board NOTED that a Business Case to address the financial savings required was approved by the Remuneration Committee, and subsequently endorsed by the Board of Management, in May 2021. The Principal informed the Board that Phase 2 of the Business Case including associated consultation, would be implemented in January 2023.
- 5.6 The Board DISCUSSED the following in relation to the savings required by the College and Phase 2 of the Business Case:
 - (i) National pay bargaining and the modelling undertaken by the College around the financial impact of pay uplifts comparable with other public bodies. In addition, the indicative additional cost of £0.5m per 1% unfunded increase in national pay bargaining against the current 2% pay increases allocated in the College budget.
 - (ii) The £2.5m savings required by Phase 2 of the Business Case, and its impact on staffing and achieving SFC targets at the College.
 - (iii) The potential for a national campaign to highlight the importance of colleges and the need to fund them appropriately.

- 5.7 The Board NOTED that an update on the implementation of Phase 2 of the Business Case would be presented to the Policy & Resources Committee on 21 February 2023, prior to a further update to the Board of Management at its next meeting.
- 5.8 The Board NOTED that Shell Plc, the British multinational oil and gas company, had been actively engaged in the development of a network of colleges across the UK, with the following ambition:
- “Working with partnerships across the UK we will invest in new skills to match demands required for energy transition by establishing educational skills centres across the UK and we are excited to work with partners in Further Education to help people to develop the skills and training they need to seize the opportunities of, and thrive in, energy transition related jobs”.*
- 5.9 The Board DISCUSSED the partnership opportunity outlined with Shell Plc. and the College’s own due diligence procedures - undertaken prior to working with external businesses. The Board AGREED that a high level policy should be explored setting out the College position on partnering with organisations such as Shell Plc.

6. EDINBURGH COLLEGE STRATEGIC PLAN

- 6.1 The Board NOTED a final draft of the Edinburgh College Strategic Plan, as previously considered by members, in detail, at the Board Strategy Session on 31 October 2022.
- 6.2 The Board DISCUSSED the Strategic Plan and NOTED that the document did not include a fixed timescale for its implementation. The Chair of the Board advised members that it was important that the Strategic Plan agreed the rudimentary direction of the College, however, given the uncertainty across the college sector, it was important that the Plan remained agile.
- 6.3 The Board NOTED presentations from both the Vice Principal Innovation, Performance & Planning, and the Vice Principal Corporate Development on a deliverable tracker, created to monitor progress against the Strategic Plan, and a communications plan. The Vice Principal Corporate Development advised the Board that the Communications Plan aimed to engage all staff in the delivery of the new Strategic Plan, ensuring they understood how it aligned to their own area of work.
- 6.4 The Board welcomed the opportunity to review both the deliverables tracker and the communication plan and DISCUSSED the following:
- (i) Staff ownership of the Strategic Plan and the need to empower individuals / teams to contribute to delivery of its goals.
 - (ii) The opportunities for staff and other stakeholders to feed back on the Strategic Plan throughout its delivery period.
 - (iii) The high-level monitoring of performance and the presentation of KPIs to the Board and its committees.
 - (iv) The use of the Board Development Session on 8 February 2023 to consider the Board Core Script and Message House.

- 6.5 The Board APPROVED the Edinburgh College Strategic Plan and its launch, in line with the AGREED communications plan.

7. EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT

- 7.1 The Board NOTED that ECSA and the College had launched a Breakfast Club which provided free breakfasts to students. The ECSA Student President advised the Board that the Breakfast Club was open to all students every Tuesday to Thursday across all campuses. The Board DISCUSSED the Breakfast Club and commended both ECSA and the College on its efforts to provide such a valued service to students during particularly challenging times.
- 7.2 The Board NOTED that ECSA had recruited new student-staff members to act as *Go Green* Assistants, to help the Students' Association deliver its public facing sustainability projects on each campus. The ECSA Student President advised the Board that the on-campus community fridges continued to be restocked once per week, which offered students free food from local supermarkets through a contract with FareShare.
- 7.3 The Board NOTED that ECSA Officers had attended several external events in recent months, representing both the College and students more widely, including 'The Gathering' which took place in Inverness on 19 & 20 October 2022. The ECSA Vice President (Welfare) advised the Board that the event offered an opportunity for NUS-affiliated institutions across Scotland to discuss key issues, such as the cost-of-living crisis.
- 7.4 The Board NOTED an issue raised by ECSA concerning individual instances where discretionary funding had been withheld by the College based on student spending habits related to food takeaways. The Board DISCUSSED the SFC guidance relating to discretionary funding and AGREED that the Vice Principal Innovation, Performance & Planning should investigate this matter and provide a further update to the Board at its next meeting.

The Audit Manager (Audit Scotland) joined the meeting

8. COMMITTEE REPORTS

8.1 AUDIT & RISK ASSURANCE COMMITTEE

8.1.1 ANNUAL REPORT & FINANCIAL STATEMENT FOR THE PERIOD TO JULY 2022

The Board NOTED an annual report from the Audit & Risk Assurance Committee, which highlighted areas of activity undertaken by the Committee for the period of 1 August 2021 to 31 July 2022. The Chair of the Audit & Risk Assurance Committee informed the Board that members wished to highlight the following:

- i. The College's Financial sustainability and its ability to manage its activities and deliver its outcomes within its funding limits would continue to be a challenge.
- ii. The need for continued strong partnership working between management, unions, and the Scottish Government through national bargaining.
- iii. The continued progress towards improving cyber security at the College, whilst recognising that ongoing vigilance and investment in cyber security and data protection would be necessary.

The Board NOTED the Edinburgh College Annual Report and Financial Statements for the 12-month period ended 31 July 2022. The Chief Operating Officer advised the Board that the £134k Adjusted Operating Deficit for the year was a better than expected outcome given that the College incurred £1.6m in relation to voluntary severance payments. There had also been a positive movement in pension assets from a liability in the prior year, mainly based on an increase in the discount factor. Further to this, a recent land and buildings valuation had added 10% to value of the College's fixed assets since the last valuation.

The Board NOTED the External Audit Annual Report for the financial year with an unqualified audit opinion. The Auditor informed the Board that Audit Scotland were content to sign-off the financial accounts - subject to their approval by the Board.

The Board DISCUSSED the following matters in relation to the Annual Report and Financial Statements:

- iv. The positive narrative within the annual accounts and the need to communicate the document to stakeholders.
- v. The challenging cash position of the College, and other colleges in the sector.
- vi. The plans implemented by the College to safeguard its financial sustainability going forward, in particular taking cognisance of the Scottish Government's flat cash funding, and the impact of national bargaining.

The Board NOTED that Audit Scotland were content with the College preparing the financial statements on a going concern basis. The Audit Manager advised the Board that financial sustainability remained a major challenge for the college sector, but Audit Scotland had received reassurances through its annual audit that the College had arrangements in place to meet these challenges over the next financial year.

The Board APPROVED the Annual Report and Financial Statements to 31 July 2022 and the letter of representation, as endorsed by the Audit & Risk Assurance Committee, for sign-off by the Chair and the Principal.

The Board NOTED the commendations of the Chair of the Audit & Risk Assurance Committee and the Finance Team for the work of both the

Edinburgh College Finance Team, and the Audit Scotland Team, in presenting the Annual Accounts and Financial Statements for approval in a timely matter.

The Audit Manager (Audit Scotland) left the meeting

The Board took a scheduled break for the Chair and the Principal to sign the Annual Accounts and Financial Statement to 31 July 2022

8.2 POLICY & RESOURCES COMMITTEE

8.2.1 RECRUITMENT, RETENTION & CREDITS DASHBOARD

The Board NOTED an overview of the performance of the College against its 2022/23 activity targets. The Vice Principal Education & Skills reminded the Board that the SFC had set the College a total activity target of 183,174 credits for the academic year.

The Board NOTED that, as of 17 November 2022, the College had accumulated 83% of its core credits target. The Vice Principal Education & Skills advised the Board that although there was a one percent improvement (year-to-date) on 2021/22, the overall number of credits achieved was slightly down - due to the lower credit target for the current academic year.

The Board NOTED that the Early Withdrawal rate across all learning modes had decreased in 2022/23 from the previous year. The Vice Principal Education & Skills advised the Board that a 1.6% improvement in student retention illustrated that mitigations implemented over recent years had begun to impact positively on retention rates.

8.2.2 MANAGEMENT ACCOUNTS SUMMARY TO OCTOBER 2022

The Board NOTED the financial performance of the College as outlined in the Management Accounts to October 2022.

The Board DISCUSSED the delayed allocation of the Flexible Workforce Development Fund (FWDF) for Year 6 and its impact on the college sector. The Vice Principal Corporate Development advised the Board that should the FWDF allocation go through, following dialogue between the SFC and college sector representatives, the 6-month delay would cause major challenges in achieving activity targets within the academic year.

Donny Gluckstein (Observer) left meeting

8.3 LEARNING, TEACHING & STUDENT EXPERIENCE COMMITTEE

8.3.1 REGIONAL OUTCOME AGREEMENT 2022/23

The Board NOTED a draft Regional Outcome Agreement 2022/23 and an accompanying one-year projection against the Outcome Agreement.

The Vice Principal Performance, Planning & Innovation advised the Board that the 2022/23 ROA outlined the response of the College towards student success, fair work, the wider economic recovery, and climate action.

The Board NOTED the key performance indicators which the College planned to achieve in 2022/23, which included progression into the upper quartile for successful FE outcomes. The Vice Principal Performance, Planning & Innovation advised the Board that the College already had successful HE outcomes in the upper quartile, for both full and part-time learners, and continued to seek further improvements in these areas.

The Board welcomed the clear and concise nature of the draft ROA 2022/23 and DISCUSSED the following:

- i) The nature of the 2022/23 ROA, which comes half-way through the current academic year.
- ii) The timings of the document not reflecting the current position of the College.
- iii) The expectations of both the Scottish Government and the SFC, despite real terms cuts in college sector funding.

The Board APPROVED the draft ROA 2022/23, as previously endorsed by the Learning, Teaching & Student Experience (LTSE) Committee on 18 November 2022, for submission to the SFC on 14 December 2022. The Board AGREED that a letter, on behalf of the Board, should be submitted to both the Scottish Government and the SFC outlining its dissatisfaction at signing off the ROA 2022/23 half-way through the academic year, and the challenges it poses for meeting activity targets within the Outcome Agreement.

The Board NOTED that the Chair of the LTSE Committee, Jeanette Stevenson would step down from the Board of Management on 1 March 2023. The Chair thanked Ms Stevenson for her significant contribution to the Committee and advised the Board that (as previously agreed by members) Ross Laird, a Non-Executive Board Member, would assume the role of LTSE Committee Chair from 14 December 2022 onwards.

8.4 NOMINATIONS COMMITTEE

8.4.1 NOMINATION COMMITTEE MINUTES 31.10.22

The Board NOTED that the Nominations Committee had agreed that a recruitment round would seek two individuals with either a professional Chartered Accountancy qualification and/or experience of chairing an audit committee. Further to this, the Chair of the Board advised members that a second recruitment round would seek one individual with a background in education and training, and another member with more general expertise in local SMEs and/or a curriculum related subject.

The Board NOTED that a recruitment advert would run until 11 January 2023, with interviews scheduled to take place in early February 2023. The Chair of the Board advised members that it was expected that new non-executive members would be appointed by 1 March 2023.

Alex Killick left the meeting

The Board NOTED that a call for nominations for a new Vice Chair of the Board had been made in November 2022. The Chair of the Board advised members that Alex Killick, a Non-Executive Board Member, had been nominated for the role.

The Board DISCUSSED the single nomination and APPROVED Alex Killick as Vice Chair of the Board from 19 December 2022 onwards. The Chair of the Board advised members that in addition to the Vice Chair role, Mr Killick would also become Chair of the Policy & Resources Committee.

Alex Killick re-joined the meeting

The Board DISCUSSED the role of Chair of the Remuneration Committee and AGREED that Ian McLaughlan, a Non-Executive Member, should assume the role from 19 December 2022 onwards. The Board NOTED that Alex Killick would remain a member of the Remuneration Committee given his HR expertise.

The Board DISCUSSED the current membership of the Nominations Committee and AGREED that Becky Duff and Fiona Doring, two non-executive members, would join the Committee with immediate effect.

The Board NOTED the contribution of the Vice Chair of the Board, Ann Landels, to the work of the Black Leadership Group (BLG) at the College. The Board DISCUSSED the benefits of having a representative of the Board engaging with the BLG and AGREED that the Chair of the Board should consult further with non-executive members on this opportunity.

9. GOVERNANCE REPORT

- 9.1 The Board NOTED a Governance Report highlighting developments related to internal and external governance matters, and progress against the 2022/23 Board Improvement Plan.
- 9.2 The Board NOTED a Summary Top-Level Risk Register to October 2022. The Board DISCUSSED the current Business Continuity Plans held by the College and the arrangements in place to deal with public health risks.
- 9.3 The Board NOTED a refreshed Code of Good Governance for Scotland's Colleges published by the SFC in late September 2022. The Board Secretary advised the Board that it was expected that the Good Governance Steering Group for Scotland's Colleges would review and revise the Code again during 2023 to ensure

it remained current and in line with imminent governance reforms relating to trade union representation on college boards.

- 9.4 The Board NOTED that a consultation on the Draft Order for the Trade Union Nominees on Board had been published on 1 December 2022 and would run until 27 January 2023. The Board Secretary advised members that it was originally planned that the consultation would be held over a 12-weeks period, but due to the delay in publication, the consultation period had been shortened to 8-weeks to allow appropriate time to make the necessary changes to legislation by August 2023.
- 9.5 The Board NOTED an updated Whistleblowing Policy & Procedure which included updates following recent changes to job roles at the College. The Board Secretary advised the Board that previously, under the Policy & Procedure, the primary contact was the Director of Communication, Policy & Research, who until 23 March 2022 had held the position of Board Secretary.
- 9.6 The Board NOTED that, under the updated Whistleblowing Policy & Procedure, the primary contact would become the Chief Operating Officer, and the secondary contact the Vice Principal Corporate Development. The Board DISCUSSED the proposed changes, which ensured that both named Whistleblowing contacts were at an Executive level and AGREED to approve the updated Policy & Procedure.
- 9.7 The Board NOTED that, through its Audit & Risk Assurance Committee, it had overall responsibility for the Whistleblowing Policy & Procedure, and for reviewing the effectiveness of actions taken in response to any concerns raised. The Board Secretary informed members that, given that the Chair of the Audit & Risk Assurance Committee is a named point of contact in the document, it was intended that the Committee would consider the refreshed Whistleblowing Policy & Procedure once a new Committee Chair was confirmed.

Nick Croft, ECDT Secretary, joined the meeting

10. EDINBURGH COLLEGE DEVELOPMENT TRUST UPDATE 2022

- 10.1 The Board NOTED a presentation from the ECDT Secretary on the activities of the Trust over the past year. The ECDT Secretary advised the Board of recent College projects which received investment from the Trust, including the ECSA Free Breakfast Pilot and several scholarships.
- 10.2 The Board NOTED a project pipeline for the academic years 2023/24 and 2024/25, which included funding for ECSA sustainability projects. The ECDT Secretary advised the Board that each of the Projects outlined was inline with the objectives of the Trust, which aimed to further the advancement of education and benefit all students.
- 10.3 The Board welcomed the presentation provided and DISCUSSED the following:
- (i) The support available for SMEs and the important role the College could play to support small businesses in terms of innovation and enterprise.

- (ii) The continued development of the Friends of Edinburgh College and its role in enhancing the profile of the College across the region.
- (iii) The great work done by the Trust, to date, in supporting a wide range of projects across the College and enhancing the experience of both students and members of the community.

10.4 The Chair, on behalf of the Board, thanked the ECDT Secretary for updating the Board of Management on recent progress, and wished the Trust continued success in its endeavours.

Nick Croft left the meeting

11. ANY OTHER COMPETENT BUSINESS

11.1 AUDIT & RISK ASSURANCE COMMITTEE TERMS OF REFERENCE

11.1.1 The Board NOTED the Audit & Risk Assurance Committee had proposed a change to its terms of reference following consultation with the Chair of the Board and the Chair of the Audit & Risk Assurance Committee. The Board Secretary advised the Board that the proposed amendment would mean that the Chair of the Board would be invited to observe one meeting of the Audit & Risk Assurance Committee per academic year, with attendance at additional meeting to be agreed with the Committee Chair.

11.1.2 The Committee DISCUSSED and APPROVED the proposed amendment to the Audit & Risk Assurance Committee Terms of Reference.

11.2 BOARD REFLECTION / FEEDBACK

11.2.1 The Board NOTED that it had considered several key strategic items, including its Strategic Plan, ROA 2022/23 and Annual Accounts to July 2022. The Chair of the Board thanked the Vice Chair for convening the meeting and facilitating discussions on a wider range of topics.

11.3 DEPARTURE OF NON-EXECUTIVE BOARD MEMBERS

11.3.1 The Board NOTED that three non-executive members, Ann Landels, Lesley Drummond, and Jeanette Stevenson would be stepping down from the Board of Management in early 2023. The Chair of the Board, on behalf of members, extended her thanks to all three departing members for their significant contribution to the Board of Management.

11.3.2 The Board NOTED that a decision on the chairing of the Audit & Risk Assurance Committee beyond 1 March 2023 would be taken once the ongoing non-executive recruitment round (Minute 8.4.1 refers) had been concluded.

12. CLOSED ITEMS OF BUSINESS

12.1 CLOSED MINUTES OF THE PREVIOUS MEETING

- 12.1.1 The Board APPROVED the closed minutes from 27 September 2022 as an accurate record of the meeting.

13. FOR INFORMATION

13.1 AUDIT & RISK ASSURANCE COMMITTEE MINUTES 13.10.22

- 13.1.1 The Board NOTED the Audit & Risk Assurance Committee minutes from the meeting held on 13 October 2022.

13.2 AUDIT & RISK ASSURANCE COMMITTEE MINUTES 22.11.22

- 13.2.1 The Board NOTED the Audit & Risk Assurance Committee minutes from the meeting held on 22 November 2022.

13.3 POLICY & RESOURCES COMMITTEE MINUTES 17.11.22

- 13.3.1 The Board NOTED the Policy & Resources Committee minutes from the meeting held on 17 November 2022.

13.4 LEARNING, TEACHING & STUDENT EXPERIENCE COMMITTEE MINUTES 18.11.22

- 13.4.1 The Board NOTED the LTSE Committee minutes from the meeting held on 18 November 2022.

13.5 CORPORATE DEVELOPMENT COMMITTEE MINUTES 02.12.22

- 13.5.1 The Board NOTED the Corporate Development Committee minutes from the meeting held on 2 December 2022.

13.6 RIDDOR REPORT

- 13.6.1 The Board NOTED a RIDDOR Report for the first Quarter of 2022/23.

14. FOR CIRCULATION

14.1 RISK MANAGEMENT REPORT

- 14.1.1 The Board NOTED a Risk Management Report, which included a Top-Level Risk Register to October 2022.

14.2 BOARD OF MANAGEMENT AGENDA PLANNER 2022/23

- 14.2.1 The Board NOTED an agenda planner for the 2022/23 academic year,

which aimed to provide members with an opportunity to review upcoming items of business.

15. DATE OF NEXT MEETING

15.1 The next meeting of the Board of Management is scheduled to take place on 28 March 2023.

Meeting closed at 17:00