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BOARD OF MANAGEMENT

AGENDA

A meeting of the Board of Management will be held at 14:00 hours on Tuesday 27 September 2022 in the Granton Campus, Boardroom.

		Lead Speaker	Paper
1	WELCOME & APOLOGIES	Chair	
2	DECLARATIONS OF INTEREST	Chair	
3	MINUTES OF THE PREVIOUS MEETING <i>for approval</i>	Chair	A
4	MATTERS ARISING REPORT	Chair	B
5	PRINCIPAL & CHIEF EXECUTIVE REPORT	A Cumberland	C
<i>The Item 5 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.</i>			
6	STRATEGIC DISCUSSION: EDINBURGH COLLEGE STRATEGIC PLAN 2022-25	A Cumberland	Pres.
<i>The Item 6 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.</i>			
7	HEALTH & SAFETY ANNUAL REPORT 2021/22 <i>for approval</i>	A Bamberry	D
8	EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT	D Elder	E ATTACHED
9	EDINBURGH COLLEGE DEVELOPMENT TRUST: MEMORANDUM OF UNDERSTANDING 2022/23 <i>for approval</i>	M Jeffrey	F
<i>The Item 9 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.</i>			
10	COMMITTEE BUSINESS		
	10.1 Policy & Resources Committee		

	Recruitment, Retention & Credits Dashboard Management Accounts Summary to July 2022	J Pearson A Williamson	G H ATTACHED
10.2	<u>Corporate Development Committee</u> Corporate Development Committee Annual Report 2022	L Drummond	I ATTACHED
10.3	<u>Nominations Committee</u> Nominations Committee Update	Chair	Verbal
11	GOVERNANCE REPORT	M Walker	J ATTACHED
12	ANY OTHER COMPETENT BUSINESS		
12.1	Board Reflection / Feedback	Chair	Verbal
13	CLOSED ITEMS OF BUSINESS		
13.1	Board of Management Closed Minutes 14.06.22	Chair	K
13.2	Policy & Resources Committee Closed Minutes 01.09.22	A Landels	L
<i>The Item 13 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.</i>			
14	FOR INFORMATION		
14.1	Corporate Development Committee Minutes 31.08.22		M
14.2	Policy & Resources Committee Minutes 01.09.22		N
14.3	LTSE Committee Minutes 09.09.22		O
14.4	Freedom of Information Annual Report 2021/22		P ATTACHED
15	FOR CIRCULATION		
15.1	Top-Level Risk Register to August 2022		
15.2	Board of Management: Agenda Planner 2022/23		
16	DATE OF NEXT MEETING: 13 December 2022		
16.1	<u>Upcoming Committee / Development Event Dates</u>		
	Audit & Risk Assurance Committee	12 October 2022	
	Board Strategy Session	31 October 2022	
	Policy & Resources Committee	15 November 2022	
	LTSE Committee	18 November 2022	
	Audit & Risk Assurance Committee	22 November 2022	
	Corporate Development Committee	23 November 2022	



Title	ECSA Report
Appendices	Appendix 1: ECSA Priority Objectives 2022/23
Disclosable under FOISA	Yes
Primary Contact	David Elder, ECSA Student President
Date of Production	16.09.22
Action Required	Information / Discussion

1. RECOMMENDATIONS

The Board are asked to note and discuss the information provided in the ECSA Report.

2. PURPOSE

The Student President and the Vice President (Welfare) report to each meeting on the Board, to update the Board on progress against ECSA’s annual objectives.

3. DETAIL

3.1 Recent events

3.1.1 Summer Training & Induction Programme

Background

David, Luna, & Skye began their new roles on the 1st of July 2022. As an entirely new team, taking over from a team that had only ever known the job during the pandemic, this year’s training was crucial to reset and focus.

ECSA Residential Training

After 2 years of doing everything remotely, the Officers and staff took part in a 3 day residential training event at the University of Stirling. The 3 Officers received tailored training led by our Director through a series of workshops and presentations, culminating in a full day of planning for our Priority Objectives on the last day of the event. This event has proved invaluable to helping Officers with the extremely steep learning curve of their new roles, as well as giving time and space to build the team right at the beginning of their terms. The resulting Priority Objectives (outlined in Appendix 1) are a testament to the productivity of this annual event.

NUS Scotland College Officers Lead & Change Event

The 2nd week in July saw the new Officer team link up with their counterparts from College Students’ Associations from across Scotland in another 3 day event. This training is delivered by the National Union of Students Scotland as part of their Developing College Students’ Associations project, funded directly from the Scottish Funding Council to help College SAs be as effective as possible. The first day was held in person in Edinburgh City centre, with 2 following days being delivered remotely. The training complements our own Residential Training programme through a series of workshops

and planning sessions, giving Officers the opportunity to meet each other, develop networks, and share ideas, right from the beginning.

'That's Quality!' sparqs Residential Event

Another organisation that we work closely with is sparqs (Student Partnerships in Quality Scotland), who are again funded by the Scottish Funding Council and managed through NUS Scotland. They exist to support students, officers, and students' associations to effectively engage in and affect the quality assurance and enhancement processes, ensuring the student voice is at the centre of improving the student learning & teaching experience. Our President, David, attended this event in Dundee in August, alongside education-focussed College officers from across the country which involved a range of workshops and discussions around the new quality arrangements being developed for the tertiary sector.

CDN Student Board Member Induction Training

David also attended this event, which was hosted online by the College Development Network over 2 days. Unfortunately, this event clashed with our Freshers' Week events, so our Vice President (Welfare), Skye, could not attend. Colleagues from NUS Scotland and sparqs were involved alongside guest speakers from Colleges discussing how College Boards work, the legal requirement of Student Officers to be part of Boards, and incredibly valuable role they serve as Board Members.

3.1.2 Priority Objectives 2022-23

Beginning at the ECSA Residential, and published at the start of term, we are excited to outline our Priority Objectives for the year ahead. [A more detailed description](#) is included in a Appendix 1, but the headline objectives are:

1. Enhancing the student voice
2. Global days of action on climate crisis
3. Developing community through societies
4. Breakfasts for students
5. Mental health & wellbeing
6. Drugs & sexual health awareness
7. Tackling food poverty
8. Hidden disabilities awareness
9. Engagement & transparency
10. ECSA turns 10

3.1.3 Freshers' Week 2022

For the first time since 2019, we had the opportunity to organise in-person events on campus to welcome new students. This year's Freshers' Week saw us host these events for 1 day per campus over the course of the first teaching week of term. Unlike pre-pandemic FW events, we scaled down our activities to focus on simply getting in front of students with some fun activities, and talking to them about what ECSA is and how we can help them. The events were held in reception areas with 6-8 stalls per day, mostly promoting the activities that we deliver through the Association, but also a small mixture of external guests including Crew 2000, NHS Lothian Sexual Health, Lothian Buses, and Seb's Urban Jungle hosting a plant sale to help students make their accommodation feel more like home. It was great to be back, and we hope to host a lot more in-person events this coming year.

3.1.4 New Branding launch

As part of our celebration of [our big 10th birthday](#), we were delighted to kick off our special anniversary year with the unveiling of our new branding. We wanted to show ourselves as bold, vibrant, and relevant to students with new logos, colour scheme, and fresh feel about our digital and physical materials. Our branding has been designed and developed by our Student Engagement

Assistant, Paige, a full-time student, working for ECSA on a part-time basis, and the feedback we have had from students, staff and external colleagues alike has been incredibly positive.

3.2 Current & Upcoming events

3.2.1 Breakfasts for students

As part of our Priority Objectives, we are working with a range of key staff in the College to help develop and deliver a free breakfast programme for students who need it. Our President, David, is leading on this as part of his priorities, alongside Nick Croft, the Director of Communications, Policy & Research, who is chairing the working group. We are currently working towards a trial for this semester, with the view to learn, improve, and extend the project in Semester 2.

The programme will see breakfast items such as cereal bars, fruit, toast, juice, tea, and coffee offered free for an hour first thing in the morning from our canteen areas. The service will be run 5 mornings per week on all 4 campuses and will primarily be delivered by student-staff which we are currently in the process of recruiting.

As the cost of living crisis begins to push so many students into making difficult choices, projects such as this will be vital to help as many students as we can stay on course and stay healthy whilst at Edinburgh College.

3.2.2 Online Engagement

Discord Server

We have continued to develop our online engagement with students to dovetail with our increased on-campus presence. Our new Discord Server was launched at the beginning of term and has proved very popular with several hundred students already registering. We have set up a new authentication system, whereby only people who register with an Edinburgh College email address can join, keeping it a safe and secure online space for students to meet, organise, and chat with students who they may not have otherwise met. Following on from our Virtual Campus that we ran during the pandemic, this outlet allows us to engage with a demographic of students who may not have previously engaged with us in more formal or open settings. We have several student-led societies and groups being developed here already, and hope to continue to build its presence over the coming year.

Social Media Channels

In a more public medium of engagement, we have also launched our [TikTok account](#), sharing short, quirky, videos in a light-hearted manner about what it is like to be an Edinburgh College student. We hope this, again, helps us to engage with a different demographic than groups who may use, for instance, twitter, Instagram, or facebook, which we continue to share content on regularly.

Video Content

We have also developed some more formal videos, including our general [intro and welcome video](#) as well as the new [Class Rep Recruitment video](#), which will be shown in classes over the coming weeks. We will continue to develop key video content for priority messages throughout the year,

3.2.3 Go Green & Sustainability

Go Green Hubs

In June 2022 our major external funding for the Go Green Project ended, seeing our full-time staff, who had led the project for 4 years, leave the organisation. The plans for 2022-23 will move the services that we deliver through this project to a new model, whereby student-staff will be recruited

and trained to run our Go Green Hubs. This will predominantly mean the continuation of our clothing swapshops and Community Fridges on all campuses. With help from external funding gained last academic year, we will be able to continue to stock the Community Fridges with fresh food once per week for the whole academic year.

Green Gown Awards 2022

We are delighted that our Go Green Project was short-listed as a finalist for the Green Gown Awards Uk & Ireland 2022 in the Student Engagement category. We are shortlisted alongside 9 Universities and 1 College, and we are [the only Students' Association to be short-listed at all](#). We have now completed our stage 2 submission and the winners will be announced at the EAUC annual Conference in Loughborough in November.

More recently, we were delighted to be part of the "Sustainable EC" submission for Edinburgh College as we were short-listed for the "Sustainability Action Award" for the 2022 College Development Network Awards due to take place on the 25th of November, in Glasgow.

We are delighted to continue to be recognised for our sector leading work in this area and hope to continue to lead by example.

3.2.4 Class Rep Recruitment

Student President, David, is leading this year's Class Rep recruitment campaign, vowing to ensure the student voice is heard at all levels across the College. An introductory video has been recorded and uploaded to the ECSA website, allowing David to be beamed into classrooms as they elect or select their Class Reps. We continue to run our registration system working closely with LDTs, and Course Tutors, offering a range of on-campus or online training sessions for newly elected Reps over 2 weeks in October.

3.2.5 Food on campuses

Discussions around catering provision on campus, following the return of most students to in-person teaching, have been ongoing since last academic year. The lack of variety, volume, and choice as we saw increased numbers back on campus was raised as a service, student experience, and health & safety issue at various points. This led to us running a catering survey in May, getting feedback on what students thought about the current offer, as well as what they would like to see in the future, with the results shared with the Senior Management Team.

One aspect of the feedback highlighted students' wishes for areas to prepare food they had brought with them to campus, and we are delighted to work with the Estates team to place 2 microwaves on every campus for students to heat their lunches with. However, we have also had a string of concerns raised by students in the first few weeks of term, highlighting the lack of variety, stock, and hot food available on campuses, with only a small coffee shop and pre-packed sandwiches available on each. With thousands of students back on campus, there is not only concern that the service is not meeting expectations, but, also, this lack of service is pushing students off-site at campuses where external food vendors are nearby, making the development of a campus community even more challenging.

We will continue to work with colleagues from across the College to ensure this situation is addressed in order to improve the student experience for all.

4. IMPACT AND IMPLICATIONS

The report provides an overview of the work of ECSA over the start of the academic year 2022/23, and highlights key benefits and opportunities going forward.

5. LINKS TO STRATEGIC PLAN AND KPIS

The activities and key priorities described in the ECSA Report are linked to the following strategic aims and key performance indicators:

Strategic Aims:

- Delivering a Superb Student Experience
- An Effective and Efficient College
- Providing an Excellent Curriculum.

Key Performance Indicators:

- Total Credits
- Achievement and Retention.



Priority Objectives 2022-23

Priority Objective	Summary	Lead Officer
Enhancing the student voice	Reviewing how we gather, report, and close the feedback loop on student experience, particularly focussing on the learning experience and how feedback has impacted change	David, President
Global days of action on climate crisis	Engage with a variety of global days of action to engage students in political activism around climate change and develop an active community of students, focussing on peer-to-peer education and support	Skye, VP Welfare
Developing community through societies	To engage with students in person and online to create a space of safety & belonging through hosting activities with students who share common interests and experiences	Luna, VP Activities
Breakfasts for students	Develop a scheme whereby students are offered free basic breakfast items regularly to help address food poverty and support a healthier student body	David, President
Mental health & wellbeing	Host a standalone event showcasing aspects of and support for mental health and wellbeing across the College and beyond, as well as developing a range of materials to signpost students to them throughout the academic year	Skye, VP Welfare
Drugs & sexual health awareness	Work with relevant support organisations to share objective information and training on aspects of drugs & sexual health in order to educate students, help them make positive choices, and stay safe	Luna, VP Activities
Tackling food poverty	Work with on campus & off campus stakeholders to link students facing food poverty with local support organisations to help them access regular, healthy food items, tackling the stigma around food banks and similar organisations	David, President
Hidden disabilities awareness	Produce a programme of events and new digital resources to educate the College community about unseen or hidden disabilities as well as tackling the stigma attached to disclosing disabilities or mental health conditions	Skye, VP Welfare
Engagement & transparency	Develop a range of opportunities for students to know more about what the students' association is, including hosting meetings in open spaces, regular "let's talk" events, and on-campus event days throughout the year	Luna, VP Activities
ECSA turns 10	Produce a range of events and publications to celebrate and showcase the progress and achievements of ECSA as we celebrate our 10 th birthday	Shared



Title	Management Accounts Summary to July 2022
Appendices	Appendix 1: Management Accounts to July 2022 – Executive Summary
Disclosable under FOISA	Yes
Primary Contact	Alan Williamson, Chief Operating Officer
Date of Production	20.09.22
Action Required	Information / Discussion

1. RECOMMENDATIONS

The Board of Management is asked to discuss and note the Management Accounts to July 2022.

2. PURPOSE OF REPORT

The Board of Management is asked to review the management accounts at each meeting, to assess the college's current financial performance.

3. DETAIL

Appendix 1 contains an Executive Summary of the Management Accounts to July 2022.

A detailed version of the Management Accounts to July 2022 can be accessed via the Board Portal [here](#).

4. IMPACT AND IMPLICATIONS

The Board has oversight for the financial sustainability of the College, and it is considered good practice to review all areas of performance that can impact on the College's financial viability.

5. LINKS TO STRATEGIC PLAN AND KPIS

The activities and key priorities described in this report are linked to the following strategic aims and key performance indicators:

Strategic Aims:

- An Effective and Efficient College.

Key Performance Indicators:

- Commercial Income
- Total Credits
- Financial Adjusted Operating Position
- Staff Costs as a Percentage of Income.

EXECUTIVE SUMMARY

Credits and SFC Grants

1 Edinburgh College's core activity target for academic year 2021/22 is **183,912** credits (a reduction of 2,700 from 2020/21), together with an ESF target of **3,829** credits (an increase of 2,572 credits from 2020/21), producing a total College target of **187,741** credits (a decrease of 128 credits from 2020/21). The College's target includes 4,015 childcare credits for HNCs (a decrease of 1,997 credits from 2020/21) but excludes a target of 3,492 credits for deferred students places and 1,116 credits for foundation apprenticeships (FAs). The College has achieved (subject to final audit) its 2021/22 core credit targets, with actual credits achieved to date (as at 12^h August) of **189,997** credits.

2 Adjusted Operating Position

As per SFC Measurement basis	<u>Annual Budget</u> <u>2021/22</u>	<u>Full Year Actuals</u> <u>2021/22</u>	<u>Full Year Actuals</u> <u>2020/21</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
I&E Operating Position	(1,510)	(1,000)	(1,057)
Add:			
Depreciation net of deferred capital grant release	2,612	2,829	2,680
Deduct:			
Loan repayments and payments against provisions **	1,102	1,915	665
Adjusted Operating Position	-	(86)	958

The College's adjusted operating position excludes non-cash items included in the I/E account (depreciation net of deferred grant) and capital loan repayments/payments against provisions (excluded from the I/E account).

** Loan repayments and payments against provisions have increased by net £0.8m, compared to full year budget, following the unwinding of the provision for the Granton student accommodation contract.

3 Income and Expenditure

	<u>Annual Budget</u> <u>2021/22</u>	<u>Full Year Actuals</u> <u>2021/22</u>	<u>Full Year Variance</u> <u>2021/22</u>	<u>Full Year Actuals</u> <u>2020/21</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Funding Council Grants	53,985	54,446	462	54,262
Tuition Fees, Commercial & Other Income	13,709	14,666	957	11,481
Job Retention Scheme (JRS) Income	-	7	7	816
Deferred Income	2,770	2,857	86	2,575
Total Income	70,464	71,976	1,512	69,134
Staff Costs	51,054	51,287	(233)	49,251
Other Costs	15,538	14,271	1,267	14,947
Depreciation	5,382	5,686	(304)	5,255
Exceptional Support Costs	-	1,732	(1,732)	738
Total Expenditure	71,974	72,976	(1,002)	70,191
Operating (Deficit) / Surplus pre SSAP24 and pension revaluation adjustments)	(1,510)	(1,000)	510	(1,057)

4. The College's annual budgeted operating position is a deficit of £1,510k which results in an adjusted operating position (AOP) of **break-even** (refer para 1.2 for details).

The operating deficit for the year has settled at £1m (an improvement of £510k), resulting in an **adjusted operating deficit of £86k**. This compares to last month's forecast AOP deficit of £486k (a net favourable

movement of £400k), which is a reasonable out-turn given the unfunded £1.7m cost of VS payments (shown under exceptional support costs). There are a number of other adjustments affecting the year-end I/E position, which are calculated for the year-end accounts, including:

	AOP – (Deficit) / Surplus
	<u>£k</u>
Projection @ ytd June 2022	(486)
Untaken annual leave provision movement	141
Adjusted Granton accommodation vacant rooms accrual	280
Lower pensioner payments (against provision)	10
Higher net managing agents income deferral than anticipated	<u>(31)</u>
Final Out-Turn @ ytd July 2022	<u><u>(86)</u></u>

In addition, the full year income and expenditure budget has been reduced (on both sides) by £542k (digital support funding), as the expense is classed as capital.

The full year adverse movement of £86k compared to B/E budget comprises the following:

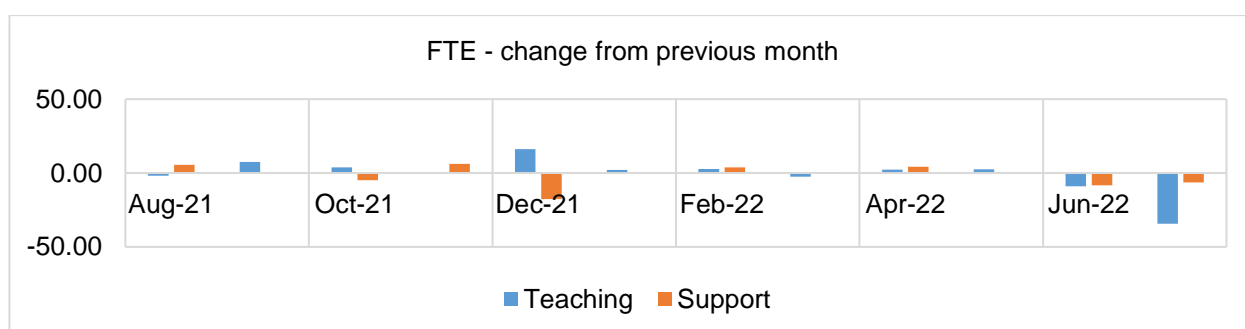
	£k - Fav / (Adv)
Other SFC Grants (net Skills Boost, Automotive upskilling/re-skilling, Innovation vouchers, Gaelic Cohorts)	63
Net SAAS / HEFT, associate degrees, FEFT/PT fees, exam income	(309)
Net managing agents income	482
MR HoR + net £88k, partly offset by Bliss Spa (-£40k) and restaurant income (-£18k), plus Granton nursery and Access centre (£54k)	84
Net international, bespoke income, scheduled courses and SDS fees	430
HMRC Lennartz VAT (net settlement)	139
Adjusted Granton accommodation vacant rooms accrual	280
Catering subsidy	(194)
VS leavers, CM/CL reshaping, pay-award shortfall, savings in VAT, travel, marketing, training, H&S, finance charges, ICT (copiers & licences), telecoms, premises (rates rebate, reactive maintenance), teaching activities (net payments to other partners), exam fees.	(1,965)
Total affecting cash:	<u><u>(86)</u></u>

The I/E out-turn excludes the effects of the actuarial pension revaluation and SSAP24 pension provision movements, which will not be quantifiable until after 31st July 2022.

5 Staff (Full Time Equivalent)

FTE	31/07/21	31/07/22	YTD Movement
Teaching	468.9	457.9	(11.0)
Support	515.1	498.3	(16.8)
	984.0	956.2	(27.8)

Staff numbers have decreased by 40.6 FTE during the month, with the yearly movement showing a decrease of 27.8 FTE both mainly related to VS leavers. The current FTE total is at its lowest level since Edinburgh College's merger. The monthly FTE staff movements are shown below:



6 **Cash**

Opening cash	Year-end cash	Comments
01/08/2021	31/07/2022	
£'m.	£'m.	
5.3	5.5	The cash balance at the end of July is £5.5m which includes £0.9m of student support funds and £0.8m of 2022/23 international income. There have been some accruals at 31 July 2022 for VS and the Granton accommodation payment as the cash was not paid out in 2021/22. In addition, there were SFC funds held at 31 July 2022 which are to be spent in 2022/23 (including mental health funding, digital funding and FWDF).

7 **Capital Expenditure**

Opening Fixed Assets	Additions	Dep'n	Closing Fixed Assets	Comments
01/08/21	31/07/22	31/07/22	31/07/22	
£'m.	£'m.	£'m	£'m.	
168.1	0.9	(5.7)	163.3	<p>2021/22 Capital funding is allocated as follows: (1) £0.5m lifecycle (£0.8m to maintain the estate allocated to the I&E Budget) (2) £1.2m for condition survey backlog works and (3) £0.5m of digital support funding (which includes £0.1m for student digital poverty). £1.9m of capex has been incurred since the beginning of the academic year (on ICT, curriculum projects, building fabric works, and environmental refurbishments). The balance (£0.3m) is committed.</p> <p>As part of the year-end review, £1m of capital spend has been allocated to expenditure in line with the College's accounting policies.</p>



Title	Corporate Development Committee - Annual Report 2022
Appendices	None.
Disclosable under FOISA	Yes.
Primary Contact	Marcus Walker
Date of Production	20.09.22
Action Required	Information / Discussion

1. RECOMMENDATIONS

The Board are asked to note and discuss the points raised within the Corporate Development Committee Annual Report 2022.

2. PURPOSE OF REPORT

This Report provides both a summary of the activities of the Corporate Development Committee over the past 12 months and its future direction in the new academic year.

In June 2021, the Board of Management agreed that all business committees of the Board should provide an annual update to members.

3. DETAIL

3.1 Executive Summary

The Chair of the Corporate Development Committee wishes to bring the following matters to the attention of the Board of Management:

- **Strategic Development.** The Committee will review draft versions of its Commercial Strategy and Engagement Strategy in early 2022/23, with a view to the two new strategies being presented to the Board of Management later in the academic year.

As noted by the Committee on 31 August 2022, the Commercial Strategy will be based around the following four priorities:

- Commercial and Employer Engagement Activities.
 - Apprenticeship Activity.
 - International Activities.
 - Alternative Income and Innovation.
- **Commercial Performance.** The Corporate Development Committee are pleased to report that despite a challenging year, the Commercial

and International Team's total income exceed its revised budget in 2021/2022, as illustrated below.

	<u>Annual Budget</u> <u>£000s</u>	<u>Annual Budget</u> <u>£000s</u>	<u>YTD Actuals</u> <u>£000s</u>	<u>YTD Variance</u> <u>£000s</u>
<u>INCOME</u>				
<u>Commercial & International</u>				
International	907	907	1,026	119
SDS	415	415	689	274
Bespoke Contracts for Employers	420	335	383	48
Flexible Workforce Development Fund	2,666	2,666	2,417	(249)
Total	4,408	4,323	4,514	191

During the academic year 2021/22 the Commercial Team successfully partnered with 138 apprenticeship levy-paying companies, and 176 SMEs, and report that enquiries with regards bespoke commercial programmes and commercial hire and lets are steadily increasing. It is positive that moving forward, new innovative activities are being requested such as programmes focused on agile working practice and employee wellbeing, and plans are in place to further diversify the commercial portfolio in 2022/23.

- International Partnerships.** The College has continued to grow its international connections and partnerships over the past year. In 2021/22, the College continued with the planned expansion of its English for Business programme in partnership with Hainan University in China, established new connections with partners in Panama that led to a cohort of Panamanian students studying in Edinburgh for 8 months, and started a range of projects with new partners in Germany, Thailand, and Malawi. A focus on student recruitment activities in Q3 and Q4 of 2021/22 has resulted in an increase of more than 40% in income from international students enrolling on year-round colleges programmes, reflecting the recovery in international student travel and the continued attractiveness of Edinburgh College as a study option for international students from countries across the world.

The Committee is pleased that the International team continues to widen the delivery of its programmes across several countries to ensure that it has a diverse portfolio. This is a difficult task as the team must balance increased diversity with ensuring that the College works with reputable business partners. For example, whilst the Scottish Government continues to encourage business activity with China there are growing concerns around UK-China relations with regards to the Ukraine War, Taiwan, and potential human rights issues,

- Cost of Living Crisis.** A new project has been established in Edinburgh to help those people and communities most affected by price increases across a range of household goods and services. Initial work has focussed on raising awareness of support services, benefits, and

affordable credit, increasing household income and tackling debt, and ensuring food and energy security.

The Committee will continue to monitor this matter closely as the increased cost of living will have implications for both staff and students at the College.

- **Community Planning Partnership (CPP) Engagement.** The Committee welcomed the high level of engagement between the College and its regional partners, which had advanced the shared agenda to reduced poverty related inequalities and improve positive outcomes for young people.

3.2 Operation of the Committee

3.2.1 Operation / Report to the Board

The Corporate Development Committee met four times during the academic year 2021/22 to consider matters such as commercial and international income, stakeholder engagement, marketing and economic research and intelligence, business support, collaborations, and international development. The Committee was quorate at each meeting.

The minutes of each meeting of the Committee have been reported to the Board for its consideration.

The Corporate Development Committee has discharged its responsibilities under its terms of reference.

3.2.2 Membership / Attendance

During the academic year 2021/22, the membership of the Committee consisted of four non-executive members; Lesley Drummond (Chair), Ann Landels; Gwen Raez and Azra Sharif-Qayyum, plus one Student Board Member and the Support Staff Board Member, Rose Dodgson and Bruce Cassidy - respectively.

The tenure of Azra Sharif-Qayyum as a Board Member ended on 9 February 2022. This was followed by the end of tenure of Rose Dodgson, as Student Board Member, on 30 June 2022.

From the start of the academic year 2022/23, both Skye Marriner (Student Board Member) and Fiona Doring (Non-Executive Member) joined the Committee.

Mike Jeffrey, Vice Principal Corporate Development, acts as Executive Lead for the Corporate Development Committee.

Marcus Walker (Board Secretary) and Nick Croft (Director of Communications Policy and Research) attended each meeting of the Committee in the academic year 2021/22. Following the departure of the Head of Commercial in August 2021, the Vice Principal Corporate Development presented updates

on commercial, international & alternative funding to the September and November 2021 meetings.

The newly appointed Director of Enterprise & Knowledge Exchange, Shona Pettigrew, attended both the March and May 2022 meetings of the Committee, to present the *Commercial, International & Alternative Funding Report*.

At its meeting on 24 May 2022, the Committee undertook a self-assessment, based on the questionnaire created by the College Development Network. It was content with the operation of the Committee, and it identified several development points.

3.3 Strategic Role

The Corporate Development Committee considers and approves, where appropriate, the development and review of strategies relevant to the Committee's purpose.

On 24 May 2022, the Corporate Development Committee agreed that draft versions of the Commercial Strategy and Engagement Strategy would be reviewed by members in early AY 2022/23. Both strategic documents will align with the new Edinburgh College Strategic Plan, which will be presented to the Board for approval in December 2022.

3.4 Performance Monitoring

3.4.1 *Commercial, International and Alternative Funding*

The Corporate Development Committee continues to monitor the performance and risk associated with commercial, International, and alternative funding directly through a report presented by the Vice Principal Corporate Development and Director of Enterprise & Knowledge Exchange.

In addition to this standing report, the Committee has also received updates on the impact of EU Withdrawal and the Covid-19 Pandemic, both of which have continued to impact upon commercial income in the academic year 2021/22.

3.4.2 *Brand and Reputation*

The Corporate Development Committee monitors progress in key areas of activity through its Brand & Reputation Report. The Report includes updates from the Director of Communication, Policy and Research on communications and marketing, business intelligence, corporate development, policy development and research, and public relations. Over the course of the academic year the report has been developed to include year-on-year data and illustrate further how initiatives (such as target led campaigns) have impacted on both the brand and the wider reputation of the College.

3.4.3 *Partnerships*

The Committee monitors performance relating to the College's engagement with Community Planning Partnerships (CPPs) at each meeting, through its Partnership Report. The terms of reference of the Committee clearly outline

the role of the Corporate Development Committee in ensuring that the College continues to fulfil the specific duties placed upon it through the Community Empowerment (Scotland) Act 2015. Representatives from City of Edinburgh and Midlothian CPPs attended meetings of the Committee in 2021/22, with the East Lothian CPP scheduled to update the Committee at its meeting on 23 November 2022.

On 7 September 2021, the Director of Communications Policy & Research provided the Committee with a presentation on a proposed review of CPP engagement by the College - to ensure it maximises the effectiveness of its partnerships. This piece of work continues to be monitored by the Committee.

The Partnership Report received by the Committee also covers other aspects of 'partnership', including Major partnership projects; Community and Third Sector Outreach, Stakeholder and Board Engagement. The updates provided in this report illustrate the type and number of engagement events which the College participates in with a wide range of bodies.

3.5 Conclusion

The Corporate Development Committee agreed on 24 May 2022 that it was satisfied with its operation in 2021/22.

4. IMPACT AND IMPLICATIONS

It is good practice to monitor all areas of performance that can impact on the College's viability.

5. LINKS TO STRATEGIC PLAN AND KPIS

The activities and key priorities described in this report are linked to the following strategic aims and key performance indicators:

Strategic Aims:

- Valued in Partnership and by Communities
- An Effective and Efficient College
- Providing an Excellent Curriculum.

Key Performance Indicators:

- Commercial Income.

Title	Governance Report
Appendices	Appendix 1: TLRR Summary Graphic – August 2022 Appendix 2: Board Development Plan – August 2022 Appendix 3: Upcoming Development / Training Events 2022/23
Disclosable under FOISA	Yes
Primary Contact	Marcus Walker, Board Secretary
Date of Production	14.09.22
Action Required	Information / Discussion

1. RECOMMENDATIONS

The Board is asked to NOTE the contents of the Governance Report.

The Board are also asked to CONSIDER the following:

- The key strategic risks highlighted in the Top-Level Risk Register Summary (Appendix 1)
- The end of year position against recommendations within the Board Development Plan 2021/22 (Appendix 2)

2. PURPOSE OF REPORT

The report provides an update on matters brought to the attention of the Board in June 2022, and further governance developments within the College, and the college sector, over recent months.

3. DETAIL

3.1 Board Membership Update

3.1.1 Chair of the Edinburgh College Board

The appointment of Nora Senior as Chair of the Edinburgh College Board of Management was confirmed on 4 July 2022, for a fixed term period of four years.

3.1.2 Non-Executive Membership

In December 2021, the Board agreed to seek new non-executive members with experience in the following areas: *Community engagement; working with young people; the voluntary sector; and Local business / enterprise*. Following an open recruitment round the following three Non-Executive Board Members were appointed, for initial three-year terms, from 30 June 2022:

- Fiona Doring, Chief Executive Director of Impact Arts.
- Becky Duff, Chief Executive Officer of U-Evolve.
- Ian McLaughlan, Former CEO of Youth Scotland.

On 2 September 2022, Janyce Holmes (a Non-Executive Board Member and Chair of the Audit & Risk Assurance Committee) informed the Chair of the Board of her intention to step down from the Board of Management on 30 September 2022.

In response to this imminent departure, the Chair of the Board called a meeting of the Nominations Committee, to consider interim committee membership arrangements and non-executive recruitment, and a verbal update on this matter will be provided to the Board on 27 September 2022.

3.1.3 Student Board Members

On 14 June 2022, the Board of Management noted that ECSA Sabbatical Officers, David Elder and Skye Marriner, would become Student Board Members from 1 July 2022. Following discussions with David and Skye, the following student representation on committees of the Board can be confirmed:

David Elder: *Learning, Teaching & Student Experience Committee; Policy & Resources Committee; Nominations Committee.*

Skye Marriner: *Learning, Teaching & Student Experience Committee; Corporate Development Committee; Remuneration Committee.*

3.1.4 Lecturing Staff Board Member

The employment of Richard Swan, the Lecturing Staff Board Member, at Edinburgh College ended on 31 July 2022 - following acceptance of his voluntary severance application. The Lecturing Staff Board Member position therefore became vacant from 1 August 2022.

In line with the Staff Board Member Election Rules agreed by the Board of Management in September 2021, the Board Secretary has begun the process of conducting an election for a new Lecturing Staff Board Member. The outcome of the ballot will be announced to members of the Board on 7 October 2022.

3.1.5 Audit & Risk Assurance Committee - Independent Member

The Board previously agreed that a new Independent Member (with a professional accountancy qualification and relevant experience of Audit Committee activities) should be co-opted to the Committee - prior to its next meeting.

A verbal update on this appointment will be provided to the Board on 27 September 2022.

3.2 Top-Level Risk Register Summary

For Board members' consideration a Top-Level Risk Register (TLRR) Summary is included as [Appendix 1](#). *[N.B. A verbal update on the TLRR Summary will be provided by the Chief Operating Officer on 27 September 2022]*

For information, the Risk Management Report, which contains a detailed TLRR is available to Board members via the Board Portal.

3.3 Board Development Plan

In September 2021, an updated 2021/22 Development Plan was approved by the Board of Management for monitoring on a quarterly basis during the academic year. [Appendix 2](#) includes an updated Board Development Plan which outlines the status of all recommendations, and actions, arising from both the 2019 Board Effectiveness Review and subsequent self-evaluations.

It should be noted that 11 actions have now been completed. However, a further 11 actions which relate to the consideration / approval of the following remain ongoing:

- The approval of the Edinburgh College Strategic Plan and the opportunity to consider institutional KPIs.
- An opportunity for the new Regional Chair to consider the working practices of the Board of Management and attend one or more meetings of the Board and its committees.
- The appointment of both a Chair and a new Independent Member to the Audit & Risk Assurance Committee, considering recent changes at committee-level.

It is expected that all ongoing actions will be completed within the academic year 2022/23, given the recent appointment of the new Regional Chair and upcoming review of a draft Strategic Plan by the Board of Management. The Board are therefore asked to note progress against its Development Plan (to date) and agree to continue monitoring ongoing actions until their completion by 13 June 2023.

Since the 2019 Board Effectiveness Review was undertaken over 3 years ago, it is also proposed that the Chair of the Board puts forward a draft outline for an externally led review of the Edinburgh College Board of Management by the end of the academic year 2022/23. All college boards in Scotland are required by the Code of Good Governance to conduct an externally led review every 3-5 years.

3.4 Board Development Events / Activities

A list of upcoming internal and external development events can be viewed in [Appendix 3](#).

3.5 2021/22 Self-Evaluation Feedback

In response to the survey feedback reported to the Board of Management on 14 June 2022, the Chair of the Board has recommended the inclusion of a 'reflection' item on every Board of Management agenda (under Any Other Competent Business), starting from 27 September 2022. This item will allow members of the Board to reflect on the meeting that has taken place and provide the Chair with feedback to support future agenda/meeting planning.

The Chair will continue to evaluate both the benefits and drawbacks of holding exclusively online committee meetings, and if required will make recommendations to the Board of Management.

3.6 Good Governance Steering Group Update

In July 2022, the Chair of the Good Governance Steering Group (GGSG), Dr Waiyin Hatton, published a College Governance Update on recent developments in the sector.

Further to the Ministerial announcement, in early 2019, regarding governance reforms for Scotland’s colleges. A summary of relevant recommendations, along with revised timescales for implementation, are noted below:

Recommendation	Revised Timescale for Implementation
<p>Review College Sector Board Appointments: Ministerial Guidance 2014. Guidance has been refreshed and updated for implementation by college boards. <i>[N.B. The Nominations Committee will consider changes to the Edinburgh College Board’s Appointment Procedures at its next meeting]</i></p>	November 2022
<p>Trade Union Nominees on Boards. Two trade union nominees will be included on boards of incorporated colleges and regional strategic bodies. This is in addition to the two existing staff representatives.</p>	August 2023
<p>Co-operation with Funding Bodies. Allowing the Scottish Funding Council (SFC) to undertake reviews of any college as they see fit.</p>	2024+
<p>Suspension of Board Members by Appointing Bodies. Bringing colleges into line with other Scottish public bodies where appointing bodies may suspend board members.</p>	2024+

The latter three governance reforms, as highlighted above, will require further consultation with stakeholders as well as amendments to both primary and secondary legislation - hence the revised timescales for implementation.

The GGSG has been reviewing and revising the current Code of Good Governance for Scotland’s Colleges periodically over the last two years, in line with legislative changes and good practices. It was envisaged that an updated Code would be published before now however, the GGSG decided to wait until the revised timescales by the Scottish Government on the governance reforms were known before deciding when to publish an updated Code. This matter was discussed again at a recent GGSG meeting, and it was agreed to publish an updated Code at the start of the new academic year and then make further revisions where appropriate.

The updated Code is expected to be published imminently by the GGSG and disseminated across the sector.

4. IMPACT AND IMPLICATIONS

Effective governance arrangements and appropriate forward planning will mitigate the risk of governance failure.

5. LINKS TO STRATEGIC PLAN AND KPIS

The activities and key priorities described in this report are linked to the full range of strategic aims and key performance indicators monitored by the Board of Management.

TOP LEVEL RISK REGISTER

August 2022



Overview

The following have been identified as the top strategic risks of Edinburgh College for the reporting period starting August 2022. The colour status applied to each listed risk is based on the residual (Net) score applied within the top risk register maintained by the College.

RED Score

- ↔ (1) National bargaining impact on college operations
- ↔ (33) Financial Sustainability (Insufficient budget / funding to cover cost of living, job evaluation, employer pension contribution increases)
- ↔ (2) Student retention and attainment
- ↔ (24) Cyber security breaches within the college

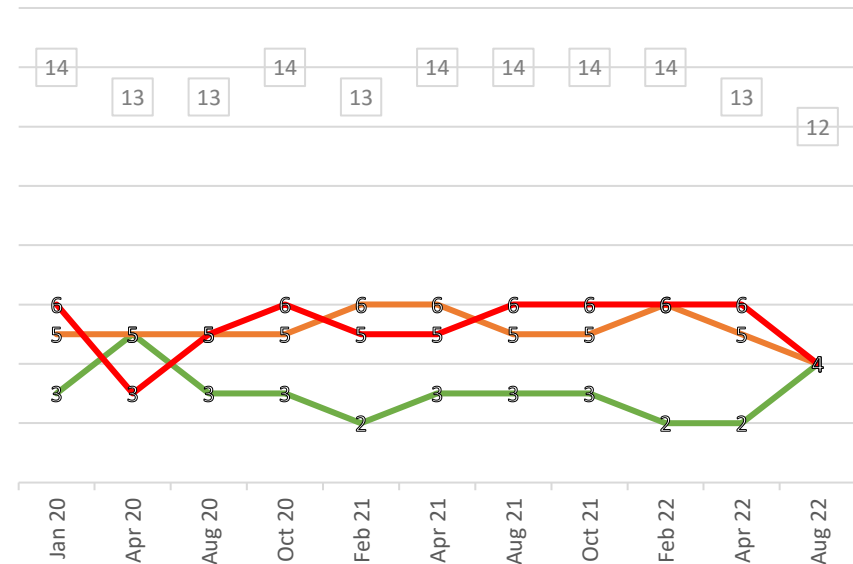
AMBER Score

- ↓ (3) Shortfall in commercial income
- ↔ (25) Finable breach of the GDPR or PECR
- ↔ (34) College IT infrastructure and available resources ageing and not meeting future needs of business, staff/students
- ↔ (28) College estate infrastructure not aligned to meet business need

GREEN Score

- ↓ (32) Failure to meet SFC funded activity targets and fees (recruitment, credit, SAAS and fee income)
 - (35) Public health risk
- ↔ (27) Workforce planning and development
- ↔ (15) Health & safety non-compliance

Risk Movement



RAG Key

- ↔ No score movement from last reporting period
- ↑ Residual (Net) score increase from last reporting period. Colour of arrow denotes the risks previous RAG score
- ↓ Residual (Net) score decrease from last reporting period. Colour of arrow denotes the risks previous RAG score
- New Risk
- ⚡ Combination of previously separate risks within the top risk register



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BOARD DEVELOPMENT PLAN

PROGRESS / EVIDENCE REVIEW

FOR REPORTING PERIOD UP TO 31 JULY 2022

Sponsor: Edinburgh College Board of Management / Chair of the Board

Lead: Board Secretary

August 2022

**** Updates highlighted in yellow****

1. IMPROVED STRATEGIC FOCUS	OVERALL STATUS: IN PROGRESS	R	A	G
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REF.	PRIMARY & SECONDARY RECOMMENDATIONS	ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
1.1	<p>Updated.</p> <p>Establish a new 'dashboard' of institutional KPIs derived from the Edinburgh College Strategic Framework.</p> <p>KPIs should align with longer- and shorter-term strategic aims and provide a clear link between Board and committee activity and the strategic plan.</p>	<p>a) Board approval of Institutional KPIs derived from the new Strategic Framework.</p> <p>b) Plotting of Board and committee activities against the new Strategic Framework.</p>	14 June 2022	Board of Management / Executive Team / Board Secretariat	<ul style="list-style-type: none"> The Board of Management continues to be engaged in the development of the new Strategic Plan. Institutional KPIs to be considered (and agreed) once the new Strategic Plan is approved by the Board. 	Amber
1.2	<p>Updated.</p> <p>To facilitate engagement with KPIs and ensure relevance of papers and conversation, all Board paper cover sheets, under 'strategic implications' should include reference to specific strategic strands and specific KPIs.</p>	<p>a) Alignment of Board/committee papers with strategic KPIs.</p>	14 June 2022	Board of Management / Board Secretariat	<ul style="list-style-type: none"> Confirmation of updated institutional KPIs to be confirmed by Board once the Strategic Plan is approved. New paper format introduced for the Board and all committees from November 2021 onwards. 	Amber
1.3	<p>Updated.</p> <p>To build a shared understanding of strategy development, the board should continue to participate in the strategy development process where the Board of Management has final ownership of strategic objectives.</p>	<p>a) Board Engagement</p> <p>i. Early Board engagement with core strategic issues, brought back to the Board for a second view after further development.</p>	14 June 2022	Board of Management / Executive Team / Board Secretariat	<ul style="list-style-type: none"> Key pillars of the Strategic Framework endorsed by the Board of Management on 29 September 2021. Board to engage in consultation on the Strategic Framework with students, staff and other stakeholders from December 2021 onwards. Draft Strategic Plan to be reviewed by the Board in AY 2022/23. 	Amber
1.4	<p>New.</p> <p>To ensure that progress against the new Strategic Framework is satisfactory, the Board should agree to conduct an annual review.</p>	<p>a) Agree a process for annually reviewing the Strategic Framework.</p>	14 June 2022	Board of Management / Executive Team / Board Secretariat	<ul style="list-style-type: none"> A process of annual review will be agreed once new Strategic Plan is approved. 	Amber

1.5	SECONDARY	Carried Over. Consider reducing numbers attending Board of Management meetings by reducing Exec/SMT staff participation in the full meeting beyond the Secretary, Governance Adviser and COO.	a) Consider attendance of Executive Team at meetings of the Board.	14 June 2022	Principal & Chief Executive / Regional Chair	<ul style="list-style-type: none"> Following the appointment of a new Regional Chair, this matter will be reviewed once the Chair has had an opportunity to attend one or more physical meetings of the Board of Management. 	Amber
1.6	SECONDARY	Carried Over. Consider alternative meeting venues, with alternative room and table arrangements that would facilitate more engagement, eye contact and higher quality conversation.	a) Consider alternative meeting venues for Board meetings.	14 June 2022	Regional Chair / Board Secretariat	<ul style="list-style-type: none"> Following the appointment of a new Regional Chair, this matter will be reviewed once the Chair has had an opportunity to attend one or more physical meetings of the Board of Management. 	Amber
COMPLETED ACTION(S)							
1.1	Primary	Establish a short 'dashboard' of institutional KPIs derived from the Strategic Plan	c) KPI dashboard a standing item on the Board agenda.	15 June 2021	Board of Management / Executive Team / Board Secretariat	<ul style="list-style-type: none"> KPI Dashboard presented to all Board meeting as an appendix to the Principal's Report. 	Complete
1.3	Primary	To build a shared understanding of strategy development, the board should agree a strategy development process where the Board of Management has final ownership of strategic objectives.	<p>b) Committee role</p> <p>i. The function and role of committees, particularly Policy and Resources.</p> <p>ii. Deep dives into a single pillar of a strategy or strategic KPI.</p>	08 December 2020	Board of Management / Committee Chairs / Executive / Board Secretariat	<ul style="list-style-type: none"> All Board committee have now incorporated deep dives into their agenda planning. 	Complete
1.6	Secondary	A clearer distinction between development day content designed to facilitate member input to strategy development versus content designed for Board member development or education would improve the strategic contribution of the Board, and the quality of the strategic outputs of these days.	Clear distinction between Board Strategy Days and development / training events.	15 June 2021	Regional Chair / Principal / Board Secretariat	<ul style="list-style-type: none"> Clear distinction between Board Strategy Days and Board development / training events included in the Board calendar. Board calendar to be noted by the Board at its final meeting of the academic year. 	Complete

2. EXTERNAL ENGAGEMENT	OVERALL STATUS: IN PROGRESS	R	A	G
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REF.	PRIMARY & SECONDARY RECOMMENDATIONS	ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
2.1	PRIMARY Develop an external engagement plan for Board members, clearly aligned with the new Edinburgh College Strategic Framework and KPIs.	a) Canvas Board members to ensure the external engagement strategy is in line with the expectations, availability and preferences of Board members.	14 June 2022	Regional Chair / Board of Management / Corporate Development Committee	<ul style="list-style-type: none"> The Corporate Development Committee are currently in the process of reviewing the EC Engagement Strategy, a sub-strategy of the new EC Strategic Plan. It is expected that a draft Engagement Strategy will be reviewed by the Corporate Development Committee in November 2022, prior to a final version coming forward to the Board of Management. The new Regional Chair to be consulted on expectations as part of the strategic review. 	Amber
		b) Ensure the College is issuing timely invitations to Board members to significant college events and external engagements, to allow for scheduling and planning.	14 June 2022	Regional Chair / Board Secretariat	<ul style="list-style-type: none"> Board engagement will be a key consideration as part of the College's new Engagement Strategy, which is due to be considered by the Corporate Development Committee in November 2022. The Events Team shall pull together a quarterly message on upcoming Board member relevant events for the next academic year 2022/23. 	Amber
COMPLETED ACTION(S)						
2.1	Primary Develop an external engagement plan for Board members, clearly aligned with the Edinburgh College Strategic Framework and KPIs.	c) Record board member engagement (e.g., at each Board of Management meeting), ensuring external engagement does not become a disproportionate commitment.	15 June 2021	Regional Chair / Board of Management / Corporate Development Committee / Board Secretariat	<ul style="list-style-type: none"> Board of Management, through its Corporate Development Committee, to record events attendance at each meeting. Annual attendance recorded by the Nominations Committee in its end of year reportage, which provides the basis for the Regional Chair's one-to-one meeting with Board members. 	Complete

3. CAPABILITY AND CULTURE	OVERALL STATUS: IN PROGRESS	R	A	G
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REF.	PRIMARY & SECONDARY RECOMMENDATIONS	ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
3.1	PRIMARY Enhancing Induction and Development For AY 2021/22, plan a structured development programme for all members (including induction for new members).	a) Aligned with the forward plan for key strategic BoM agenda items and the organisational strategy and KPIs.	14 June 2022	Board of Management / Executive Team / Board Secretariat	<ul style="list-style-type: none"> Induction and development activities to be aligned with development outlined under Actions 1.1 to 1.3 and 1.6. 	Amber
3.2	SECONDARY Board Skills, Diversity and Succession Planning	a) Consider co-opting an additional accountant to the Audit and Risk Assurance Committee, factoring in opportunities to broaden diversity along other measures, and possible future progression to the Board of Management.	14 June 2022	Regional Chair / Nominations Committee / Board Secretariat	<ul style="list-style-type: none"> The Board agreed to the co-option of a new Independent Member for AY2022/23. An open recruitment process to find a suitable candidate began in March 2022. It is hoped that a suitable candidate will be identified early in the academic year 2022/23. 	Amber
COMPLETED ACTION(S)						
3.1	Primary Enhancing Induction and Development For AY 2021/22, plan a structured development programme for all members (including induction for new members).	a) Development programme to include: <ul style="list-style-type: none"> Two Strategy Days; Thematic workshop(s); Staged pre-reading on organisational strategy and Board forward planning. 	15 June 2021	Regional Chair / Board Secretariat/ Principal	<ul style="list-style-type: none"> Strategy Days and thematic workshops to be included in 2020/21 Board Planner. Pre-reading activities to be developed alongside Strategy Day and thematic workshop(s). 	Complete

3.2	Primary	Board Skills, Diversity and Succession Planning	<p>a) Updating of the Board skills matrix:</p> <ul style="list-style-type: none"> i. Enhancing HR/change management and financial expertise from desirable to essential, and prioritise these areas for the next recruitment round. ii. Adding college sector knowledge and experience to the 'education – universities/schools' criteria, or as its own separate item. iii. Consider how to embed aspects of cognitive diversity, specifically socioeconomic status, college experience and race/ethnicity to the skills matrix. iv. Formalising the college's gender aims in the matrix and consolidate and build on success in this area. 	22 September 2020	Regional Chair / Nominations Committee/ Board Secretariat	<ul style="list-style-type: none"> • Nominations Committee met on 03 June 2020 to consider non-executive recruitment arrangements and succession planning. • College sector knowledge and experience was added to the skill matrix and approved on 03 June 2020. <p style="text-align: center;">Nominations Committee met on 18 September 2020 to consider actions (iii) and (iv) in further detail. A new skills matrix was agreed, and the Committee not to include gender aims within the matrix at this current time.</p> <ul style="list-style-type: none"> • Equality, Diversity and Inclusion is now a standing item on the Nominations Committee agenda. • The Nominations Committee In November 2020 considered the College's gender aims in Board matrix and decided not to set a new gender target. 	Complete
3.1	PRIMARY	<p>Enhancing Induction and Development</p> <p>For AY 2021/22, plan a structured development programme for all members (including induction for new members).</p>	Triangulated with a survey of member development priorities.	14 June 2022	Regional Chair / Board Secretariat	<ul style="list-style-type: none"> • As part of the annual self-evaluation process Board members were asked to complete a survey – which included a section on development needs. The survey will be carried out in conjunction with the 1:1 meeting with the Chair of the Board. 	Complete

			Aligned with and complementary to CDN's offer.	14 June 2022	Board Secretariat	<ul style="list-style-type: none"> • CDN training / development offer confirmed in August 2022 and aligned with College's own offer. • Board Secretary liaises regularly with CDN to ensure the offer meets the needs of EC Board Members. 	Complete
			Enhanced induction process building upon the current meeting focussed approach.	14 June 2022	Regional Chair / Board Secretariat/ Principal	<ul style="list-style-type: none"> • One-to-one meetings for new Board members with: <ul style="list-style-type: none"> ○ The Chair: To discuss role in relation to strategic direction and performance monitoring, and arrangements for development and evaluation; ○ The Vice Chair: To discuss role of senior independent member; ○ The Principal & Executive Team: To address questions relating to College management structure, Strategic Plan and operations; ○ The Board Secretary: To address questions relating to the national legislation, strategic developments and governance. • Board Portal launched in November 2021. Portal includes all relevant induction and development materials. 	Complete

4. PROCESS, STRUCTURES AND MEASUREMENTS	OVERALL STATUS: IN PROGRESS	R	A	G
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REF.	PRIMARY & SECONDARY RECOMMENDATIONS	ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
4.3	<p>Carried over.</p> <p>The Board should consider whether the Chair of the Audit and Risk Assurance Committee should hold other functions or sit on other committees.</p>	a) Position of Chair of Audit & Risk Assurance Committee to be considered within current governance structures, and against best practice guidance.	14 June 2022	Regional Chair / Nominations Committee	<ul style="list-style-type: none"> • This matter will remain under review until a new Chair of the Audit & Risk Assurance Committee is confirmed. 	Amber

COMPLETED ACTION(S)							
4.1	Primary	Committee chairs should include a short (one page) narrative summary that highlights main topics and their relevance to the College's strategic framework/KPIs, key discussion points and data, and agreed actions.	All committee minutes to include cover sheet outlining main points / actions agreed.	22 September 2020	Committee Chairs / Board Secretariat	<ul style="list-style-type: none"> Minutes reported to 16 June 2020 meeting of the Board in new format. Reporting format positively received and will continue to be used from September 2020 onwards. 	Complete
4.2	PRIMARY	Carried over. Induction and development should explicitly cover delegation and the committee structure; the 'Understanding Edinburgh College' document should include detail on performance and quality assurance and how these processes are scrutinised under current governance and committee arrangements.	a) Review of existing induction and development materials. b) Slides/Information to be provided at induction days/development days relating to operation of Edinburgh College. c) Consider reintroduction of a paperless board system to allow access to governance and board materials.	14 June 2022	Regional Chair / Nominations Committee	<ul style="list-style-type: none"> Induction and development materials reviewed by the Nominations Committee in AY2021/22. Board Secretariat to work with Chief Operating Officer and Vice Principals to produce slides / summary information to support Board members understanding of College operations/functions. Documentation made available to Board members from AY2021/22. Board Portal launched in November 2021. Training provided to Board members on the functionality of MS Teams and materials continued to be uploaded to the site. 	Complete
4.4	Secondary	Students should participate in all committees apart from Audit and Risk Assurance Committee, with holistic consideration given to the demands placed on student representatives.	Student representation on committees to be reviewed.	15 June 2021	Regional Chair / Principal / Nominations Committee	<ul style="list-style-type: none"> The Board agreed on 22 September 2020 that Student Board Members would attend all committees of the Board, except for the Audit & Risk Assurance Committee. All terms of reference have now been updated. 	Complete

BOARD MEMBER DEVELOPMENT, TRAINING & OTHER RELEVANT EVENTS 2022/23

HOST	DATE	WORKSHOP	SPEAKERS	OVERVIEW
Edinburgh College	03 October 2022 15:00 to 16:30	Commercial / Non-SFC Income Induction Session	Mike Jeffrey, Vice Principal Corporate Development	To provide members with an induction to commercial and international income at Edinburgh College.
Colleges Scotland	05 October 2022 18:00 to 20:00	Annual Parliamentary Reception <i>Scottish Parliament (Garden Lobby), Edinburgh EH99 1SP</i>	Hosted by Michael Marra MSP	An opportunity to get together, celebrate the college sector, and show how colleges are supporting Scotland's recovery from Covid 19. There will be college stalls, an inspirational student speaker, and a keynote address from the Cabinet Secretary for Education and Skills, Shirley-Anne Somerville MSP.
Edinburgh College	24 October 2022 14:00 to 16:00	College Funding & Finance Session	Alan Williamson, Chief Operating Officer	To provide members with an induction to college sector funding and budgeting and finance at Edinburgh College.
College Development Network	25 October 2022 09:30 to 11:00	The Real Work of the Board – Moving into Governance	Steve Mostyn Associate Fellow at Saïd Business School, Oxford and Honorary Professor at the Adam Smith Business School University of Glasgow	An exploration based on the Oxford tutorial method to support college Board Members to explore: <ul style="list-style-type: none"> ▪ The real role of the board ▪ Strategy, Overview, Systems ▪ Your power as a board member ▪ Your personal power source ▪ Working 'on' the college - not 'in' the college ▪ The relationship with the college executive
College Development Network	02 November 2022 10:30 to 12:00	Understanding PREVENT Responsibilities	Scottish Government	This workshop will present the aims of the Prevent strategy across Scotland, with specific focus on the role Prevent has as a safeguarding pathway within further education settings and what this means for staff and students.

				The session will use relevant case study analysis to detail the process from referral to intervention and support.
College Development Network	06 December 2022 10:00 to 12:00	Meet the Stakeholders: Policy and Funding	SFC, Colleges Scotland and Scottish Government	An opportunity to hear from, and engage with, colleagues from Colleges Scotland, the SFC, and the Scottish Government.
College Development Network	07 February 2023 10:00 to 12:00	All You Need to Know About College Funding	James Thomson, Director of Finance, Student Funding and Estates at Ayrshire College	Participants will gain a greater understanding of how colleges in Scotland are funded and what the opportunities and challenges are in the different funding streams available. The session will cover three main areas: <ol style="list-style-type: none"> 1. Where do colleges get their income from? 2. What do colleges spend their money on? 3. Colleges' financial governance and oversight.
College Development Network	08 March 2023 10:00 to 11:30	Your Regional Economy Needs You! How College Leadership are Shaping Economic Recovering and Curating Environmental Renewal	Ross Martin, Chair Forth Valley College, and Prof Ken Thomson OBE, Principal, Forth Valley College	This session will look at how Boards can collaborate with Senior Management Teams to help shape the strategic direction of their regional economy and in so doing curate a more conducive operational environment for their college. For example, by describing the nature and development of their work fostering industrial partnerships, Ken and Ross will demonstrate how Forth Valley College has positioned itself at the forefront of the regional, and therefore the national, economy's Journey to Net Zero. Participants in this session will also learn how strategic stakeholder engagement and the aligned development of operational relationships can combine to help enable the college deliver, as its Strategic Plan describes, the 'right learning in the right place at the right time'.



For the future you want

Title	Freedom of Information (FOI) Annual Report 2021/22
Appendices	None.
Disclosable under FOISA	Yes
Primary Contact	Nick Croft, Director of Communications, Policy and Research
Date of Production	31/08/22
Action Required	Information

1. RECOMMENDATIONS

The Board are asked to note the Scottish Information Commissioner requested that all Scottish public authorities start submitting their Freedom of Information Scotland Act 2002 (FOISA) statistics on a quarterly basis commencing from 1 April 2013.

2. PURPOSE OF REPORT

The purpose of this report is to outline the volume and scope of FOI requests received by Edinburgh College between July 2021 and June 2022.

3. DETAIL

3.1. Introduction

3.1.1 The Scottish Information Commissioner requested that all Scottish public authorities start submitting their Freedom of Information Scotland Act 2002 (FOISA) statistics on a quarterly basis commencing from 1 April 2013.

3.1.2 This report outlines the volume of FOI requests received by Edinburgh College over the last 12 months (from July 2021 to June 2022), and highlights areas of relevant activity.

3.2. Background

3.2.1 The Freedom of Information (Scotland) Act 2002 came into force on 1 January 2005. The Act provides a statutory right of access to recorded information held by Scottish public bodies and incorporates the Environmental Information (Scotland) Regulations 2004 (the EIRs).

3.2.2 Requests for access to information can be made by anyone, whether resident in the UK or not, and can be made for information held prior to enactment of the Act. The Act specifies that requests for information must be responded to within 20 working days.

3.2.3 While most information requested can be released, some information is exempt under the Act. The right of access to information is subject to a number of exemptions

within FOISA, or exceptions under the EIRs, many of which also require a public interest test to be applied.

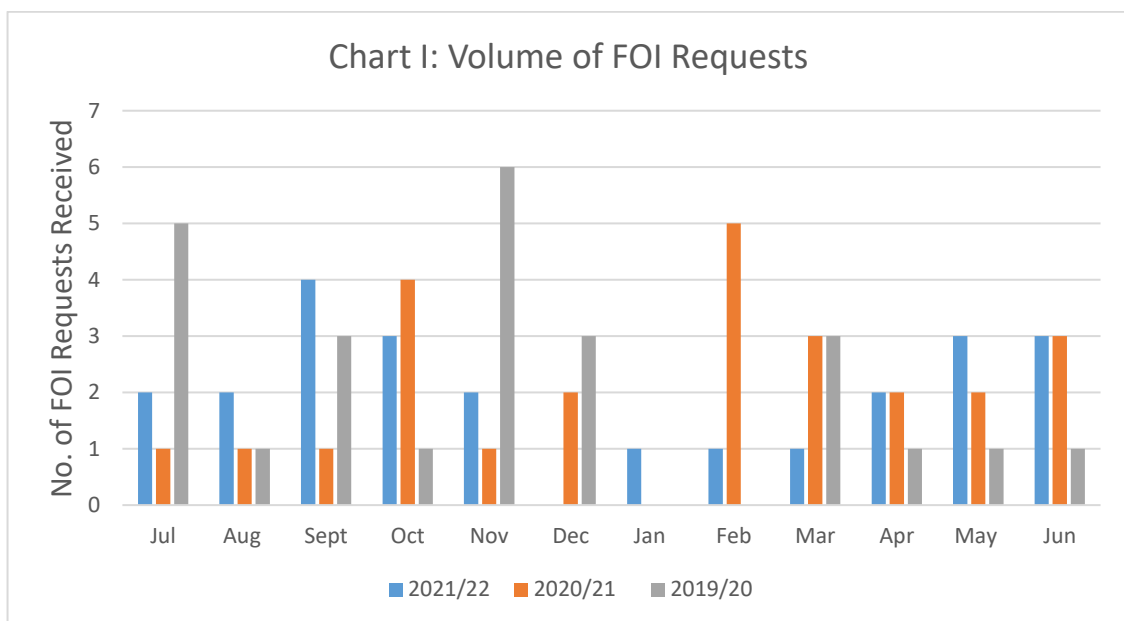
3.3. Volume

3.3.1 Edinburgh College received 24 FOI requests in the academic year 2021/22, one fewer than in academic year 2020/21. Since the start of 2022/23, the college has received 4 FOI requests, July – August 2022 (two requests were submitted to the college in July - August 2021).

3.3.2 Edinburgh College received 10 validated Subject Access Requests in the academic year 2021/22 (17 fewer than the number of requests submitted to the college in 2020/21). Nine of the requests were made by students (or former students).

3.3.3 In the academic year 2021/22, 96% of all FOI requests were responded to within 20 working days.

3.3.4 Graph I (below) reflects month-by-month FOI activity over the last academic year (2021/22). Month-by-month data for academic years 2020/21 and 2019/20 is also provided for comparison.

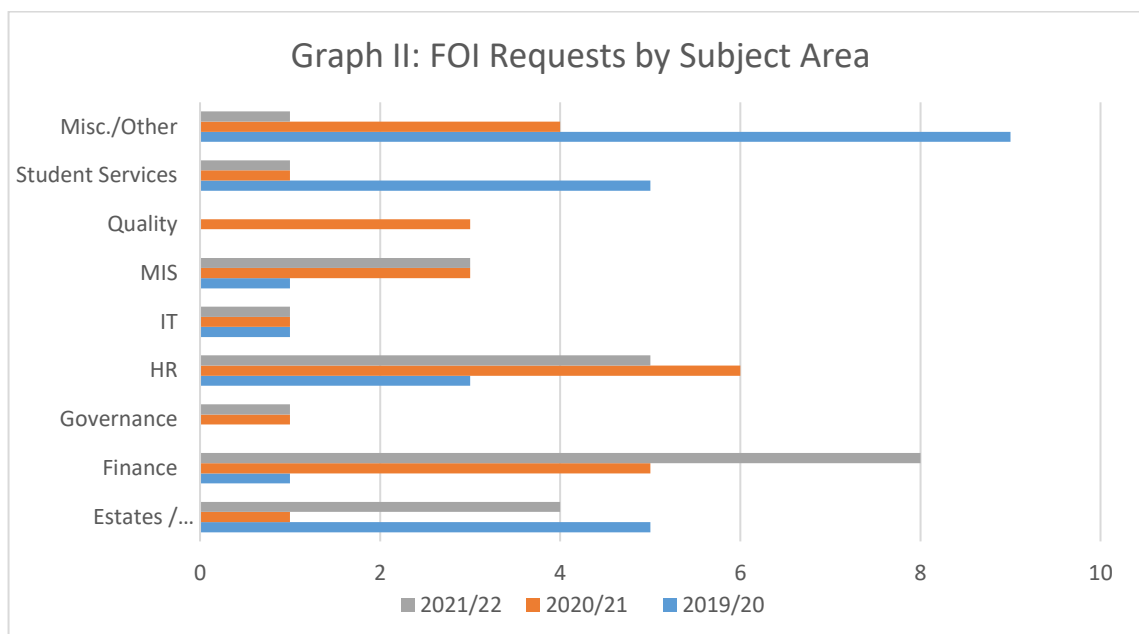


3.4. Decision Notices from the Scottish Information Commissioner’s Office

3.4.1 The college has received no application for decision notices from the Scottish Information Commissioner’s Office in 2021/22.

3.5. Subject Area

3.5.1 Graph II shows FOI requests by subject areas, based on which department within the College provided information to respond to the request. Data for the academic years 2020/21 and 2019/20 are provided for comparative purposes.



**Misc/Other includes individual requests made for information from specific departments within the College.*

3.6. Requestors

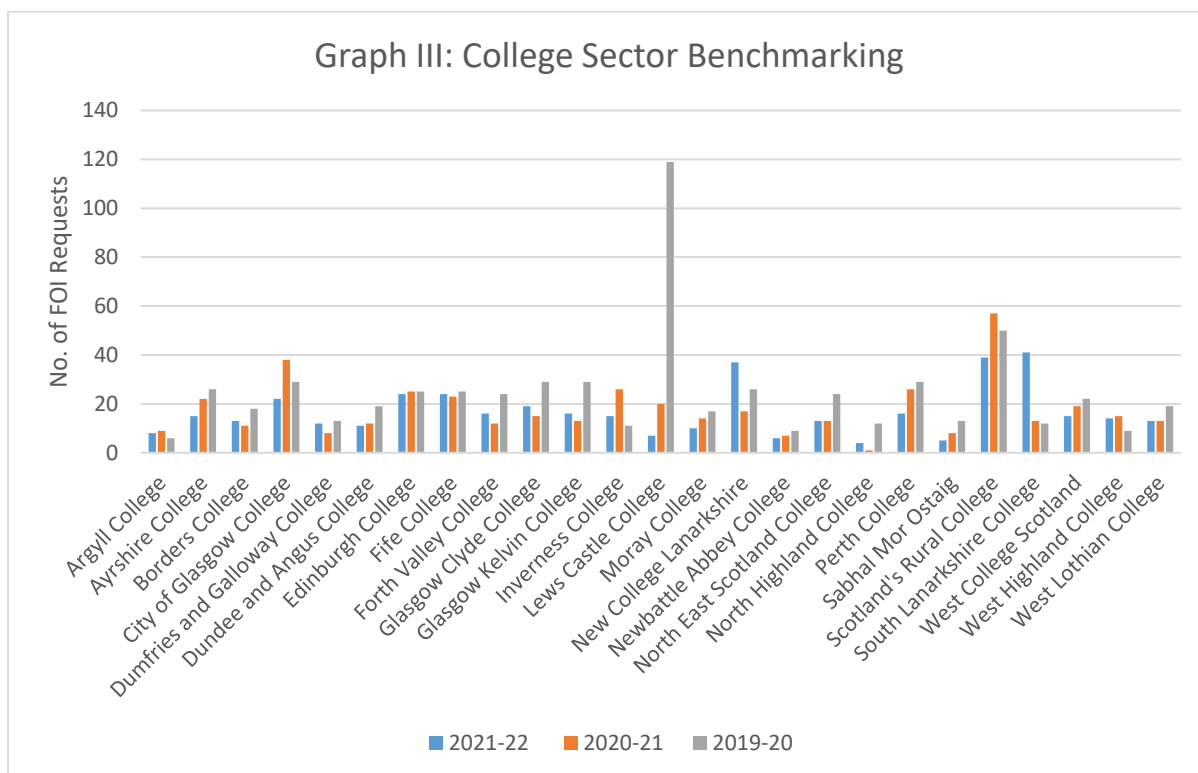
3.6.1 The number of FOI requests made to Edinburgh College by specific groups and organisations over the past three academic years is shown in the table below:

Group / Organisation	2019/20	2020/21	2021/22
City of Edinburgh Council	0	0	0
Journalists	1	3	0
NUS	0	2	0
Political Parties	1	0	0
Solicitors	0	1	0
Trade Unions	8	2	11
Researchers*	-	5	2
Total	10	13	13

**A new category of Researchers was added to the table in 2020/21 to reflect the number of requests submitted by this category of applicant in that academic year.*

3.7. Benchmarking

3.7.1 Graph III reflects FOI activity in comparison to other colleges in Scotland in 2021/22, 2020/21 and 2019/20 [Statistical information provided by the Scottish Information Commissioner’s Office].



3.7.2 In 2021/22 Edinburgh College received 24 FOI requests (one fewer than in the previous academic year) and sits joint fourth highest in the sector (alongside Fife College) behind South Lanarkshire College (41), Scotland’s Rural College (39) and New College Lanarkshire (37).

3.8. Estimated Costs and FOI Publication

3.8.1 From 1 August 2017, the college recorded all costs associated with responding to FOI and Subject Access Requests.

FOI Costs (1 July 2021 - 30 June 22) (estimated)	
Cost to college in responding to 24 FOI requests	£6,728.53
Average cost per FOI request	£280.35
Subject Access Request Costs (2021/22) (estimated)	
Cost to college in responding to 10 Subject Access Requests	£7,625.91
Cost per Subject Access Request	£762.59

3.8.2 The College’s FOI website is currently being updated and will be re-launched later this year.

4. IMPACT AND IMPLICATIONS

The College must ensure all FOI requests are responded to within the statutory time limit, and with accurate information.

There are risks associated with the release of inaccurate or business critical information.

There is a high demand placed on the workforce in responding to FOIs and Subject Access Requests.

5. LINKS TO STRATEGIC PLAN AND KPIS

This report links to the following aim within the Strategic Plan: 'An Effective and Efficient College'.