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## BOARD OF MANAGEMENT

### AGENDA

A meeting of the Board of Management will be held at 14:00 hours on Tuesday 13 December 2022 in the Milton Road Campus Boardroom.

		Lead Speaker	Paper
1	WELCOME & APOLOGIES	Chair	
2	DECLARATIONS OF INTEREST	Chair	
3	<a href="#">MINUTES OF THE PREVIOUS MEETING</a> <i>for approval</i>	Chair	A
4	MATTERS ARISING REPORT	Chair	B
5	PRINCIPAL & CHIEF EXECUTIVE REPORT	A Cumberland	C

*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*

6	EDINBURGH COLLEGE STRATEGIC PLAN		
	6.1 Edinburgh College Strategic Plan <i>for approval</i>	A Cumberland	D
	6.2 Communications Launch Strategy	M Jeffrey	Pres.
	6.3 Delivery Tracker Overview	J Buglass	Pres.

*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*

7	EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT	D Elder	E <b>Attached</b>
8	COMMITTEE BUSINESS		
	8.1 <a href="#">Audit &amp; Risk Assurance Committee Annual Report &amp; Financial Statements for the period to July 2022</a> <i>for approval</i>	L Drummond	F
	i. Audit & Risk Assurance Committee Annual Report 2021/22		
	ii. Annual Accounts & Financial Statements to 31 July 2022		
	iii. 2021/22 Annual Audit Report		

iv. Letter of Representation

- |     |                                                                                                                                      |                           |                               |
|-----|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------------------|
| 8.2 | <u>Policy &amp; Resources Committee</u><br>Recruitment, Retention & Credits Dashboard<br>Management Accounts Summary to October 2022 | J Pearson<br>A Williamson | <b>G</b><br><b>H Attached</b> |
| 8.3 | <u>Learning, Teaching &amp; Student Experience Committee</u><br>Regional Outcome Agreement 2022/23<br><i>for approval</i>            | J Buglass                 | <b>I</b>                      |

*The Regional Outcome Agreement 2022/23 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 27, Information Intended for Future Publication*

- |     |                                                                              |          |                   |
|-----|------------------------------------------------------------------------------|----------|-------------------|
| 8.4 | <u>Nominations Committee</u><br>Nominations Committee Minutes 31.10.22       | N Senior | <b>J</b>          |
| 9   | GOVERNANCE REPORT                                                            | M Walker | <b>K Attached</b> |
| 10  | EDINBURGH COLLEGE DEVELOPMENT TRUST                                          | N Croft  | Pres.             |
| 11  | ANY OTHER COMPETENT BUSINESS<br>11.1 Board Reflection / Feedback             | Chair    |                   |
| 12  | CLOSED ITEMS OF BUSINESS<br>12.1 Closed Board of Management Minutes 27.09.22 | Chair    | <b>L</b>          |

*The Item 12 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs*

- |    |                                                                                             |          |          |
|----|---------------------------------------------------------------------------------------------|----------|----------|
| 13 | FOR INFORMATION                                                                             |          |          |
|    | 13.1 <a href="#">Audit &amp; Risk Assurance Committee Minutes 12.10.22</a>                  |          | <b>M</b> |
|    | 13.2 <a href="#">Audit &amp; Risk Assurance Committee Minutes 22.11.22</a>                  |          | <b>N</b> |
|    | 13.3 <a href="#">Policy &amp; Resources Committee Minutes 17.11.22</a>                      |          | <b>O</b> |
|    | 13.4 <a href="#">Learning, Teaching &amp; Student Experience Committee Minutes 18.11.22</a> |          | <b>P</b> |
|    | 13.5 <a href="#">Corporate Development Committee 02.12.22</a>                               |          | <b>Q</b> |
|    | 13.6 RIDDOR Report                                                                          |          | <b>R</b> |
| 14 | FOR CIRCULATION                                                                             |          |          |
|    | 14.1 <a href="#">Top Level Risk Register October 2022</a>                                   |          |          |
|    | 14.2 <a href="#">Board of Management: Agenda Planner 2022/23</a>                            |          |          |
| 15 | DATE OF NEXT MEETING: 28 March 2023                                                         |          |          |
|    | 15.1 <u>Upcoming Committee / Development Event Dates</u>                                    |          |          |
|    | Board Development Session                                                                   | 08.02.23 |          |
|    | Policy & Resources Committee                                                                | 21.02.23 |          |
|    | Audit & Risk Assurance Committee                                                            | 22.02.23 |          |
|    | Corporate Development Committee                                                             | 28.02.23 |          |
|    | Learning, Teaching & Student Experience Committee                                           | 03.03.22 |          |



<b>Title</b>	<b>ECSA Report</b>
<b>Appendices</b>	Appendix 1: ECSA Priority Objectives 2022/23 Update <a href="#">[Link]</a> Appendix 2: Class Reps Report - November 2022 <a href="#">[Link]</a>
<b>Disclosable under FOISA</b>	Yes
<b>Primary Contact(s)</b>	David Elder, ECSA Student President Skye Marriner, ECSA Vice President (Welfare)
<b>Date of Production</b>	06.12.22
<b>Action Required</b>	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 Ongoing Projects and Events**

**3.1.1 Breakfast Club**

As reported in our last Board Report, we have been working alongside key College staff to establish and run a free breakfast service for students who need it. We had a soft launch week just before the October Break with no advertising to see how it would work on each campus. After the October Break we started running in earnest and have been running 3 days per week since – on Tuesdays, Wednesday, and Thursdays on all 4 campuses. The service runs from 8.30-9.30am from the main canteen areas on each campus and is delivered primarily by our student-staff who have been recruited from 73 applicants.

Over the last 6 weeks, we have supported an average of 600 students per week across the 4 campuses with tea/coffee, fruit juice, toast, bagels, breakfast bars and fruit, seeing many of the same faces each day or week. Each campus has developed its own atmosphere and it is obvious that little student communities are being built as well as helping students who are struggling financially to be fed before they face a day of studying.

This has been a huge undertaking for ECSA, and we have been incredibly lucky to have the support of various staff teams across the College, particularly Nick Croft (Director of Comms, Policy & Research), Colin McLaren and his team in Estates, Mandy Purdie and her team in professional cookery, Laura Cameron and her team at Gather & Gather amongst many others. We will be reviewing the service before relaunching in the new year for semester 2.

### **3.1.2 Wellbeing Fair**

We held a [Wellbeing Fair on each campus in November](#), linking College-based support services & external organisations and promoting positive wellbeing and support for students. These fairs were held in public spaces on each campus and helped us pro-actively engage with students as well as provide a platform for services to be promoted. We worked closely with the College's own Wellbeing Team, as well as a range of external organisations from across Edinburgh and the Lothians. This included:

- Crew 2000
- NHS Lothian Sexual Health Clinic
- Health In Mind
- Social Security Scotland
- Abused Men In Scotland (AMIS)
- Street Assist

We also had the NHS Sexual Health van on campuses offering confidential, in-person, sexual health tests to any student who wanted them, and offering advice there and then. They reported that on the 3 sites that they visited, they engaged with over 100 students on sexual advice and more than 20 students took part in the testing programme which they saw as a huge success and one worth repeating in future.

### **3.1.3 Go Green Hubs**

In October, we recruited some new student-staff as Go Green Assistants to help us deliver our public-facing sustainability projects on each campus. Our Community Fridges are restocked once per week and offer students free food from local supermarkets through our contract with [FareShare](#), managed by the Cyrenians. In 2021-22, we were able to establish this contract for each campus through our Climate Challenge Fund project, and we are delighted to be able to continue this work this academic year through sponsorship support from First Sentier Foundation and Claremont Office Furniture. This funding has helped us to deliver more than 1 metric tonne of food per month to students across the 4 campuses, helping students who need it, and saving it from waste.

We have also had an incredible influx of clothing donations for our SwapShops, which has resulted in a regular turnover of stock at each campus. Clothing, books, and household items in good condition get donated and shared around the campuses, as well as a high supply of children's items, which also appear to be popular this year. Again, this is resulting in tonnes of items being re-used free of charge by students, and saved from waste, helping students and saving the planet.

Our Director took part in a BBC Scotland television news interview in October discussing the Community Fridges and SwapShops as part of a package looking at how Colleges were supporting students struggling through the cost of living crisis. This was organised in collaboration with Colleges Scotland and was also picked up by some print media, including The Herald and The Scotsman.

## **3.2 External Events**

### **3.2.1 The Gathering**

Our Officer team have attended several external events in the past few months, representing both Edinburgh College and students more widely. The annual NUS (National Union of Students) Scotland "The Gathering" took place in Inverness this year, with our Vice Presidents Skye and Luna attending on our behalf. This event, hosted by NUS and involving student officers from NUS-affiliated institutions across the country, mixed training for student officers, with planning for priority

campaigns for NUS Scotland for the academic year. Not surprisingly, the cost of living crisis is the main focus across Scotland for all students' associations as well as the national union.

### **3.2.2 Officer Development Day**

Our Director is part of the National Senior Managers Network for Students' Association and this year they organised and delivered this event for the first time. The event was focussed on bringing officers together from across Scotland, beyond NUS-affiliated associations, and discussing the challenges they face, as well as offering solutions and support from those who work in the sector.

It also involved a panel of former student officers who had gone on to work in the education sector and business world, discussing their experiences and how they have shaped their careers. The Officers found the event incredibly useful and, as the only College Students' Association involved, this network has proved invaluable to continue to develop our organisation and our Officers.

### **3.2.3 NUS Scotland Parliamentary Reception**

In November, our Vice President, Luna, attended the NUS Scotland Parliamentary Reception, representing ECSA. The event was hosted by Pauline McNeill MSP (a former NUS Officer and MSP for Glasgow and involved many MSPs from across the Parliament. The event attracted a range of sector organisations and partners such as Colleges Scotland, EIS, sparqs, the SFC, and many more. This annual event was extra special this year as it also celebrated 50 years of NUS Scotland fighting for students and the support from every major political party in Scotland speaks volumes for our standing in the sector.

### **3.2.4 Rally for Gender Recognition Reform Bill**

Our Vice President, Luna joined NUS Scotland amongst many other student representative groups at a rally outside of Parliament for the stage 1 reading of the Gender Recognition Reform (Scotland) Bill. Although there were some high-profile dissenters, the Bill passed the first stage with ease and has now (at the time of writing) also passed the 2<sup>nd</sup> reading. Gender recognition, legal status, and trans rights more widely, has been an increasing concern amongst our members over the past few years, and will continue to be a prominent part of our work on equalities and diversity. We will continue to engage with the College, external organisations, and, most importantly, our members, to ensure we set a positive and supportive example for all.

### **3.2.5 Mental Health Foundation Scotland – Thriving Learners (colleges) Report**

Our Director attended the (virtual) publication of the report from the Mental Health Foundation, which surveyed over 2000 college students from across Scotland about mental health and wellbeing. This was the first research of its kind in Scotland that specifically looked at the experience of College students, and mirrored a similar report conducted last year with University students. The research was carried out by the Mental Health foundation, and funded by the Joseph Rowntree Foundation, with ECSA being involved with the promotion to our own students last academic year.

Amongst the many findings were headlines that almost two thirds (62%) of respondents had experienced low wellbeing throughout their studies, three quarters (75%) had experienced one or more adverse childhood experiences (ACEs), almost one third (31%) had experienced bullying in the last semester, and 54% had experienced moderate to severe symptoms of depression whilst a student at college. Furthermore, students who were transgender, estranged or from a care experienced background appeared to have worse outcomes than their respective counterparts.

This research, as challenging as it is to hear, will help inform sector and governmental agencies support delivered for College students in the years ahead.

### **3.3 Organisational Activities**

#### **3.3.1 ECSA Turns 10**

As part our 10<sup>th</sup> birthday celebrations, we have continued to develop a range of activities to celebrate and engage our members. We reported at the last meeting about new branding launch at the beginning of this academic year. We have been delighted by the positive feedback that we have received about how striking and positive it feels.

From there, we have launched a new online shop offering a variety of designs and items with our logo and sub-branding printed and delivered straight to your door. All of our designs are developed and perfected by our own student staff, which makes them extra-special for us.

Most recently, [we have launched our “Ten Student Stories” campaign](#), seeking to identify 10 students to tell us, and the world, about their experience of coming here and what it is like to be a student at Edinburgh College. In a week, we have had almost 50 entries, so we are excited to see how this develops and will report back at the next meeting. We plan on doing a tour of the campuses with birthday cake celebrations next, followed by a big art competition, and ending with a 10-year reunion of previous officers and staff to end the year on a high.

#### **3.3.2 Awards – Green Gown and CDN Sustainability**

We are delighted to have been short-listed for several awards, either on our own, or jointly with the College, for our work around sustainability. In the summer, we were the only College students' association to be short-listed for the UK & Ireland Green Gown Awards. In November, we were [Highly Commended at the annual EAUC \(Environmental Association for Universities & Colleges\) Green Gown Awards](#), in a short-list for the Student Engagement category, which included 10 other institutions. Our Director has been asked to present at the EAUC Winter Forum on our work. We were also part of the nomination short-listed for the Sustainability Award at the College Development Network (CDN) awards, and were again [Highly Commended at the awards](#) last month.

#### **3.3.3 Staff Recruitment**

As well as all the student-staff posts we have appointed this semester, we have also worked on appointing some new full-time staff within the team. Having lost several members of staff in the summer for various reasons, we were delighted to finally get through some recruitment for key posts.

First of all, we have appointed a new Representation & Impact Coordinator, who will be starting with us very soon. This role will focus on supporting the Class Rep system, the Officers attending College Committees, as well as helping gather information, feedback and evidence for our various reports and projects that we are working on.

Secondly, we have just appointed to the new post of Community Development Coordinator, who will be joining us in the new year. This post will work on supporting and developing our pro-active engagement projects such as the Breakfast Club, Community Fridges, and SwapShops, as well as working on engagement of specific student groups in student activities and events. This role is

geared towards supporting students back into college life after three disrupted years and supporting as many students as we can to engage with the wider student experience.

The next, and final post we will be recruiting to in the new year will be for our Advice & Support Coordinator post, which, as well as supporting students on a 1-to-1 basis, will also be working on proactive support work including general wellbeing as well as our equality and diversity agenda.

### **3.4 Student Representation**

#### **3.4.1 Class Reps**

As detailed in our Class Rep report that went to Learning, Teaching, and Student Experience Committee in November ([Appendix 2](#)), we have successfully recruited more than 500 Class Reps so far this year. Of those, approximately 40% chose to participate in one of our 16 on-campus or online synchronous training sessions, with the rest choosing the self-paced online asynchronous learning approach. Our first round of meetings with Class Reps took place in November, which included a pre-meeting questionnaire to help guide the discussions, and the focus was on the student experience of induction and the first 2 months of teaching. A summary of the issues raised can be found in the November Class Rep Report mentioned above. We are now running a new Class Rep survey, gathering information from students on support available for students, including the discretionary fund, services on offer across the College, as well as the major issues facing students from a cost-of-living perspective. At the time of writing, students have indicated that they are most concerned about being able to afford home energy bills and food over the coming months.

#### **3.4.2 Surveys**

We have been gathering feedback and evidence for various projects and campaigns over the past few months, both internally and externally to the College. As well as our own surveys through our Class Rep system, we have also conducted a survey when designing the Breakfast Club offer, which attracted more than 700 responses. We have also supported the College to promote their own Induction Survey, and encouraged our members to participate in the [NUS Scotland Big £££ Survey](#), which will be used to influence Scottish Government decisions around student support and housing legislation. Finally, after running our own survey on catering last academic year, we are now working with the College to promote their new catering survey, to help inform the future offering of catering on our campuses.

All of this work helps to make sure that the student voice and the experience of students is at the heart of decision-making that impacts their experiences.

#### **3.4.3 Ongoing student issues and discussions**

We continue to gather feedback from students about their experiences through our Class Rep system, surveys, and individual case work throughout the year. Some of the current issues being addressed include:

- **Discretionary funding** – supporting students who need to access it. We are currently gathering specific evidence on this through a Class Rep survey and ongoing casework as well as working with NUS Scotland to influence Scottish government to invest in more financial support for students.

- **Catering** – following previous report and discussions, gathering feedback from students who feel “forced off campus” to seek suitable catering options, and working with current provider as well as estates services on the future of catering on campus.
- **Preferred pronouns and preferred names** – raised frequently through Class Rep feedback and individual case work. Developed new pronoun badges which have proved very popular with students, as well as working with various teams on the system for providing preferred names and pronouns to the College, as well as training for staff & students on dealing with changing pronouns and names with class colleagues.
- **Public transport issues** – working with partner institutions across the City to raise issues relating to poor public transport services in Edinburgh and surrounding areas. This is particularly relevant for the c.60% of student who rely on the buses to get them to and from college.

#### 4. **IMPACT AND IMPLICATIONS**

The report provides a 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.



<b>Title</b>	<b>Management Accounts Summary to October 2022</b>
<b>Appendices</b>	Appendix 1: Management Accounts to October 2022 - Executive Summary
<b>Disclosable under FOISA</b>	Yes
<b>Primary Contact</b>	Alan Williamson, Chief Operating Officer
<b>Date of Production</b>	01.12.22
<b>Action Required</b>	Information / Discussion

**1. RECOMMENDATIONS**

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

A detailed version of the Management Accounts to October 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.



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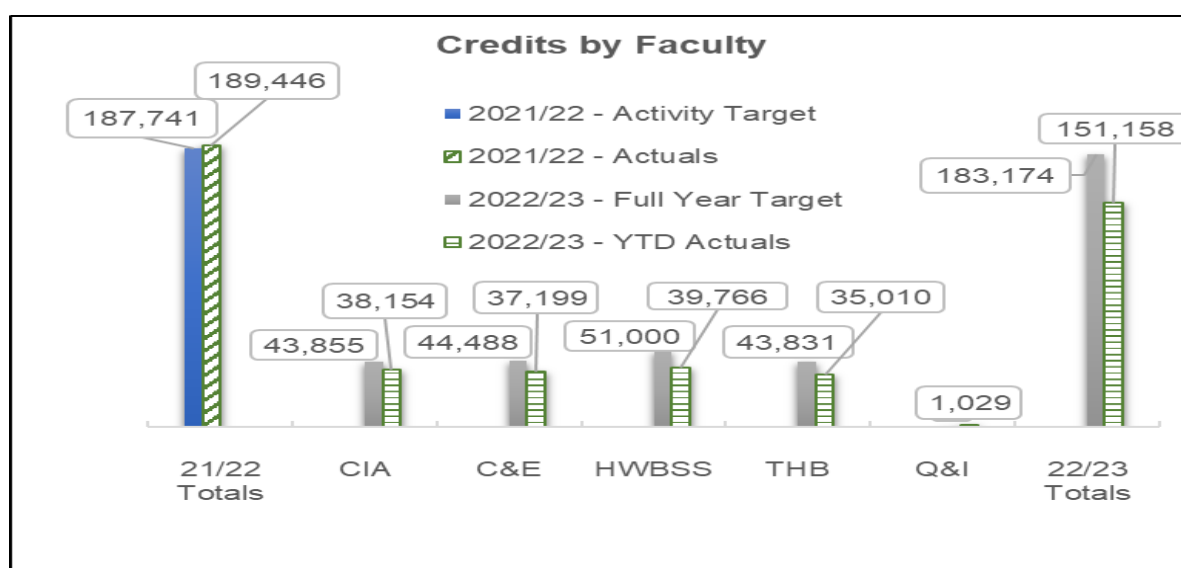
The following report provides an update on the financial position of Edinburgh College at 31<sup>st</sup> October 2022

## 1. Credits and SFC Grants

Edinburgh College's core activity target for academic year 2022/23 totals **183,174 credits** (4,567 credits less than 2021/22). European Social Funding (ESF) which was previously received separately from the SFC ended in 2021/22 and is now subsumed within core activity.

The above credits total includes a target of 692 credits for SDS foundation apprenticeships and a target of 1,154 credits for the 1% funding uplift. There are no credit targets or funding for deferred student places in 2022/23 (2021/22: 3,492 credits - £1m funding).

The College has achieved **151,158** credits as at 11<sup>th</sup> November 2022. This is lower than at the same date in prior years largely due to a decrease in full-time enrolments. The "Credits by Department" table (below) shows a comparison of faculty performance for the year against full year targets:



## 2. Adjusted Operating Position

	<u>Annual Budget</u> <u>2022/23</u>	<u>YTD Budget</u> <u>2022/23</u>	<u>YTD Actuals</u> <u>2022/23</u>	<u>YTD Variance</u> <u>2022/23</u>	<u>Previous YTD</u> <u>2021/22</u>	<u>Full Year Forecast</u> <u>2022/23</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
As per SFC Measurement						
<b>I&amp;E Operating Position</b>	<b>(3,080)</b>	<b>(967)</b>	<b>(844)</b>	123	<b>(361)</b>	<b>(3,080)</b>
<b>Add:</b>						
Depreciation net of deferred capital grant release	2,868	787	787	-	667	2,868
<b>Deduct:</b>						
Loan repayments and payments against provisions	839	210	210	-	275	839
<b>Adjusted Operating Position</b>	<b>(1,051)</b>	<b>(389)</b>	<b>(266)</b>	123	31	<b>(1,051)</b>

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). The AOP starting budget was a deficit of £1,575k, which improved in August following the relinquishment of a number of vacant lecturing posts (which saved a potential £524k of VS payments). The revised annual AOP budget is now £1,051k (based on indicative phase 2 VS payments), as per above.

### 3. Income and Expenditure

	<u>Annual Budget 2022/23</u>	<u>YTD Budget</u>	<u>YTD Actuals</u>	<u>YTD Variance</u>	<u>Previous YTD</u>	<u>Full Year Forecast</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Funding Council Grants	51,958	7,903	7,905	1	8,796	51,999
Tuition Fees, Commercial & Other Income	15,382	7,460	7,435	(24)	6,408	15,232
Job Retention Scheme (JRS) Income	-	-	-	-	7	-
Deferred Income	2,688	724	724	-	693	2,688
<b>Total Income</b>	<b>70,028</b>	<b>16,087</b>	<b>16,064</b>	<b>(23)</b>	<b>15,904</b>	<b>69,919</b>
Staff Costs	50,397	12,064	11,919	146	12,006	50,317
Other Costs	16,138	3,422	3,421	-	2,899	16,109
Depreciation	5,557	1,511	1,511	-	1,360	5,557
Exceptional Support Costs	1,016	57	57	-	-	1,016
<b>Total Expenditure</b>	<b>73,108</b>	<b>17,054</b>	<b>16,908</b>	<b>146</b>	<b>16,265</b>	<b>72,999</b>
<b>Operating (Deficit) / Surplus pre SSAP24 and pension revaluation adjustments</b>	<b>(3,080)</b>	<b>(967)</b>	<b>(844)</b>	<b>123</b>	<b>(361)</b>	<b>(3,080)</b>

The College's annual budgeted operating position for the year is a deficit of £3.08m, which results in an adjusted operating **deficit** budget of £1.051m for the year (refer para 1.2 for details). The operating position to October shows a deficit of £844k against a profiled budgeted deficit of £967k. The main variances are:

- An adverse variance within tuition fees of £38k (SAAS fees).
- A favourable variance within other income of £14k (mainly STEM grant income).
- A favourable variance within staffing costs of £146k (vacancy churn).

Initial discussions with budget managers highlighted that most income streams are currently in line with both profiled budgets to date and full year targets, whilst most non-staff expenditure is also broadly in line with budgets and targets. However, clear indications point to SAAS student numbers being lower than planned and, as a result, the full year income projection for SAAS (original target: £3.3m) has been reduced by £150k (to £3.15m). A further review of tuition fees will be undertaken in November following the 25% student retention period cut-off point. Also, following a review of childcare applications, it was identified that there was a lower demand for childcare funds; these funds will now be used for bursary and discretionary applications - which are not accounted for through the I/E account.

The following adjustments have been made, this month, to the College's full year budget and forecast:

	<u>£k - Fav / (Adv)</u>
Childcare funds	(750)
Childcare costs	750
<b>Total movements affecting budgeted and forecast AOP:</b>	<b>-</b>

Movements in October 2022 affecting the full year operating forecast are as follows:

	<u>£k - Fav / (Adv)</u>
Tuition fees (SAAS)	(150)
ESF credits (2020/21 net over-achievement)	41
Staffing (vacancy churn)	80

**Total ytd movement affecting cash:**

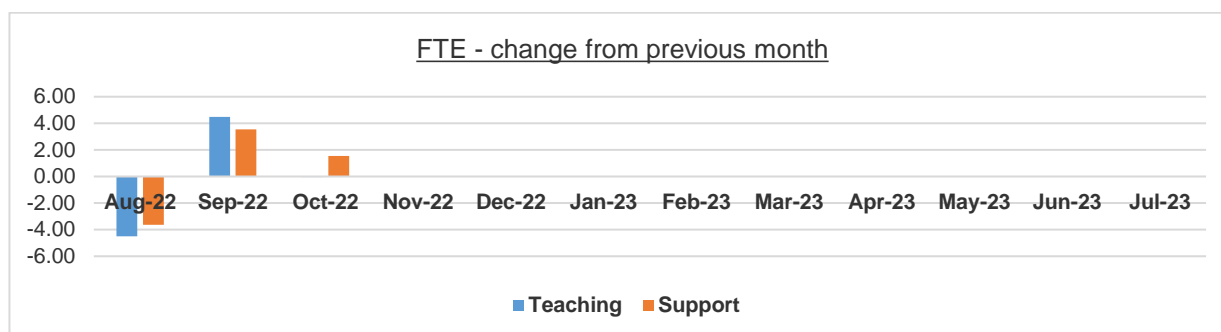
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The College's full year energy budget was calculated using APUC framework prices. Current projections for energy costs are in line with budget, although this may be impacted by severe winter conditions and subsequent changes to green levy charges (which feed into our electricity billings).

4. **Staff (Full Time Equivalent)**

FTE	31/07/22	31/10/22	YTD Movement	31/10/21
Teaching	457.9	457.8	(0.1)	478.3
Support	498.3	499.8	1.5	516.0
	956.2	957.6	1.4	994.3

Staff numbers have increased by 1.4 FTE (overall) since the beginning of the academic year, with VS leavers in August being largely offset by recruitment to vacant positions through September and October. The monthly FTE staff movements are shown below:

5. **Cash**

Opening cash	Month-end cash	Comments
01/08/2022	31/10/2022	
£'m.	£'m.	
5.5	4.7	The October cash balance is £4.7m which includes £1.9m of student support funds. Cash was recently paid out for the 2021/22 VS payments and the Granton Accommodation settlement, both impacting on 2022/23 cash. In addition, there were SFC funds held at 31 July 2022 due to be spent in 2022/23 (including mental health funding, digital funding and FWDF). The current forecast for cash as at 31 July 2023 is £1.3m.

6. **Capital Expenditure**

Opening Fixed Assets	Additions	Dep'n	Closing Fixed Assets	Comments
01/08/22	31/10/22	31/10/22	31/10/22	
£'m.	£'m.	£'m	£'m.	
178.8	0.6	(1.5)	177.9	The 2022/23 capital funding is allocated as follows: <b>(1)</b> £0.8m to maintain the estate (I&E budget) <b>(2)</b> £1.9m for condition survey backlog works <b>(3)</b> £0.6m for lifecycle maintenance and <b>(4)</b> £0.3m for student digital poverty. To date £0.5m of 'work in progress' has been incurred since the beginning of the academic year (on building fabric, environmental refurbishments and ICT projects) whilst £0.1m has been capitalised. A further £1.6m of expenditure is already committed.

<b>Title</b>	<b>Governance Report</b>
<b>Appendices</b>	Appendix 1: TLRR Summary Graphic – November 2022 Appendix 2: Upcoming Development / Training Events 2022/23 Appendix 3: Board Development Plan – November 2022 <a href="#">[LINK]</a> Appendix 4: Code of Good Governance for Scotland’s Colleges - Sept 2022 <a href="#">[LINK]</a> Appendix 5: Whistleblowing Policy & Procedure <a href="#">[LINK]</a>
<b>Disclosable under FOISA</b>	Yes
<b>Primary Contact</b>	Marcus Walker, Board Secretary
<b>Date of Production</b>	28.11.22
<b>Action Required</b>	Information / Discussion / Approval

**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).
- Progress against the 2022/23 Board Development Plan (Appendix 3).
- The updated Code of Good Governance for Scotland’s College (Appendix 4).
- The refreshed Whistleblowing Policy & Procedures (Appendix 5) and APPROVE its publication on the College website.

**2. PURPOSE OF REPORT**

The report provides an update on matters brought to the attention of the Board in September 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 Lecturing Staff Board Member**

The employment of Richard Swan, the former Lecturing Staff Board Member, at the 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 (as Returning Officer) oversaw an election for a new Lecturing Staff Board Member which commenced on 13 September 2022.

Over a 21-day voting period, a total of 136 votes were received for the three candidates running in the Lecturing Staff Board Election (24.1% of the eligible electorate). The result of the lecturing staff ballot, as counted (and verified) on 5 October 2022, were as follows (in order of votes received):

	Nominee	No. of Votes	% of Votes
1	Daniel Holland	74	54.4%
2	Sam Blyth	44	32.4%
3	Ryan Quinn	18	13.2%

The Board of Management were subsequently informed that Daniel Holland had been elected as Lecturing Staff Board Member and would be appointed to the Board of Management for a four-year term of office from 7 October 2022.

### 3.1.2 Non-Executive Recruitment

The Nominations Committee agreed, on 31 October 2022, that recruitment would be held commence in December to identify four suitable non-executive members by 1 March 2023 with the following skills / expertise:

- (x2) Professional qualification and/or recent relevant expertise in the fields of Accountancy, Audit & Risk Committee, financial management, audit, or risk management.
- (x2) Education / Training, SMEs and/or areas linked with College curriculum.

An [advert](#) for the positions was posted on 2 December 2022 with an application deadline of 11 January 2023.

### 3.1.3 Audit & Risk Assurance Committee - Independent Member(s)

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.

Following interviews conducted by the Chair of the Board and the Chair of the Audit & Risk Assurance Committee, two successful applicants' names will be put forward to the Board of Management - for approval - on 13 December 2023.

## 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 13 December 2022]*

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

## 3.4 Board Development Events / Activities

A list of upcoming internal and external development events can be viewed in [Appendix 2](#).

### **3.4 Board Development Plan**

In September 2022, an updated 2022/23 Development Plan was approved by the Board of Management for monitoring on a quarterly basis during the academic year. [Appendix 3](#), 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 whilst over half (12) of the actions with the Development Plan have been completed, a further 10 remain ongoing. These actions relate to approval of the Edinburgh College Strategic Plan (and associated KPIs) and the appointment of a new Chair of the Audit & Risk Assurance Committee.

Since the last update provided to the Board of Management on 27 September 2022, the action (Ref. 3.2) relating to the co-option of a new independent member(s) of the Audit & Risk Assurance Committee had been completed.

### **3.5 Code of Good Governance for Scotland's Colleges**

#### ***3.5.1 Refreshed Code of Good Governance.***

The Board of Management are asked to consider and note an updated Code of Good Governance for Scotland's Colleges, published in September 2022 ([Appendix 4](#)). The main changes to the Code following this light-touch review are as follows:

- Foreword from the Chair of the Good Governance Steering Group, Waiyin Hatton.
- Inclusion of hyperlinks to key reference documents including *'The Guidance for Board Members in the College Sector'*.
- Confirmation that boards of management must now undertake an externally facilitated evaluation of its effectiveness 'every three to five years'. Previously the Code required such reviews every three years.

It is expected that the Good Governance Steering Group for Scotland's Colleges will be reviewing and revising the Code again during 2023 to ensure it remains current and inline with the imminent governance reforms (see below).

#### ***3.5.2 Trade Union Nominees on Board Consultation***

There have been unexpected delays in the publication of a consultation on the Draft Order for the Trade Union Nominees on Boards, however, on 1 December 2022 a [consultation exercise](#) opened and will run until 27 January 2023.

It was originally planned that the consultation would be over 12-weeks but due to the delay in publication, the consultation period will be shortened to 8-weeks to allow appropriate time to make the necessary changes to legislation by August 2023.

#### ***3.5.3 Updated College Sector Board Appointments: Ministerial Guidance***

Scottish Government have confirmed that they will delay the publication of the consultation on the refreshed *College Sector Board Appointments: Ministerial Guidance* until after the Statutory Instruments had been drafted to enact the Trade Union Nominees on Boards. This will allow for changes in the Guidance to reflect the latest governance

reforms and ensure that it is up to date as possible. This will now be likely to be published around Spring with a 6-week consultation period.

### **3.6 Whistleblowing Policy**

Following changes to job roles within the College over the past 9-months a decision has been taken to update the Edinburgh College Whistleblowing Policy. An updated Policy, presented on the new corporate policy template, is attached as [Appendix 5](#).

Previously the primary contact was the Director of Communication, Policy & Research, who until 23 March 2022 also held the position of Board Secretary. The secondary contact was the Chief Operating Officer.

It is proposed that the primary contact becomes the Chief Operating Officer (Alan Williamson), and the secondary contact the Vice Principal Corporate Development (Mike Jeffrey). This change ensures that both named Whistleblowing contacts are at an Executive level.

The Board of Management, through its Audit & Risk Assurance Committee, has overall responsibility for this policy and procedure, and for reviewing the effectiveness of actions taken in response to any concerns raised. Given that the Chair of the Audit & Risk Assurance Committee is a named point of contact in the document, it is proposed that the Committee considers the refreshed Whistleblowing Policy & Procedure once a new Chair has been appointed in March 2023.

## **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

## October 2022



APPENDIX 1

**Corporate  
DEVELOPMENT**

### Overview

The following have been identified as the top strategic risks of Edinburgh College for the reporting period starting October 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

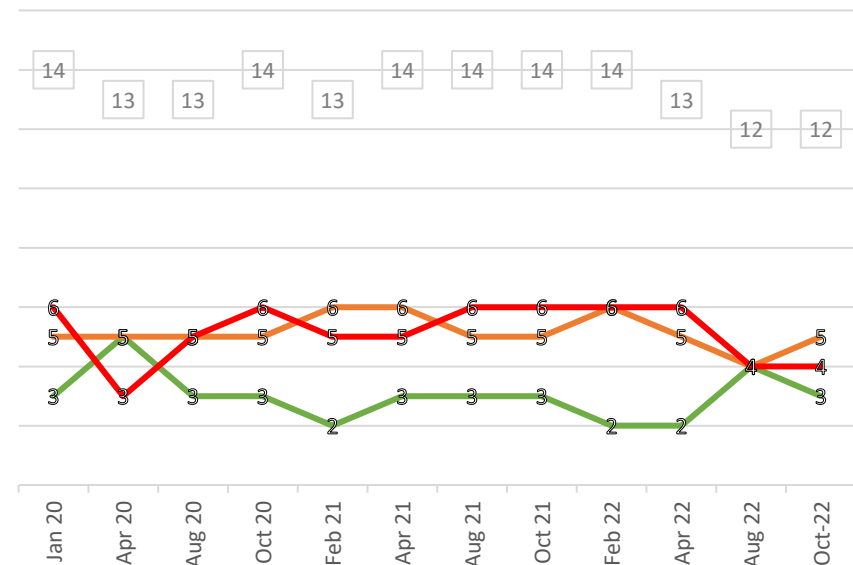
#### AMBER Score

- ↔ (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
- ↔ (3) Shortfall in commercial income
- ↑ (32) Failure to meet SFC funded activity targets and fees (recruitment, credit, SAAS and fee income)

#### GREEN Score

- ↔ (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

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

HOST	DATE	WORKSHOP	SPEAKERS	OVERVIEW
College Development Network	07 February 2023 10:00 to 12:00	<a href="#">All You Need to Know About College Funding</a>	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"> <li>1. Where do colleges get their income from?</li> <li>2. What do colleges spend their money on?</li> </ol> Colleges' financial governance and oversight.
Edinburgh College Board Development Session	08 February 2023 16:00 to 17:00	College Communications & Key Messages	Mike Jeffrey, Vice Principal Corporate Development, and Nick Croft, Director of Communications, Policy & Research.	TBC
College Development Network	08 March 2023 10:00 to 11:30	<a href="#">Your Regional Economy Needs You!</a>  <a href="#">How College Leadership are Shaping Economic Recovering and Curating Environmental Renewal</a>	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'.