Edinburgh College

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BOARD OF MANAGEMENT

AGENDA

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

		Lead Speaker	Paper
1	WELCOME & APOLOGIES	Chair	
2	DECLARATIONS OF INTEREST	Chair	
3	MINUTES OF THE PREVIOUS MEETING *for approval*	Chair	**A**
4	MATTERS ARISING REPORT	Chair	**B**
5	PRINCIPAL & CHIEF EXECUTIVE REPORT	A Cumberford	**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	STRATEGIC UPDATE: EQUALITY OUTCOMES & MAINSTREAMING PROGRESS REPORT 2022	J Buglass	**D**

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			
	7.1	ECSA End of Year 2021/22 Report	R Dodgson	**E attached**
	7.2	ECSA Strategic Planning & Funding 2022/23 Report	A Wilson	**F**

8	COMMITTEE BUSINESS			
	8.1	Policy & Resources Committee		
		P&R Committee Annual Report 2021/22	Chair	**G attached**
		Recruitment, Retention & Credits Dashboard	J Pearson	**H**
		Management Accounts Summary to April 2022	A Williamson	**I attached**
		Indicative College Budget 2022/23 *for approval*	A Williamson	**J**

The Recruitment, Retention & Credits Dashboard is exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs

The Indicative College Budget is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 27, Information Intended for Future Publication

8.2	<u>Nominations Committee</u> Minutes 13.06.22	Chair	**Verbal**

9	NATIONAL REPORT	Chair	**Verbal**

10	GOVERNANCE REPORT		
10.1	Governance Update	M Walker	**K attached**
10.2	Board Evaluation Report 2021/22	Chair	**L attached**
10.3	Evaluation of the Chair Report 2021/22	F Riddoch	**M**

11   ANY OTHER COMPETENT BUSINESS

12	CLOSED ITEMS OF BUSINESS		
12.1	Closed Board of Management Minutes 22.03.22	Chair	**N**
12.2	Closed Policy & Resources Committee Minutes 17.05.22	Chair	**O**
12.3	Remuneration Committee Minutes 31.05.22	R Laird	**P**

13	FOR INFORMATION	
13.1	Policy & Resources Committee Minutes 17.05.22	**Q**
13.2	Learning, Teaching & Student Experience Committee Minutes 20.05.22	**R**
13.3	Corporate Development Committee 24.05.22	**S**
13.4	Audit & Risk Assurance Committee Minutes 25.05.22	**T**
13.5	RIDDOR Report	**U**
13.6	Board of Management: Agenda Planner 2022	**V attached**

14   FOR CIRCULATION

14.1   Top Level Risk Register April 2022

15   DATE OF NEXT MEETING: 27 September 2022

15.1   <u>Upcoming Committee / Strategy Session Dates</u>

- Board Development Event   24 August 2022
- Policy & Resources Committee   30 August 2022
- Corporate Development Committee   31 August 2022
- Learning, Teaching & Student   09 September 2022
- Experience Committee
- Board of Management   27 September 2022
- Audit & Risk Assurance Committee   12 October 2022
- Board Strategy Session   01 November 2022

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Title	**ECSA End of Year Report 2022**
Appendices	Appendix 1: ECSA End of Year Report 2022
Disclosable under FOISA	Yes
Primary Contact	Rose Dodgson, ECSA Student President
Date of Production	07.06.22
Action Required	Information / Discussion

1.   RECOMMENDATIONS
The Board are asked to note and discuss the information provided in the ECSA End of Year Report.

2.   PURPOSE OF REPORT
To provide the Board of Management with an overview of activities conducted by ECSA in 2021/22.

3.   DETAIL
The ECSA End of Year Report 2022 can be accessed on the Board Portal **here**.

An accompanying presentation will be provided by the ECSA Team at the Board of Management on 14 June 2022.

4.   IMPACT AND IMPLICATIONS
The report provides a comprehensive overview of the work of ECSA in 2021/22, 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.

BOARD OF MANAGEMENT
14 JUNE 2022
PAPER G

Edinburgh College

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Title	Policy & Resources Committee - Annual Report 2021/22
Appendices	None.
Disclosable under FOISA	Yes.
Primary Contact	Marcus Walker
Date of Production	08.06.22
Action Required	Information / Discussion

1. **RECOMMENDATIONS**

   The Board are asked to note and discuss the points raised within the Policy & Resources Committee Annual Report.

2. **PURPOSE OF REPORT**

   This Report provides both a summary of the activities of the Policy & Resources Committee over the past 12 months and its future direction.

3. **DETAIL**

   3.1 **Executive Summary**

   The Chair of the Policy & Resources Committee wishes to bring the following matters to the attention of the Board of Management:

   - The current financial forecasting undertaken by the College and reported to both the Committee and the Board, which indicates the cumulative total savings required from 2022/23 equated to £3.6m, increasing to almost £5.7m by 2024/25. The Committee welcomes the approval of a Voluntary Severance Scheme by the SFC as a tool to deliver significant savings over the next three years.

   - The need to ensure that both Edinburgh College and College Employers Scotland continue to engage meaningfully with recognised trade unions, to ensure that staffs concerns are heard, and industrial action is avoided. Further to this, the Committee welcomes the efforts of the College to reduce the impact of recent industrial action - with campuses remaining open for student to use facilities.

   - The response of the HR Teams to support staff returning to campuses following a period of significant uncertainty caused by the Covid-19 Pandemic. The Committee has welcomed developments led by the HR & OD directorate, including the College's membership of the Black Leadership Group.

- In line with its remit to consider matters of business of importance and complexity, the Committee has considered updates on the legal case relating to the student accommodation at the Granton Campus. Through the Committee, updates on key developments have been reported to the Board of Management.

- The Committee continues to monitor progress against the Environmental Sustainability Strategy 2022-25, the central ambition of which aims for the College to become carbon neutral by 2030, with a 75% reduction in emission by 2025. The Committee has welcomed the significant progress made over the past two years, but notes that it will be difficult to achieve the long-term net zero target without additional financial investment from the Scottish Government.

3.2 Operation of the Committee

3.2.1 *Operation / Report to the Board*

The Policy & Resources Committee met four times during the academic year 2021/22 to provide strategic oversight of the College's financial, estates and infrastructure, staffing matters, and to advise the Board of Management on any other business of particular importance or complexity. 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 Policy & Resources Committee has discharged its responsibilities under its terms of reference.

3.2.2 *Membership / Attendance*

The membership of the Committee consists of at least five non-executive members and one Student Board Member. Over the past 12 months the core membership of the Policy & Resources has included Ann Landels (Interim Chair of the Board / Committee Chair), Rose Dodgson (Student Board Member) and the following Non-Executive Members:

	Non-Executive Membership				
To 01.03.22	Nigel Paul	Lesley Drummond	Alex Killick	Jeanette Stevenson	-
From 01.03.22	Lesley Drummond	Alex Killick	Jeanette Stevenson	Fiona Riddoch	Janyce Holmes

Alan Williamson, as Chief Operating Officer, acts as Executive Lead for the Policy & Resources Committee.

Audrey Cumberford (Principal & Chief Executive), Jonny Pearson (Vice Principal Education & Skills), Sue Clyne (Director of HR & OD), and Marcus Walker (Board Secretary) attended each meeting of the Committee in the academic year 2021/22.

At its meeting on 17 May 2022, the Committee undertook a self-assessment, based on a 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 Policy & Resources Committee considers and approves, where appropriate, the development and review of strategies relevant to the Committee's purpose.

At all its meetings in 2021/22, the Committee received a Principal & Chief Executive Report which provided an update on key strategic development within the college sector, including:

- The response of the College to the Covid-19 Pandemic and the safe reintroduction of activity back to College campuses.
- The Scottish Government's Draft Budget and its potential negative impact on the financial sustainability of the College and wider sector.
- The development of College Employers Scotland and the financial impact of potential pay awards.

In 2021/22, the Committee also reviewed progress on the following College strategies: (i) the Digital Strategy; (ii) the Environmental Sustainability Strategy and (iii) a Procurement Strategy. The Committee received an annual update on each of these strategies at both its September and November 2021 meetings.

The Committee's strategic role also includes the preparation of the annual College Budget for approval by the Board. On 22 February 2022, the Committee received a financial forecast update from the Chief Operating Officer outlining the year-on-year savings required to maintain a breakeven position - considering the real-terms reduction in funding outlined in the Scottish Government's Draft Budget. The financial forecast was subsequently presented to the Board of Management on 22 March 2022 as part of a wider discussion on financial sustainability.

At each of its meetings, the Policy & Resources Committee receives a standing report on matters relating to human resources and organisational development and has maintained an overview of ongoing industrial relations at the College. The HR Report, provided by the Director of HR & OD, includes an update on the development of a Workforce Plan and a People Strategy for the College.

The Committee receives a regular reportage on matters relating to capital and infrastructure and continues to monitor to College's strategy towards estates/infrastructure and how these areas relate to ongoing curriculum planning.

3.4   Performance Monitoring

3.4.1   Finance

The Committee continues to monitor performance through the monthly Management Accounts which are considered at each meeting. The Management Accounts includes a Financial Performance Monitoring Template which outlines performance in the following areas: Credits, staff numbers (FTE), commercial & international contracts, cashflow/balance, and Government Returns.

The Committee, at its meeting on 16 November 2021, received the Financial Forecast Return (FFR) submitted by the College to the SFC on 18 October 2021. It was noted that the FFR was in line with the College's strategic financial planning and consistent with SFC guidance and assumptions.

On 16 November 2021, the Committee considered and approved a tuition fees proposal for 2022/23, which included up-to-date marketing and benchmarking information with other colleges to ensure the College remained competitive and income was optimised. A 2% increase to course part-time and scheduled courses were agreed, however, the Committee were cognisant that the impact of the Covid-19 pandemic was likely to affect the decision-making of potential self-financing students, with the economic impact being felt mostly by those who already face disadvantage and social deprivation.

3.4.2   Recruitment, Retention and Credits

The Committee at every meeting receives a recruitment, retention and credits update which includes a breakdown of performance against full-time, part-time and credit targets.

In 2021/22, the Committee were informed that although overall enrolment figures were comparable with previous years, there had been a decrease in the number of full-time enrolments when compared to the previous academic year. The decrease in full-time enrolments was shown to directly correlate with a reduction in the number of credits compared to the academic year 2020/21.

The Vice Principal Education & Skills has highlighted to the Committee that issues related to enrolments and credits were sector-wide, and that the College continued to work closely with the SFC to mitigate the drop in full-time enrolments and safeguard credit funding.

3.4.3   Human Resources Dashboard

At each of its meetings, the Policy & Resources Committee received a dashboard outlining key employment data, including headcount, FTE, Turnover, and an absence summary. In addition to this, the Committee has monitored in impact of Covid-19 absence and considered how best to support staff returning to work on College campuses.

3.4.4   Other Business

In addition to its standing reports, the Committee agreed to review specific areas of performance during the academic year - including an update on the College's Waterfront Nursery. The Committee noted that the Nursery had, over recent years, made significant process with regards to its financial sustainability, service development, service quality, and partnership activity with Edinburgh Council.

Given the scale and extent of developments at the Nursery, it was agreed (in November 2021) that future developments would be monitored via the Corporate Development Committee - alongside reporting about other commercial activities at the College.

3.5   Conclusion

The Policy & Resources Committee on 17 May 2022 noted that it was satisfied with its current operations and the quality of reports it receives from senior management.

Under *Paragraph 3.1*, the Chair of the Policy & Resources Committee has highlighted key points for noting and consideration by the Board of Management.

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:
- An Effective and Efficient College.

Key Performance Indicators:
- Total Credits
- Financial Adjusted Operating Position
- Staff Costs as a Percentage of Income.

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Title	**Management Accounts Summary to April 2022**
Appendices	Appendix 1: Management Accounts to April 2022 – Executive Summary
Disclosable under FOISA	Yes
Primary Contact	Alan Williamson, Chief Operating Officer
Date of Production	06.06.22
Action Required	Information / Discussion

1.   **RECOMMENDATIONS**

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

A detailed version of the Management Accounts to April 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.

The following report provides an update on the financial position of
Edinburgh College at 30th April 2022

1. EXECUTIVE SUMMARY

Credits and SFC Grants

1.1 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 **187,923** credits to date. This is slightly lower than at the same date in previous years largely due to a decrease in full-time enrolments.

1.2 Adjusted Operating Position

As per SFC Measurement basis	**Annual Budget 2021/22**	**YTD Budget 2021/22**	**YTD Actuals 2021/22**	**YTD Variance 2021/22**	**Previous YTD 2020/21**	**Full Year Forecast 2021/22**
	£000s	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**
I&E Operating Position	**(1,510)**	**(1,507)**	**(1,217)**	**290**	**(660)**	**(1,361)**
Add: Depreciation net of deferred capital grant release	2,612	2,147	2,147	-	1,964	2,612
Deduct: Revenue funding allocated to loan repayments	1,102	826	826	-	643	1,102
Adjusted Operating Position	-	**(187)**	103	290	661	149

The College's adjusted operating position excludes non-cash items included in the income and expenditure account (depreciation net of deferred grant release) and capital loan repayments (not included in the I/E account).

1.3 Income and Expenditure

	Annual Budget 2021/22	**YTD Budget**	**YTD Actuals**	**YTD Variance**	**Previous YTD**	**Full Year Forecast**
	£000s	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**
Funding Council Grants	54,527	35,413	35,421	8	34,983	53,789
Tuition Fees and Commercial & Other Income	13,709	12,392	12,348	(44)	9,727	14,161
Job Retention Scheme (JRS) Income	-	-	7	7	789	7
Deferred Income	2,770	2,104	2,104	-	1,944	2,770
Total Income	**71,006**	**49,909**	**49,880**	**(29)**	**47,443**	**70,727**
Staff Costs	51,054	36,810	36,743	67	36,148	51,126
Other Costs	16,080	10,355	10,023	332	7,704	15,279
Depreciation	5,382	4,251	4,251	-	3,907	5,382
Exceptional Support Costs	-	-	79	(79)	345	300
Total Expenditure	**72,516**	**51,416**	**51,096**	**320**	**48,104**	**72,087**
Operating (Deficit) / Surplus pre SSAP24 and pension revaluation adjustments)	**(1,510)**	**(1,507)**	**(1,217)**	**290**	**(660)**	**(1,361)**

1.4. The College's annual budgeted operating position for the year is a deficit of £1,510k which results in an adjusted operating budget position for the year of **break-even** (refer para 1.2 for details). The operating position to April shows a deficit of £1,217k against a profiled budget deficit of £1,507k. The main variances are:

- A favourable variance of £7k as a result of Job Retention Scheme (JRS) income.
- An adverse variance of £44k within tuition fees, commercial & other income (net SAAS fees).
- A favourable variance in staffing costs of £67k (effect of unfilled vacancies and recruitment freeze).

- A favourable variance within other costs, net £332k (savings in premises costs - rates, waste disposal, utilities (water), maintenance, VAT, print, travel, marketing and training & development; which are partly offset by the outsourced catering subsidy).
- An adverse variance of £79k within exceptional support costs (two leavers from 2020 VS scheme).

Most income received to date is in line with overall profiled budgets whilst the majority of non-staff overheads are also broadly in line with budget. However, the annual forecast for SAAS / HE fees was reduced by £339k against budget (an adverse movement of £43k from last month), whilst the forecasts for FEFT / PT fees and exam fee income are reduced by £44k in total (adverse by £17k from last month).

In addition, the full year forecasts for Bliss Spa, bespoke courses, accommodation and training restaurants have been reduced by a total of £100k (unchanged from last month), while the College's outsourced catering subsidy stands at a forecast of £200k in total (in line with last month). Following recent spikes in wholesale energy prices, although the College's contracts are partly hedged, the scale (and projected longevity) of the substantial price increases has resulted in the forecast for premises costs (gas & electricity) increasing by £40k (unchanged from last month).

Costs associated with unbudgeted Voluntary Severance leavers will likely total circa £300k. These costs have been incorporated into the College's financial forecasts and are in line with last month. Also, owing to the challenges of delivering multiple FWDF programmes spanning several years and to be delivered within strict timeframes, the net FWDF income target has been reduced by £128k (same as last month).

These adverse income / expenditure movements with the FWDF, catering subsidy, utilities costs and VS costs have been partially offset by an increase in other grants of £28k, higher Nursery income of £30k, additional associate degree fees of £61k – ENU computing (additional £9k from last month), higher net bespoke/scheduled course income (£5k), additional managing agents income of net £555k (achievement of retrospective milestones from 2020/21 (£0.25m) plus continuing strong in-year delivery), additional SDS income following a retrospective claim of £200k (an increase of £40k from last month), higher net international income of £53k (Panamanian contract- increase of £20k from last month), staff savings of £30k (recruitment freeze) and gross forecast savings within non-pay costs of £338k in total. This results in a forecast adjusted operating surplus for the year of £149k (£14k improvement from last month).

Departmental / faculty review meetings are held monthly, where full year forecasts of the latest income and expenditure positions are discussed and agreed. Regular SMT meetings also prioritise plans to bolster this year's operating position, and to improve the forecast deficits in future years. The high-level movements in April 2022 affecting the full year operating forecast are as follows:

	£k - Fav / (Adv)
International income	20
Net HEFT tuition fees	(51)
SDS income	40
Finance charges and Bad Debts - net	5
Childcare grant	(818)
Childcare costs	818
Total movements during April affecting operating position:	**14**

In comparison to the full year budget (at operating and adjusted operating levels) there is an overall surplus of £149k, the main details of which are shown below:

	£k - Fav / (Adv)
Net SAAS / HEFT, associate degrees, FEFT/PT fees	(322)
Net managing agents income	555
Bliss Spa (£45k), accommodation (£15k), restaurant income (£10k)	(70)
Net international, bespoke income and scheduled courses	58
SDS income (retrospective claim)	200
Net FWDF income	(128)
Net Nursery income	30
Other grant income (Scottish Government additional hours funding)	28
Lower premises costs (rates appeal £84k, net upkeep of grounds / waste disposals / reactive maintenance)	121
Catering subsidy	(200)
Net VS leavers, CM / CL reshaping costs, and recruitment freeze	(270)

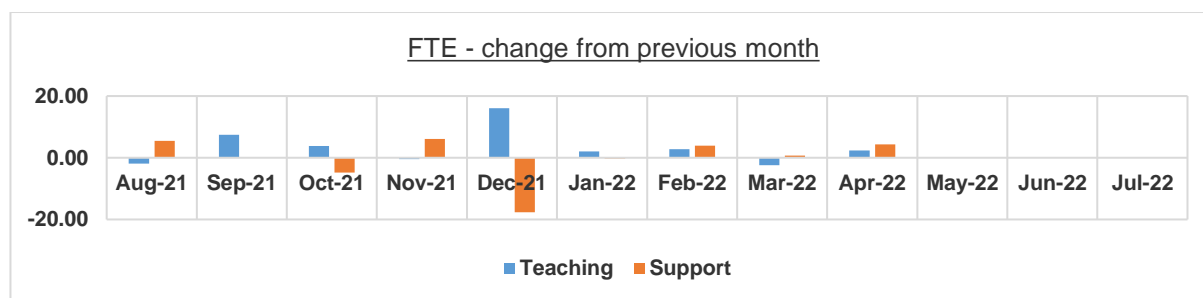|			
VAT, travel (car mileage), marketing, finance charges & other			147
Total YTD movement affecting cash:			**149**

NTTF and YPG credit funding for 2021/22 totalling £697k plus student support of £370k is available for drawdown from SFC, although the College will not deliver this activity. However associated development funding of £73k will be claimed. This funding is contingent upon the delivery of an additional 2,470 credits but requires achievement of the College's core credit targets. Neither income nor expenditure in relation to NTTF/YPG are included in the College's management accounts.

1.5   **Staff (Full Time Equivalent)**

FTE	31/07/21	30/04/22	YTD Movement	30/04/21
Teaching	468.9	498.7	29.8	483.5
Support	515.1	513.0	(2.1)	514.9
	984.0	1,011.7	27.7	998.4

Staff numbers have increased by 27.7 FTE since the beginning of the academic year to fill existing vacancies, together with the creation of three new permanent posts (focused on new income streams, expanded learning platforms, and to replace previously outsourced trainers). Three other posts were also created within the Nursery to maintain staff: child ratios.

Following the management capacity change within faculties, the newly created Curriculum Team Managers & Head of School roles are now recorded against teaching staff (previously support) which equates to a net movement of circa 16.9 FTE. The monthly FTE staff movements are shown below:

1.6   **Cash**

Opening cash 01/08/2021 £'m.	Month-end cash 30/04/2022 £'m.	Comments
5.3	7.3	The cash balance at the end of April is £7.3m which includes £1.5m of student support funds. Approx. £1.2m of underspent 2020/21 student support funds were repaid to the SFC/Scottish Government up to March 2022. The higher than expected cash balance includes funds received in 2020/21 for FWDF, managing agents and international courses that relate to delivery in the current year.

1.7   **Capital Expenditure**

Opening Fixed Assets 01/08/21 £'m.	Additions 30/04/22 £'m.	Dep'n 30/04/22 £'m	Closing Fixed Assets 30/04/22 £'m.	Comments
168.1	1.9	(4.3)	165.7	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 net for condition survey backlog works and **(3)** £0.5m of digital support funding (which includes £0.1m for student digital poverty). To date £1.7m of work in progress has been incurred since the beginning of the academic year (on ICT, curriculum projects, building fabric works and environmental refurbishments), whilst £0.2m of works have been capitalised.

BOARD OF MANAGEMENT
14 JUNE 2022
PAPER K

Title	Governance Report
Appendices	Appendix 1: TLRR Summary Graphic - April 2022
	Appendix 2: Board Improvement Plan - May 2022
	Appendix 3: Board Calendar 2022/23
Disclosable under FOISA	Yes
Primary Contact	Marcus Walker, Board Secretary
Date of Production	04.03.22
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)
- Progress against recommendations within the Board Improvement Plan 2021/22 (Appendix 2)
- The Edinburgh College Board of Management Calendar 2022/23 (Appendix 3), which was circulated to members in May 2022 for endorsement.

2. **PURPOSE OF REPORT**

The report provides an update on matters brought to the attention of the Board on 22 March 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 - Recruitment Process**
   On 31 March 2022, the Public Appointments Team launched an advert to recruit a new Chair to the Edinburgh College Board of Management.

   The application deadline has now closed, and it is expected that the appointment of a new Chair will be announced by Public Appointments on 4 July 2022.

   3.1.2 **Non-Executive Membership**
   In December 2021, the Board agreed to seek two new non-executive members with experience in the following areas: *Community engagement; working with young people; the voluntary sector; and Local business / enterprise*. An advert for the recruitment round was published online on 16 March 2022, with the deadline for application closing on 12 April 2022.

Interviews will take place on 6 June 2022, with a verbal update on the outcome of the process to be provided to the Board on 14 June 2022.

3.1.3 Audit & Risk Assurance Committee - Independent Member

The Board 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 before the end of the academic year. Further to this, an advert for the recruitment round was published online on 16 March 2022.

A verbal update on this appointment will be provided to the Board on 14 June 2022.

3.2 Top-Level Risk Register Summary

For Board members' consideration a Top-Level Risk Register (TLRR) Summary is included as Appendix 1.

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 Improvement Plan was approved by the Board of Management for monitoring on a quarterly basis during the academic year. Appendix 2 includes an updated Board Improvement 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 16 actions have now been completed or will be progressed towards completion by June 2022. However, seven actions which relate to the approval of a new Edinburgh College Strategic Framework and the appointment of a new Regional Chair remain on hold until those projects conclude.

The 2021/22 Board Improvement Plan will be considered by the Chair, the Vice Chair and the Board Secretary over the summer, along with outcomes from the annual Board self-evaluation processes (see Paragraph 3.4), also an updated 2022/23 Improvement Plan will be considered by the Board on 27 September 2022.

3.4 Annual Board Self-Evaluation

The Code of Good Governance for Scotland's Colleges states that boards must keep their effectiveness under annual review and have in place a robust self-evaluation process. Further to this, the Board has undertaken the following self-evaluation exercises:

- **Committee self-evaluations** were undertaken at all meetings in May and June 2022. Actions arising from the self-evaluations will be considered by each committee at their next meeting.
- A **Board Questionnaire** was circulated to all members with a deadline of 30 May 2022. Key themes arising from the survey are outlined in the 2021/22 Evaluation Report (PAPER L).
- **One-to-one meetings with the Interim Chair** took place during the week commencing 23 May 2022. Reflections from the process will be fed back to the Board as part of the 2021/22 Evaluation Report (PAPER L).

- The **Evaluation of the Interim Chair** was conducted by the Interim Vice-Chair at the end of May 2022 and allowed Board members to reflect on the Interim Chair's performance in 2021/22. Matters arising from the process will be fed back to the Board as part of the 2021/22 Evaluation Report (PAPER M).
- A **review of Committee Membership and Attendance** will be conducted by the Nominations Committee on 13 June 2022.

3.5 Board Calendar 2022/23
Attached as Appendix 3 is the Board and committee calendar for 2022/23 as endorsed by the Board following a period of consultation in May 2022. The Board are asked to note the dates of upcoming meetings.

3.6 National Governance Update

3.6.1 Code of Practice for Ministerial Appointments to Public Bodies in Scotland
The Ethical Standards Commissioner has published a revised Code of Practice for Ministerial Appointments to Public Bodies in Scotland.

The Code will not come into effect until 3 October 2022 with a view to ensuring that everyone who plays a part in the appointments process will be ready for its implementation.

The Code, which can be viewed here, is an important tool in securing the appointments of the right people for the right roles. It is rooted in good practice in recruitment and selection and intended to help selection panels design appointment rounds that deliver the skills, knowledge and experience needed as well as being welcoming and accessible to people from all backgrounds. The new Code is focused on enabling more creative and ambitious approaches to attracting and appointing the best new board members from the widest possible pool of applicants.

The Nominations Committee, at its next meeting on 13 June 2022, will review the new Code and consider its implementation prior to the Code coming into effect later this year.

3.6.2 Good Governance Steering Group Update
The Scottish college sector's Good Governance Steering Group (GGSG) will meet again on 20 June 2022.

Given that legislative changes are required for trade union representatives to join college boards, as previously agreed by the GGSG, the Scottish Government have yet to confirm a timescale for the publication of the updated Code of Good Governance for Scotland's Colleges.

It is expected that the updated Code will include an amendment to the Board Effectiveness Review cycle which currently takes place every 3 years. It has been agreed by both the GGSG and the SFC that external reviews should take place every 3 to 5 years, at the discretion of individual college boards.

3.6.3 Governance Issues at South Lanarkshire College
An independent audit conducted by Audit Scotland was unable to conclude that governance at South Lanarkshire College was satisfactory over the last year.

Auditors found several areas where the college did not fully comply with the Code of Good Governance for Scotland's Colleges at the start of the academic year 2021/22. Further information on this case can be found on the Audit Scotland website [here](#).

Audit Scotland shall continue to monitor the progress made by South Lanarkshire College in this area, with a view to further public reporting in the future. The college sector will continue to monitor any developments and consider any lessons learnt in relation to the issues highlighted.

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
April 2022

Corporate DEVELOPMENT

Overview

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

↔ (26) Impacts of BREXIT on college business

↔ (3) Shortfall in commercial income

↔ (24) Cyber security breaches within the college

AMBER Score

↔ (35) COVID-19 – Public Health Risks

↔ (25) Finable breach of the GDPR or PECR

↔ (32) Failure to meet SFC funded activity targets and fees (recruitment, credit, SAAS and fee income)

↔ (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

↔ (27) Workforce planning and development

↔ (15) Health & safety non-compliance

Risk Movement
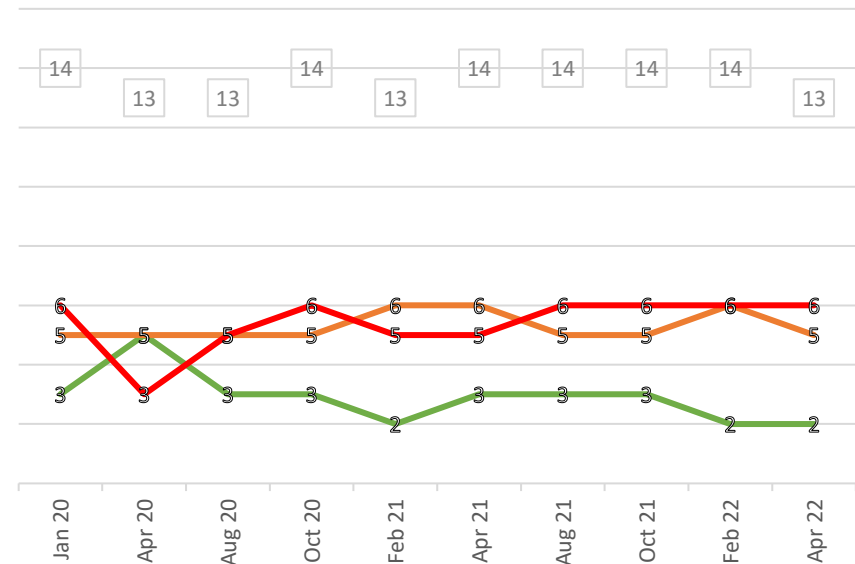
RAG Key

↔ *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*

IMPROVEMENT PLAN: BOARD DEVELOPMENT

PROGRESS / EVIDENCE REVIEW

FOR REPORTING PERIOD UP TO JUNE 2022

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

Lead: Board Secretary

May 2022

** Updates highlighted in yellow**

	1. IMPROVED STRATEGIC FOCUS	OVERALL STATUS: IN PROGRESS			R	A	G

REF.	PRIMARY & SECONDARY RECOMMENDATIONS		ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
1.1	PRIMARY	**Updated.** Establish a new 'dashboard' of institutional KPIs derived from the Edinburgh College Strategic Framework. KPIs should align with longer and shorter term strategic aims and provide a clear link between Board and committee activity and the strategic plan.	a) Board approval of Institutional KPIs derived from the new Strategic Framework. b) Plotting of Board and committee activities against the new Strategic Framework.	14 June 20222	Board of Management / Executive Team / Board Secretariat	• Board of Management engaged in the development of the new Strategic Framework. KPIs to be considered once draft Framework is agreed.	**Amber**
1.2	PRIMARY	**Updated.** 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.	a) Alignment of Board/committee papers with strategic KPIs.	14 June 2022	Board of Management / Board Secretariat	• Confirmation of updated institutional KPIs to be confirmed by Board once the Strategic Framework is approved. • New paper format introduced for the Board and all committees from November 2021 onwards.	**Amber**
1.3	PRIMARY	**Updated.** 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.	a) Board Engagement i. Early Board engagement with core strategic issues, brought back to the Board for a second view after further development.	14 June 2022	Board of Management / Executive Team / Board Secretariat	• 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. • Two Board Strategy Session scheduled in 2021/22.	**Amber**
1.4	PRIMARY	**New.** To ensure that progress against the new Strategic Framework is satisfactory, the Board should agree to conduct an annual review.	a) Agree a process for annually reviewing the Strategic Framework.	14 June 2022	Board of Management / Executive Team / Board Secretariat	• To be agreed once new Strategic Framework 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	• Due to meetings currently being held online, and the impact of Covid-19 on a wider range of college business, the Executive Team will continue to attend meetings of the Board. • Executive attendance will be reviewed again once face-to-face meetings of the Board resume.	**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	• Closure of College campuses due to the Covid-19 pandemic, and the shift to holding all Board and committee virtually, mean that alternative meeting venues will not be considered until campuses are re-opened and social distancing guidance allows for physical meetings. • The Board of Management will meet on 22 March 2022 at its Granton Boardroom. This will be the first in-person meeting for two years due to the Covid-19 Pandemic. Following the meeting members will consider the suitability of this venue for future Board meetings.	**Amber**
COMPLETED ACTION(S)							
Ref 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	• KPI Dashboard presented to all Board meeting as an appendix to the Principal's Report.	**Complete**
Ref 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.	b) Committee role i. The function and role of committees, particularly Policy and Resources; ii. Deep dives into a single pillar of a strategy or strategic KPI.	08 December 2020	Board of Management / Committee Chairs / Executive / Board Secretariat	• All Board committee have now incorporated deep dives in to their agenda planning.	**Complete**
Ref 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	• 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

REF.	PRIMARY & SECONDARY RECOMMENDATIONS	ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
2.1	**PRIMARY** **Updated.** 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	• The Corporate Development Committee will review the Edinburgh College Communications, Marketing and Engagement Strategy once the new Strategic Framework is approved. The Strategy will be refreshed for consideration at a future meeting and will provide a basis for a new Board Engagement Plan. • New Regional Chair to be consulted on expectations. Appointment of new Regional Chair not expected until 4 July 2022.	**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	• Covid-19 pandemic heavily impacted on College events and external activity in Semester 1 of 2021/22. • From February 2022 onwards a number of in-person events have been scheduled (inc. Prizegiving and the Glow Festival). It has subsequently been agreed with the Events Team that a draft quarterly update for circulation to the Board will outline upcoming events. This action was reported to the Corporate Development Committee on 24 May 2022. • 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.	**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	• 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

REF.	PRIMARY & SECONDARY RECOMMENDATIONS		ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
3.1	PRIMARY	**Updated.** 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	• Induction and development activities to be aligned with development outlined under Actions 1.1 to 1.3 and 1.6.	**Amber**
			b) Triangulated with a survey of member development priorities.	14 June 2022	Regional Chair / Board Secretariat	• 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. • Feedback from the 2020/21 evaluation exercise was presented to the Board on 16 June 2020. <mark>The same process is currently being followed for AY 2021/22 and will be fed back to the Board on 14 June 2022.</mark>	**Amber**
			c) Aligned with and complementary to CDN's offer.	14 June 2022	Board Secretariat	• New online events announced by CDN and communicated to Board members • Complementary events list in the Governance Report to the Board on 14 December 2021. • AY2022/23 CDN development / training offer to be launched in June 2022.	**Amber**

			d)	Enhanced induction process building upon the current meeting focussed approach.	14 June 2022	Regional Chair / Board Secretariat/ Principal	• One-to-one meetings for new Board members with:
							  o The Chair: To discuss role in relation to strategic direction and performance monitoring, and arrangements for development and evaluation;
							  o The Vice Chair: To discuss role of senior independent member;
							  o The Principal & Executive Team: To address questions relating to College management structure, Strategic Plan and operations;
							  o 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.
								Amber

3.2	SECONDARY	**Carried over.** 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	• 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 before the start of 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: - Two Strategy Days; - Thematic workshop(s); - Staged pre-reading on organisational strategy and Board forward planning.	15 June 2021	Regional Chair / Board Secretariat/ Principal	• 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	a) Updating of the Board skills matrix: 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	• 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. 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. • 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**

				RAG STATUS
4. PROCESS, STRUCTURES AND MEASUREMENTS	OVERALL STATUS: IN PROGRESS			**R** **A** **G**

REF.	PRIMARY & SECONDARY RECOMMENDATIONS		ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
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	• Current induction and development materials to be 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 to be made available to Board members in 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.	**Green**
4.3	SECONDARY	**Carried over.** The Board should consider whether the Chair of the Audit and Risk Assurance Committee should hold other functions or sit on other committees.	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	• Board membership reviewed on 14 December 2022. A new Chair of Audit & Assurance Committee subsequently appointed who does not hold any other role of the Board.	**Green**
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	• 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**
4.4	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	• 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 and Committee Meeting Year Planner 2022/2023

Edinburgh College — For the future you want

2022/23	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
August	1 TSH	2 TSH	3 TSH	4 TSH	5 TSH	8 TSH	9 TSH	10 TSH	11 TSH	12 TSH	15	16	17	18	19	22	23	24 BDE 15:00	25	26	29	30 P&R 15:00	31 CD 15:00		
September				1	2	5	6	7	8	9 LTSE 14:00	12	13	14	15	16	19 CC	20	21	22	23	26	27 BoM 14:00	28	29	30
October	3	4	5	6	7	10	11	12 A&RA 15:00	13	14	17 TSH	18 TSH	19 TSH	20 TSH	21 TSH	24	25	26	27	28	31				
November		1 BSS 09:30	2	3	4	7	8	9	10	11	14	15 P&R 15:00	16	17	18 LTSE 14:00	21	22 A&RA 15:00	23 CD 15:00	24	25	28	29	30		
December				1	2	5	6	7	8	9	12	13 BoM 14:00	14	15	16	19	20	21 CC	22 CC	23 CC	26 CC	27 CC	28 CC	29 CC	30 CC
January	2 CC	3 CC	4	5	6	9	10	11	12	13	16	17	18	19	20	23	24	25	26	27	30	31			
February			1	2	3	6	7	8 BDE 15:00	9	10	13 TSH	14 TSH	15 TSH	16 TSH	17 TSH	20	21 P&R 15:00	22 A&RA 15:00	23	24	27	28 CD 15:00			
March			1	2	3 LTSE 14:00	6	7	8	9	10	13	14	15	16	19	20	21 BoM 14:00	22	23	24	27	28	29	30	31
April	3 TSH	4 TSH	5 TSH	6 TSH	7 CC	10 CC	11 TSH	12 TSH	13 TSH	14 TSH	17	18	19	20	21	24	25 BSS 09:30	26	27	28					
May	1 CC	2	3	4	5	8	9	10	11	12	15	16 P&R 15:00	17	18	19 LTSE 14:00	22	23 CD 15:00	24 A&RA 15:00	25	26	29	30 REM 15:30	31 NOM 15:30		
June				1	2	5	6	7	8	9	12	13 BoM 14:00	14	15	16	19	20	21	22	23	26	27	28	29	30

KEY : Board; Audit & Risk Assurance; Learning, Teaching & Student Experience; Corporate Development; Policy & Resources; Remuneration; Nominations; Board Strategy Session; Board Development Event (optional)

CC = College Closed; TSH = Teaching Staff Holiday; ASD = All Staff Day

Edinburgh College

For the future you want

Title	**Board Self-Evaluation Survey 2022 Report**
Appendices	None
Disclosable under FOISA	Yes
Primary Contact	Marcus Walker, Board Secretary
Date of Production	09.06.22
Action Required	Information / Discussion

1. **RECOMMENDATIONS**

   The Board are asked to discuss and note the paper.

2. **PURPOSE OF REPORT**

   To provide the Board with an opportunity to consider feedback from the 2022 Self-Evaluation Survey, and any further actions required in response.

   The Code of Good Governance for Scotland's Colleges states that boards must keep their effectiveness under annual review and have in place a robust self-evaluation process. One element of the Board self-evaluation process is for members to complete a survey reflecting on the practice of the Edinburgh College Board of Management in the academic year 2021/22.

   To allow comparison with self-evaluation data from the previous three years (- since the 2019 Board Effectiveness Review) the same questionnaire was circulated.

3. **DETAIL**

   3.1 Questionnaire

   In late May 2022, an evaluation questionnaire comprising of 34 statements, over six sections directly related to areas of the Code of Good Governance, was circulated to the Board. Responses to the questionnaire illustrated that Board members were broadly content with governance arrangements at the College, indicating broad 'agreement' with all 34 of the statements put forward (against a six-level Likert scale).

   Twelve Board Members (from a possible total of 15) took part in the 2021/22 evaluation.

3.2 Quantitative Results

In the 2022 Survey, feedback indicated that members were broadly content ('agree / strongly agree') with performance across all survey questions. However, the following statement received the lowest scoring across all surveyed questions:

- Learning provision is relevant to industry needs.

In general, statements relating to *'Leadership and Strategy'* did not receive universal agreement, specifically the following statement which has received the lowest score in this section over the past two years:

- The Board regularly reviews performance against its strategic aims.

Statements relating to *'Quality of the Student Experience'* also receiving some mixed responses, to which the following questions received the most 'neither agree / nor disagree' ratings within this section:

- Learning and Teaching Performance is overseen effectively.
- The Board sets challenging student success targets.

The latter of these two statements, related to student success targets, has received a similar scoring in previous years' surveys.

Statements relating to *'Accountability'* continued to score highly, however, unlikely previous years Board members did not unanimously 'agree / strongly agree' with the following statement:

- The Board prioritises the fair and effective management of staff.

3.3 Qualitative Feedback

Whilst Board members collectively 'agreed' with all 34 statements put forward in the 2022 questionnaire, there were however several constructive comments that will be considered further by the Interim Chair and the Board Secretary.

It should be noted that almost half of the qualitative feedback received from members specifically related to the following survey question: *'Learning provision is relevant to industry needs'*.

Comments provided by members included:

- ***Leadership & Strategy***

    o *"As the revised strategy is under development we are in a period of change. We have been involved in the process to a certain extent but look forward to seeing and inputting to the final version."*

- o *"Board meetings often feel dominated by operational matters which are in the main an Executive team responsibility. As a result, strategy and an objective review of performance and progress versus strategy isn't afforded sufficient 'airtime' at the Board."*

- o *"Words like 'growth' are often used to define our strategy, but it is difficult to ascertain the underlying drivers and metrics that define 'growth'".*

- **Quality of the Student Experience**

  - o *"I would say that I've not seen enough on the first point [Learning &Teaching Performance is overseen effectively] here to fully comment."*

  - o *"I have concerns that the Board isn't given the insights into what the operational targets mean for the staff and students and the larger knock-on effects it has."*

- **Relationship and Collaboration**

  - *"As a board we do not often connect with industry /regional needs as a topic."*

  - *"Q2. [Learning provision is relevant to industry needs] This could be improved as the Board recognises the need for more targeted provision of skills and learning provision for the current needs of industry in Edinburgh."*

  - *"There is insufficient focus on delivering current and future industry needs. Instead, we attempt to be all things to all people which alleviates the need for tough decisions on course provision and resource prioritisation etc. There is a real danger we will lose income generating opportunities to the private sector if we are unable to focus on what industry needs."*

  - *"A slight question mark around Q2 [Learning provision is relevant to industry needs] given our last strategy day around courses that are run by Edinburgh College as I feel that some of the traditional courses should make way for courses that are more suited to what the local industry needs, however we only managed to touch on this topic, but I think it's an area I would like to explore further."*

- **Board Member Development and Evaluation**

  - *"It can often help to have a brief reflection exercise at the end of Board meetings, so that the [process of] review is not seen as just a one-off annual evaluation.*

3.4 Response to Specific Points

Updates in relation to the points highlighted in 3.2 and 3.3 are provided below:

- **Learning provision is relevant to industry needs.** The LTSE Committee has received regular update on the develop of the new Edinburgh College Curriculum Strategy during 2021/22, with the Strategy becoming standing item on its future agendas.

  The College continues to engage closely with Skills Development Scotland and employers to ascertain regional and national skills needs. The Interim Chair, the Chair of the LTSE Committee and the appropriate Executive Leads shall consider how best to ensure that the Board receive appropriate information on industry needs.

- **The Board sets challenging student success targets.** Student success targets outlined in the Regional Outcome Agreement are monitored regularly through the LTSE Committee. The Board, through its LTSE Committee, noted 'satisfactory' outcome of the Education Scotland Progress Visit Report and the commitment of the College improve attainment. Further to this, the LTSE Committee will continue to closely monitor an Action Plan developed in response to recommendations within the Education Scotland Progress Visit Report.

- **The Board regularly reviews performance against the strategic aims.** At each meeting of the Board in 202/22, members have received a Quarterly Strategic KPI Dashboard which outlines performance agreed indicators.

  In December 2021, the Board endorsed a draft Edinburgh College Strategic Framework for consultation with stakeholders. It is expected that a final draft of the Strategy Framework will be presented to the Board in September 2022, for approval. Once approved, it is proposed that a timetable for strategic reviews and scenario planning is considered by the Board.

- **Board effectiveness is regularly reviewed.** In line with a point highlighted in the survey responses (see Para 3.3), formative evaluations may be something the Board wish to introduce to supplement the current (summative) end of year evaluations.

3.5 One-to-One Meetings with Interim Chair

In addition to the evaluation questionnaire, the Interim Chair held individual conversations with all members of the Board during the w/c 23 May 2022. Of those 13 members three were nearing the end of their terms of office, two will end their tenure during 2022/23 and three had joined the Board during 2021/22. The eight Board members who are remaining on the Board for the whole of 2022/23 agreed personal objectives for the coming year.

The attendance and participation of Board members remained good during 2021/22. This was aided by meetings remaining virtual for the majority of the year. However, as was the case last year it was again noted that virtual meetings do not allow the informal contacts and conversations between individual members and between Board members, students and staff which foster a deeper understanding of the day-to-day life of the College and the issues it faces. It should also be noted that almost 50% of current members joined the Board during the Covid-19 restrictions and have therefore not had the opportunity to engage fully with the day-to-day work of the College, a gap which can hopefully be filled during 2022/23. There was also a feeling that this was a time of transition with the return to in-person/hybrid meetings, to on campus learning and

teaching and of College events such as Glow and the FE Prize Giving. The imminent appointment of the new Regional Chair will also be a significant event in the life of the Board which may bring changes.

This return to a way of operating more akin to that which existed in 2019 seems to be a good juncture for the Board to undertake a formal review of the future format for Board and Committee meetings and the time of day such meetings should be held. Such a review should be undertaken and reported to the Board prior to the end of 2022 in order that in can inform the calendar of meetings for 2023/24.

3.6   Conclusions / Next Steps

The feedback provided by the Board will be considered further by the Interim Chair and the Board Secretary, and cross referenced with the 2019 Board Effectiveness Report and the subsequent recommendations highlighted within the Board Improvement Plan. A further update on the implementation of points raised through Board members' feedback shall be included in the Board Improvement Plan Report provided to the Board at its next scheduled meeting on 27 September 2022.

4. IMPACT AND IMPLICATIONS
Self-evaluation is required to maintain an effective Board and ensure that robust governance arrangements are in place. A governance failure, which may result from inadequate self-evaluation processes, could have significant reputational implications for the College.

The Code of Good Governance for Scotland's Colleges states that boards must keep their effectiveness under annual review and have in place a robust self-evaluation process.

5. LINKS TO STRATEGIC PLAN AND KPIs
The activities and key priorities described in this report are linked to the following strategic aims:

- Delivering a Superb Student Experience
- Supporting and Inspiring Our People
- Valued in Partnership and by Communities
- An Effective and Efficient College
- Providing an Excellent Curriculum.

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Title	**Board of Management Agenda Planner 2022/23**
Appendices	None
Disclosable under FOISA	Yes
Primary Contact	Marcus Walker, Board Secretary
Date of Production	07.06.22
Action Required	Information

1.   **RECOMMENDATIONS**

The Board of Management are asked to note upcoming items of business.

2.   **PURPOSE OF REPORT**

It is important that the Board and its committees follow an appropriate plan of work in order to ensure they effectively cover all areas of their remit throughout the year and make the most efficient use of their time.

3.   **DETAIL**

Below are proposed agenda items for the next three meetings of the Board of Management, excluding Minutes of the Previous Meeting, Matters Arising and Any Other Competent Business:

3.1   27 SEPTMEBER 2022

- EDINBURGH COLLEGE DEVELOPMENT TRUST ANNUAL UPDATE

- STRATEGIC DISCUSSION: STRATEGIC FRAMEWORK

- EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT
    - ECSA Quarterly Report
    - ECSA Annual Priority Objectives 2022/23

- COMMITTEE BUSINESS

    - POLICY & RESOURCES COMMITTEE
        - Minutes 30.08.22
        - Recruitment & Retention Dashboard
        - Management Accounts to July 2022

    - AUDIT & RISK ASSURANCE COMMITTEE
        - Summary Top Risk Register

    - LEARNING, TEACHING & STUDENT EXPERIENCE COMMITTEE
        - Minutes 09.09.22

    - CORPORATE DEVELOPMENT COMMITTEE

- Minutes 31.08.22
- Annual Committee Report

  o NOMINATIONS COMMITTEE
- Minutes 13.06.22

- PRINCIPAL & CHIEF EXECUTIVE REPORT

- GOVERNANCE REPORT

- NATIONAL REPORT

- HEALTH & SAFETY ANNUAL REPORT 2021/22

- FREEDOM OF INFORMATION ANNUAL REPORT 2021/22

3.2 13 DECEMBER 2022

- BOARD STRATEGY SESSION REPORT

- STRATEGIC DISCUSSION: TBC

- DRAFT REGIONAL OUTCOME AGREEMENT 2023/24

- EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT

- COMMITTEE BUSINESS

  o AUDIT & RISK ASSURANCE COMMITTEE
- Minutes 12.10.22
- Minutes 22.11.22
- Annual Committee Report
- Annual Report & Financial Statements for Period to July 2022
- Summary Top Risk Register

  o POLICY & RESOURCES COMMITTEE
- Minutes 15.11.22
- Recruitment & Retention Dashboard
- Management Accounts to October 2022

  o LEARNING, TEACHING & STUDENT EXPERIENCE COMMITTEE
- Minutes 18.11.22

  o CORPORATE DEVELOPMENT COMMITTEE
- Minutes 23.11.22

  o NOMINATIONS COMMITTEE
- Minutes (TBC)

- PRINCIPAL & CHIEF EXECUTIVE REPORT

- GOVERNANCE REPORT

- NATIONAL REPORT

- RIDDOR REPORT

3.3   21 MARCH 2023

- STRATEGIC DISCUSSION: TBC

- EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT

- COMMITTEE BUSINESS

    o POLICY & RESOURCES COMMITTEE
        - Minutes 21.02.23
        - Recruitment & Retention Dashboard
        - Management Accounts to January 2023

    o AUDIT & RISK ASSURANCE COMMITTEE
        - Minutes 22.02.23
        - Summary Top Risk Register

    o LEARNING, TEACHING & STUDENT EXPERIENCE COMMITTEE
        - Minutes 03.03.22
        - Annual Committee Report

    o CORPORATE DEVELOPMENT COMMITTEE
        - Minutes 28.02.22

- PRINCIPAL & CHIEF EXECUTIVE REPORT

- GOVERNANCE REPORT

- NATIONAL REPORT

- RIDDOR REPORT

4.   IMPACT AND IMPLICATIONS
Effective agenda planning will allow the Board to monitor all aspects of business within its remit in a timely manner.

5.   LINKS TO STRATEGIC PLAN AND KPIs
The activities and key priorities described in this report are linked to the following strategic aims:

- Delivering a Superb Student Experience
- Supporting and Inspiring Our People
- Valued in Partnership and by Communities
- An Effective and Efficient College
- Providing an Excellent Curriculum.