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 Wednesday 29 September 2021 via Microsoft Teams.

		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

		Lead Speaker	**Paper**
6	STRATEGIC DISCUSSION: DRAFT EDINBURGH COLLEGE STRATEGIC FRAMEWORK	A Cumberford	**Presentation**

Item 6 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 27, Information Intended for Future Publication.

		Lead Speaker	**Paper**
7	HEALTH & SAFETY ANNUAL REPORT 2020/21 *for approval*	A Bamberry	**D attached**
8	EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT	R Dodgson	**E attached**
9	EDINBURGH COLLEGE DEVELOPMENT TRUST		
	9.1 Annual ECDT Update 2020/21	F Gray	**Verbal**
	9.2 Edinburgh College and ECDT Memorandum of Understanding 2021/22 *for approval*	M Jeffrey	**F**

The Item 9.2 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs

10   COMMITTEE BUSINESS

10.1	Policy & Resources Committee		
	Recruitment & Retention Dashboard	J Pearson	**G**
	Management Accounts Summary to July 2021	A Williamson	**H attached**

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

10.2	Corporate Development Committee		
	Corporate Development Committee Annual Report 2020/21	L Drummond	**I attached**

10.3	Nominations Committee		
	Staff Board Member Election Rules *for approval*	N Croft	**J attached**

11	GOVERNANCE REPORT	N Croft	**K attached**
12	NATIONAL REPORT	Chair	**Verbal**
13	ANY OTHER COMPETENT BUSINESS		

14 CLOSED ITEMS OF BUSINESS

14.1	Closed Board of Management Minutes 15.06.21	Chair	**L**
14.2	Remuneration Committee Minutes 27.08.21	A Killick	**M**

Items 14.1 and 14.2 are presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs

15 FOR INFORMATION

Policy & Resources Committee Minutes 31.08.21	**N**
Corporate Development Committee 07.09.21	**O**
Nominations Committee Minutes 09.09.21	**P**
Academic Council Minutes 10.09.21	**Q**
Risk Management Report to September 2021	**R**
Freedom of Information Annual Report 2020/21	**S attached**
Board of Management: Agenda Planner 2020/21	**T attached**

16 DATE OF NEXT MEETING: 14 December 2021

16.1 Upcoming Committee / Development Event Dates

Audit & Risk Assurance Committee	13 October 2021
Board Strategy Session	26 October 2021
Policy & Resources Committee	16 November 2021
Academic Council	19 November 2021
Corporate Development Committee	23 November 2021
Audit & Risk Assurance Committee	24 November 2021

Edinburgh College

For the future you want

FOR INFORMATION / DISCUSSION / APPROVAL			
Meeting	Board of Management 29.09.21		
Presented by	Andy Bamberry		
Author/Contact	Andy Bamberry	**Department / Unit**	Estates Services
Date Created	10.09.21	**Telephone**	0131 297 9554
Appendices Attached	*Appendix 1:* 2021 Revised Occupational Health and Safety and Welfare Policy		
Disclosable under FOISA		Yes	

EDINBURGH COLLEGE ANNUAL HEALTH AND SAFETY REPORT 2021

1. **PURPOSE**

   The purpose of this report is to provide the Board of Management with an annual update on health, safety and welfare within Edinburgh College over the reporting period, 01 Aug 2020 to 31 Jul 2021. In addition to the annual report, the Board will be given the opportunity to review and comment on the 2021/22 Health and Safety Policy (attached).

2. **EXECUTIVE SUMMARY**

   Over the reporting period the Health and Safety Team have continued to monitor the standard of health, safety and welfare within the College. Accidents to staff and students continue to remain low due to reduced on-campus activities. Staff have continued to have the opportunity to report home-working accidents via SHE as part of our duty of care to them. To date, no homeworking accident reports have been provided.

   At the time of publishing this report, returning to on-campus activities continues to be in a limited capacity and is the main priority of the Health and Safety Team. This includes the provision of advice and information to staff and students and the assessment of risk from the Sars-Cov2 virus. The health and safety Team will also continue to provide (circumstance dependant):

   a. In-depth audits on individual departments who are then provided a report with recommendations on any issues identified.
   b. Accident and incident investigations which then augment risk assessment reviews.
   c. A monthly health and safety report provided to all managers.
   c. Geographical inspections.

3. **DETAIL**

   3.1 **Coronavirus pandemic**

   Over the reporting period, there have been periods where the campuses have been closed due to Scottish Government restrictions. Within the guidance issued, the only

activities that took place over these lockdown periods were statutory inspections i.e. water management testing.

Staff were provided specific guidance for working from home over these periods and IT equipment was delivered where required.

For returning to on-campus activities, current information and College specific guidance was created and distributed to staff and students. Signage, hand sanitising stations and specific risk assessments of limited permitted activity took place. There has also been Carbon Dioxide testing in populated areas to confirm adequate ventilation.

In the reporting period, **56** cases of Covid-19 have been positively identified with on-campus activity. On each occasion measures have been implemented with a view to curtailing the spread of the virus to other students and staff on College campuses. This has been carried out in co-operation with Test and Protect and the Health Protection Team.

3.2   Fire

All fire safety risk assessments have been reviewed by Borders Fire Safety in August 2021. Overall, the standard of fire safety was good. A brief summary of some of the points, which are in the process of being rectified, are below;

a.   A number of fire doors failed to close properly and had poorly fitted or missing intumescent strips. These will be logged with the Estates Team for rectification.

b.   Several staff areas were found to contain unsecured combustible material on or around desks. This includes paperwork, bags and other stationary. Managers have been requested to action.

c.   Departments are also required to test and visually inspect their electrical appliances (electrical testing). New procedures for this have been created in line with industry standards which include assessing the risk of electrical equipment.

3.3   Accidents and RIDDOR Reporting

Over the reporting period, **13** accidents were reported involving students and members of the public with **5** accidents reported involving staff. Over the same period there have been **2** reportable RIDDOR incidents.

Staff at all levels are continually encouraged to report all accidents, incidents and near misses via the online reporting system (SHE) in a timely manner. This includes work from home cases.

3.4   Accomplishments in the reporting year

Over the reporting period the health and safety team have achieved the following;

a.   Carried out regular meetings to provide health and safety advice.

b.   Liaised with the Health Protection Team to identify on-campus close contacts.

c.   Reviewed safety management documentation and amended where applicable.

d.   Reviewed the College's fire strategy and risk assessments.

3.5   Objectives – Next 12 Months (Included in the team's Operational Plan)
The health and safety team will support the College's strategic plan by;

a.   Continuing to provide advice and guidance on health and safety risk management including advice on returning to work after the Sars-Cov2 pandemic.
b.   Providing subject matter training, advice and guidance to staff at all levels.
c.   Maintaining a health surveillance programme through Occupational Health, where safe to do so under assessment.
d.   Continuing to consult with all stakeholders on health and safety matters.

3.6   Health and Safety – General Points

Communication:
Over the reporting period **7** Health and Safety Committee meetings have taken place. The frequency of these meetings was increased in preparation of a return to work.

Weekly meetings with Trade Union Safety Representatives have also been carried out. These have provided useful insights into some of the safety and health concerns staff members have returning to work.

Training:

First Aid - **3** first aid courses have been completed within the reporting year, re-training **14** first aiders.

PPE mask fitting – There have been **2** face-fitting courses carried out training **8** staff members. These courses train staff in the procedures and checks required to wear half face masks. These types of masks have been used in various departments i.e. Hair and Beauty, Construction and Makeup Artistry when students carry out close contact activities (intentionally breaching social distancing measures).

4.   Health and safety policy review
As required under the Health and Safety at Work etc. Act 1974, Section 2(3), the draft health and safety policy for 2021/22 is attached for comment, review and approval. The health and safety policy is broken down into three distinct areas, which are as follows:

a.   The first provides a directional statement from the Principal and Chief Executive on her views on health and safety. This one-page statement of intent is used on health and safety notice boards throughout the College and on the intranet.
b.   The second describes the organisational structure and responsibilities. It also provides a brief description of the safety management system and the four safety 'pillars': safe environment, safe people, safe equipment and safe procedures.
c.   The third provides detail of the health and safety management structure. This is done through a series of procedural guidance documents which can be used for reference.

Once approved by the board and comments have been received and actioned appropriately from the Health and Safety Committee, the policy will be signed and released.

There are no material updates or amendments to the Health and Safety Policy for the year 2021/22. Covid-19 related points have been intentionally omitted due to the generic nature of the document and the dynamic situation of the pandemic. Specific guidance has been created and issued to management, staff and students and will continue to be updated as the situation changes. The Board are respectfully requested to provide any comment or suggestions on the current policy as part of the review process.

5.   **BENEFITS AND OPPORTUNITIES**
To reduce the possibility of injury or ill health to a level as low as is reasonably practicable, in order to maintain Edinburgh College operations at an effective level.

6.   **STRATEGIC IMPLICATIONS**
In line with strategic planning and monitoring for health and safety.

7.   **RISK**
To provide a periodic review of health and safety across the College.

8.   **FINANCIAL IMPLICATIONS**
If health and safety is not controlled adequately there is potential of criminal charges and civil claims to the College. Both of which could incur financial penalties.

9.   **LEGAL IMPLICATIONS**
Failure to control the health and safety management system may have legal implications.

10.   **WORKFORCE IMPLICATIONS**
To maintain a safe learning and working environment for students, staff and visitors to the College.

11.   **REPUTATIONAL IMPLICATIONS**
To manage any possible negative media around an incident/accident.

12.   **EQUALITIES IMPLICATIONS**
Not applicable.

CONCLUSIONS/RECOMMENDATIONS
The Board are asked to CONSIDER and APPROVE amendments to the Health and Safety Policy (Appendix 1).

EDINBURGH COLLEGE
HEALTH, SAFETY AND WELFARE STATEMENT

1.   As the Principal and Chief Executive of Edinburgh College, I am responsible for the health, safety and welfare impact of the College. This policy statement reflects the importance I attach to those issues to protect College employees, students and those who are affected by our activities, in order to create the framework for our staff to provide a high standard of education to our students.

2.   The College Board is fully committed to compliance with all relevant health, safety and fire legislation. This policy will apply to all Edinburgh College employees and students alike. The measures outlined in this policy and subsequent guidance documents are the minimum standards and values expected and should be adhered to at all times. The policy consists of 3 parts. The first, this policy statement is designed to provide all College employees and students with a general indication of my views and beliefs on health, safety and welfare. The second will outline the responsibilities that I place on individuals and the organisational structure implemented in order to achieve those duties. The third is in the form of procedural guidance documents that will act as an extension of this policy to provide greater detail on how those responsibilities will be implemented.

3.   All foreseeable hazards and risks must be identified and assessed in order to reduce or eliminate the likelihood of accidents, incidents and cases of occupational ill health. Equipment, premises, people and systems of work will be, as far as is reasonably practical, safe and without risks to safety and health. Each Head of Department holds responsibility for the safety, health and welfare of their staff and students. This should be achieved by creating and maintaining a positive health and safety culture where everyone can contribute by identifying and mitigating risk. Consultation with health and safety representatives, employees, unions and other interested parties must take place in order to achieve this.

4.   All College staff must be made aware of their legislative duties and to be responsible for the safety of themselves and others through their acts and omissions. Our responsibilities also extend to others such as students, visitors and contractors, who must be provided a safe environment.

5.   I am committed to the continual improvement of occupational health and safety standards. The Health and safety team are charged with monitoring and reviewing health, safety, and welfare performance. These objectives will be achieved through operational plans.

6.   This policy will be reviewed annually and will remain extant unless amended by changes in legislation or other times as deemed necessary by the College Board. Any amendments or alterations will be subject to full consultation with the recognised trade unions and communicated via the intranet and health and safety notice boards for all employees, students, visitors, contractors and service providers.

7.   In summary, if we are to achieve our ambition of making Edinburgh College a leading College by providing excellent education through a quality curriculum, it is vital that we maintain a safe working and responsible learning community. In order to inspire people and transform lives, we must maintain a consistent safety culture with strong staff and student-centred values which will enable us to thrive and contribute to the performance of the College.

To be signed

Audrey Cumberford
Principal and Chief Executive
29 September 2021

PART 2
MANAGEMENT, ORGANISATION AND RESPONSIBILITIES
IN HEALTH, SAFETY AND WELFARE

AIM

01.   The aim of this policy is to communicate the standards expected to protect the health, safety and wellbeing of all staff, students, contractors and visitors at Edinburgh College (EC) in order to contribute in providing the operational framework for the College to achieve its strategic aims.

INTRODUCTION

02.   Staff and students are recognised as our most valuable resources and therefore protecting their health, safety and wellbeing is crucial. Edinburgh College not only recognises its legislative responsibilities to our people but also to society in general. In achieving high standards of health, safety and welfare within the College, we aim to encourage our students to carry those high standards into their future work places.

HEALTH AND SAFETY OBJECTIVES

03.   The Safety Management System outlined within this policy has been compiled using the approach used in the ISO 45001 and HSG 65 Occupational Health and Safety Management Systems. These systems work on a Plan, Do, Check, Act (PDCA) principle to achieve the following;

a.   To establish, resource and maintain a high standard framework to ensure, as far as is reasonably practicable, a safe and healthy working environment for all Edinburgh College employees, students and other persons who may be affected by our activities.
b.   Identify and control hazards, to reduce risk to a level that is as low as is reasonably practicable through suitable and sufficient risk assessment using the hierarchy of control. Emergency plans will be prepared to minimise the impact of any incident.
c.   To provide systems of work that are safe and without risk to health where staff have the correct levels of competencies, instruction and supervision to carry out their duties safely.
d.   To ensure that premises, equipment and substances are controlled in a safe manner and are fit for purpose through design, procurement, engineering and other controls.
e.   Performance measurement, audit and review systems are in place to monitor the success of the safety management system and provide continuous improvement.

HEALTH AND SAFETY MANAGEMENT SYSTEM

04.   The safety management system for Edinburgh College has been compiled using a four-step approach that compliments the PDCA principle. This consists of; **Policy and Planning** (Plan), **Implementation and Operation** (Do), **Checking and Corrective Action** (Check) and **Management Review** (Act).

POLICY AND PLANNING

05.   The implementation of any safety management system relies on the co-operation of all personnel at every level of the organisation. To assist in achieving this, clear plans and procedures are developed and consulted upon, objectives are set and monitored and guidance documents provided for reference. Effective planning is concerned with prevention through identifying, eliminating and controlling hazards and risks, the process for which will be outlined in this policy.

06.   In the event of any emergency or incident, Edinburgh College also has processes in place that will assist in mitigating the effects upon staff, students, contractors, the public, property and the environment. Examples of processes include: incident management teams, provision of duty managers and guidance on incident management.

IMPLEMENTATION AND OPERATION

07.   In order to put the safety management system into effect, 4 areas of compliance are to be considered. These are; safe **environment**, safe **people**, safe **equipment** and safe **procedures**. More detailed information is provided in the health and safety management procedural guidance document.

Safe Environment

08.   All Edinburgh College employees, students and visitors must be provided with a safe environment. This is the space occupied by the College for the conduct of activities and includes any surrounding areas where anyone may be affected by our actions. A safe environment will form part of any specific risk assessment.

Safe People

09.   Safe people are those who have the appropriate information, instruction, training and supervision to enable them to carry out a specific duty or activity as a competent person. This may include the appropriate current qualification, maturity and experience. Edinburgh College will ensure that all employees are competent to carry out their duties. This will take into account that those under training (students) who cannot be deemed competent, will require additional supervision. The requirements of each position shall be identified and recorded and suitable assessment procedures implemented to ensure competence is maintained. The safety of members of the public, visitors and contractors will also be taken into consideration when carrying out risk assessment.

10.   The Senior Management Team and Middle Managers shall have an in-depth understanding of the health and safety implications regarding their respective areas through specific training courses provided. Furthermore, they shall be competent in managing related health and safety issues, with specialist support provided by the health and safety team. Where appropriate, this competence will be developed through specific health and safety management training.

Safe Equipment

11.   This is equipment currently in use or brought into the College together with the associated documentation, maintenance programe, activity risk assessment and disposal requirements. All equipment used by College staff and students shall be fit for purpose, appropriate, and subject to planned preventative maintenance. Facilities management shall also be engaged, whether internally or externally, in the provision of maintenance and repair to the fabric of buildings and sites controlled by College staff. This inspection is augmented by regular physical condition checks, conducted by the appropriate supervisory or management staff, at intervals prescribed by inspection plans. Any formal equipment inspections must be documented.

Safe Procedures

12.   This covers the safe conduct of any event or activity carried out by Edinburgh College through thorough risk assessment and control implementation. The process of risk assessment is to identify any significant occupational health and safety hazards associated with the College's undertakings and

controlled to reduce any residual risk to a level as low as is reasonably practicable. Where hazards cannot be eliminated, the College shall ensure that appropriate and effective controls are provided to reduce risks to acceptable levels. Further information on assessing and controlling risk can be found in the relevant procedural guidance document.

13.   Arrangements have been established to ensure a thorough investigation of all accidents and near misses. The results of investigations shall be analysed and reviewed to identify common features and trends that might reveal areas for improvement across College operations. It is College policy that all accidents and incidents are reported immediately and investigated as required. Everyone is encouraged to report near misses and other events that could have caused injury or damage. This will assist in improving the health and safety standards within the College. Further information can be found in the management of health and safety procedural guidance document.

CHECKING AND CORRECTIVE ACTION

14.   Performance measurement provides information on the progress and current status of the management system. The provision of this information assists in its operation and development by:

    a.   Providing information on how the system operates in practice
    b.   Identifying areas where corrective action and continual improvement is necessary
    c.   Providing feedback and motivation

15.   The Health and Safety team will analyse the outcomes of inspections, investigations and audits for trends, ensuring the systems in place meet legal requirements. The Health and Safety team will also monitor changes to health and safety legislation and feed this back into the management system to ensure that the College remains legally compliant.

16.   Audits are the measuring component of the management system. Any audit regime compiled shall be based on the risk profile of the area / aspect being audited. The management responsible for this area must ensure that if a corrective action(s) is identified, that suitable controls are implemented without undue delay to eliminate detected non-compliances and their causes.

MANAGEMENT REVIEW

17.   The management review is to assess compliance with the College's policies and procedures, review performance against objectives and targets over a period of time and assign actions to achieve continual improvement.

18.   The management review shall include assessing opportunities for improvement and the need for changes in the occupational health and safety management system including the policy and objectives. The Edinburgh College Board shall be part of the management review process. The procedure covers review based on;

    a.   The results of internal and external audits.
    b.   The findings from accident reports and investigations.
    c.   Changes in legislation and guidance,
    d.   Feedback from consultation with stakeholders and recommendations for improvement.

19.   The outputs from the management review mechanisms shall be documented and include any decisions and actions related to possible change to policy, objectives and other elements of the safety management system, consistent with the commitment to continual improvement. This provides visibility of issues raised and the identification of the required corrective and preventive action

necessary to ensure their subsequent verification and closure. The management review is made up of a number of elements, which are as follows;

    a.   Annual occupational health and safety appraisal to the board of management, or sooner should there be any significant change.

    b.   Quarterly update to the Board of Management and Senior Management Team.

    d.   Quarterly review by the Health and Safety Committee regarding developments.

    e.   Quarterly operational plan update and end of year review.

    f.   The publication of a monthly report to the Executive Team, Heads of Departments, middle managers and Trade Union Safety Representatives.
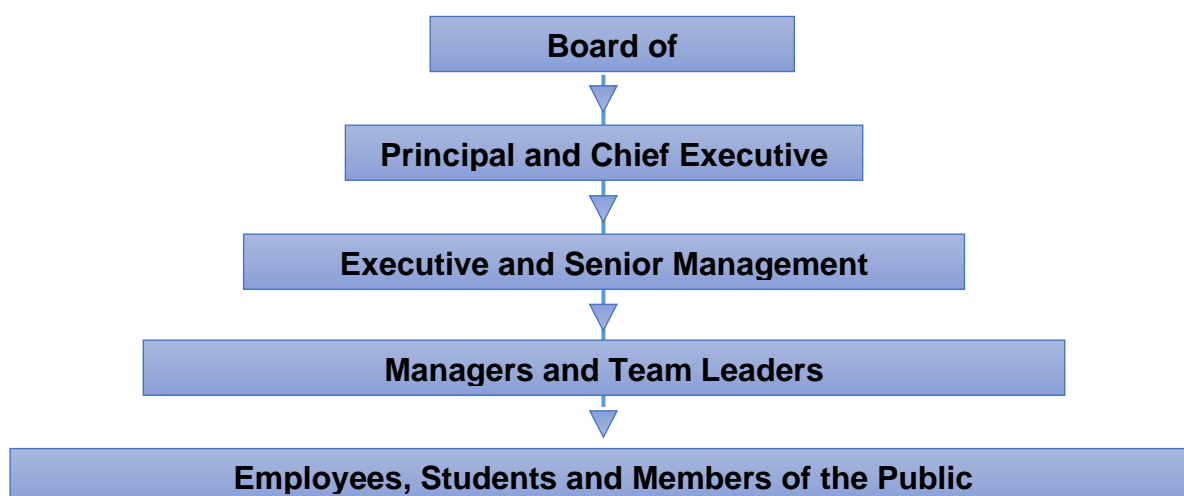
Records

20.   Edinburgh College will ensure the effective maintenance and storage of records in a manner that prevents their loss or deterioration until their final disposal. Records shall be maintained as necessary to demonstrate compliance with legal and other best practice requirements and to ensure retention of appropriate occupational health and safety knowledge. Arrangements shall be implemented to ensure that occupational health and safety documentation is up to date, applicable to the purpose for which it is intended, considers the requirements of data protection legislation and is available to all those who require it.

Communication, Participation and Consultation

21.   It is imperative for all parties to work collaboratively in the pursuit of a successful health and safety culture. Edinburgh College complies with the Safety Representatives and Safety Committees Regulations 1977, whereby the trade union nominated safety representatives are consulted on safety matters. The College encourages and values input from all its employees in the process of continuous improvement of its working procedures and in development of policy and management systems. Any changes to the management system are consulted and communicated as required to employees who may be affected by the change.

ORGANISATION AND RESPONSIBILITY

22.   The organisational chart below demonstrates the managerial levels in which health and safety responsibilities are laid out in all four of Edinburgh College's campuses.

Board of

↓

Principal and Chief Executive

↓

Executive and Senior Management

↓

Managers and Team Leaders

↓

Employees, Students and Members of the Public

Lines of Responsibility

23.   The Principal and Chief Executive, Chief Operating Officer (COO), Vice Principals (VP) and Heads of Department who form the Executive and Senior Management Team on behalf of the EC Board will, so far as is reasonably practicable, in all areas in which its employees, students and visitors operate, maintain a safe working environment and working practices in accordance with the requirements of the Health and Safety at Work etc. Act 1974.

24.   The Principal and Chief Executive is appointed by the EC Board and is delegated to act on its behalf in matters relating to the organisation and management of the College. In this context, therefore, whilst maintaining the overall accountability for the occupational health, safety and wellbeing governance of College staff, students and those affected by the College's undertakings, the EC Board delegates the operational management performance to the Principal and Chief Executive.

25.   Operationally, the responsibility for ensuring occupational health and safety lies with Edinburgh College's Executive and Senior Management Team. This team shall ensure that adequate resources are available to undertake activities safely. Individual responsibilities for the implementation of the Health and Safety Policy and those additional responsibilities delegated within the related procedural guidance documents, shall be clearly defined, allocated and communicated to those involved e.g. through job descriptions. To ensure that any material organisational change does not introduce additional risk into the operational activities of the College, and that any potential effect upon the organisation is assessed prior to change. Processes shall be implemented to evaluate such changes.

26.   The responsibilities for health, safety and wellbeing are mirrored to the general management structure of the College with each level of management being responsible for those below, to the extent that those who have control of the risk, hold the responsibility for it. This is so that the responsibility for ensuring high standards of health, safety and wellbeing performance remains with those who design, arrange or direct the operational activities of the College.

27.   To satisfy the EC Board's commitment to continuous improvement, prevention of accidents, elimination of work-related ill health and the promotion of a healthy learning and working environment, Edinburgh College will commit to:

   a.   Creating, maintaining and developing a positive, fair and accountable health and safety culture that secures the commitment and participation of all employees and students.
   b.   Meeting its responsibilities to employees and students in a way which recognises that legal requirements are the minimum acceptable standard.
   c.   Ensuring articles and substances are used, handled, stored and transported safely (so as far as is reasonably practicable) and are without risks to health
   d.   Adopting a planned and systematic approach to the implementation and operation of the EC Board's Health and Safety Policy to ensure, so as far as is reasonably practicable:
      i.   The provision and maintenance of plant, machinery and systems of work that are safe and without risks to health.
      ii.   The provision of information, instruction, training and supervision as is necessary to ensure the health and safety at work of its employees and the learning of its students.
      iii. As regards any place of work under the EC Board's control, the maintenance of it in a condition that is safe and without risks to health and the provision and maintenance of a safe means of access and egress.

iv.   The provision and maintenance of a working environment for all that is safe, without risks to health, and adequate as regards facilities and arrangements for their welfare at work.

v.   The suitable and sufficient identification, assessment, monitoring and review of risks associated with all activities of EC with the aim of eliminating or controlling these risks according to the hierarchy of control.

vi.   The allocation of resources to meet the requirements of the EC Board's Health, Safety and Wellbeing Policy.

vii.   Planning for health, safety and wellbeing - including the setting of realistic short, medium and long-term objectives - deciding priorities and establishing adequate performance standards.

viii.   Measuring and evaluating health and safety performance through monitoring and audit review on a regular basis to ensure standards are maintained and developed in accordance with the management system.

ix.   A coherent and robust system of consultation with trade union health and safety representatives and representatives of employee and student safety and to provide them with facilities and assistance to enable them to carry out their functions effectively.

The Board of Edinburgh College

28.   The Board recognises that it has responsibility for health, safety and welfare matters. It will authorise and approve the Health and Safety Policy document and support the effort of the Principal and Chief Executive, the Senior Management Team and all levels of management in achieving policy objectives.

Principal and Chief Executive

29.   The Principal and Chief Executive is accountable for health, safety and welfare within Edinburgh College. This will include providing and maintaining adequate workplace health, safety and welfare provisions and standards to safeguard all employees, students and others, such as visitors and contractors. The Principal and Chief Executive, in conjunction with the Board, is responsible for approving the Health and Safety Policy document and will:

a.   Monitor the overall effectiveness of the Health and Safety Policy, ensuring the policy is reviewed at least annually and is revised where necessary.

b.   Ensure adequate resources are made available to comply with health and safety requirements.

c.   Delegate responsibilities both general and specific to appropriate staff as identified in the following sections, to ensure the above is effectively applied.

d.   Ensure the implementation of this policy by active management and review of health and safety within the organisation.

e.   The Principal and Chief Executive will actively promote high health and safety standards and set a good personal example.

Executive and Senior Managers

30.   This group includes the, Chief Operating Officer, Vice Principals and Heads of Faculties. They are responsible to the Principal and Chief Executive of Edinburgh College for health and safety issues in terms of implementation, monitoring, and review of the policy. This line of management will:

a. Be responsible for the health and safety management of all staff, contractors and students within their areas of control and actively promote and encourage the development of a culture of health and safety awareness.

b. Make arrangements for the investigation, analysis and reporting of all notifiable accidents and incidents with a view to preventing similar occurrences in the future.

c. Ensure regular health and safety inspections and that any necessary remedial works are identified are carried out where applicable.

d. Ensure managers and nominated employees carry out risk assessments and implement safe systems of work where necessary. They must ensure that risk assessments are monitored and regularly reviewed when necessary.

e. Consult with their employees and students on health and safety matters.

f. Consider the health and safety implications of any materials, plant or equipment purchased on behalf of the College, consulting with the Estates or the Health and Safety team where necessary.

g. Ensure that any premises and equipment under their area of control are suitable, safe and without risks to health.

h. Appoint nominee(s) who will be responsible for the day-to-day management of their areas of control in their absence.

i. Ensure that regular fire and emergency practice drills are carried out and are recorded.

Middle Managers

31.　　This group includes; Curriculum Managers, Middle Managers and Team Leaders. This level of management has responsibility for the day-to-day management of the health, safety and welfare of all staff, students, contractors and visitors within their areas of responsibility. They are responsible for the effective implementation and achievement of this policy in their specific areas of control. Managers will:

a. Nominate competent personnel to assist in identifying safe systems of work.

b. Carry out suitable and sufficient risk assessments, which take account of all significant hazards inherent in the activities within their area of responsibility and to annually review those assessments as detailed by the health and safety management system.

c. Ensure that the organisation of health and safety duties within their area of responsibility is clearly defined, documented and communicated.

d. Ensure that all employees, students, visitors and contractors are made aware of any significant hazards (identified through risk assessment), safety rules or procedures that may be encountered within their areas of control, including the precautions to be taken against these hazards. This will include procedures to be followed in the event of a fire or emergency situation.

e. Empower members within their area of responsibility to suspend or stop any activity that is not being carried out correctly and which could cause harm to others or damage to property.

f. Enforce the use of identified protective measures including engineering controls and the wearing of personal protective equipment or clothing in designated areas.

g. Ensure all equipment, plant and substances used are assessed, suitable for the task, handled, stored and distributed correctly. Equipment is to be kept in good working condition through regular inspection, maintenance and servicing where required, with appropriate records maintained.

h. Assess the health and safety training needs of employees under their control and provide all necessary instruction, training, information and supervision as appropriate to enable employee duties to be conducted safely. This includes ensuring that

procedures are in place for the induction of new employees and students and that mandatory training packages are completed.

i. Ensure all accidents and incidents are properly recorded via the online portal, and that they are effectively investigated where applicable to ensure that suitable preventative measures are put in place to prevent reoccurrence.

j. Enforce disciplinary procedures where appropriate when non-compliance with health and safety procedures have been identified.

k. Ensure the requirements of high-risk and additional support need workers and students (e.g. disabled, pregnant, lone workers, young/vulnerable persons, home workers) are assessed and that adequate measures are taken to ensure their health, safety and welfare.

l. Ensure regular safety inspections are carried out and recorded within their area of responsibility where applicable.

m. Consult with employees and students under their control on health and safety matters and ensure that health and safety is a regular agenda item at team meetings.

n. Nominate competent personnel within their area of control to train and act as emergency staff i.e. fire wardens, first aiders and evacuation chair operators. These staff members can also attend the local campus health and safety committee.

o. Actively participate in fire drills, ensuring that they report to the incident control point and make themselves known to the incident controller.

p. Safely identify and control all external contractors brought into Edinburgh College for any work purposes.

q. Safely organize and execute any planned event whether on or off the College estate.

r. Promote a culture of health and safety awareness and set a good personal example on health and safety.

Employees

32. All College employees are expected to comply with the health and safety arrangements that are in place within the College. Staff are under a legal obligation to take reasonable care for the health and safety of themselves and others through their acts or omissions. Anyone contravening these stipulations could be subject to College disciplinary proceedings. All employees, regardless of the position held, must familiarise themselves with and conform to the College's Health and Safety Policy and will:

a. Assist the College in fulfilling its health and safety obligations by taking reasonable care for the health and safety of themselves and others, who may be affected by their acts or omissions.

b. Observe the safety rules, codes of practice, safe systems of work or instructions devised for their health and safety and cooperate fully with managers in the investigation of accidents, incidents and near misses.

c. Work safely and not remove or interfere with any safety device or guard provided for the purpose of safety.

d. Report all significant hazards, potential dangers, accidents, incidents, near misses and damage that may occur in the course of their work to their line manager and to the Health and Safety Team via the reporting portal, without delay.

e. Ensure that all required safety equipment is used or worn in the designated areas and that it is stored and maintained in line with the manufacturer's recommendations. In addition, report any defects in safety equipment to their line manager.

f. Employees are encouraged to voice their opinion and provide recommendations on safety, welfare or health issues and to participate in the risk assessment process.

g.   When bringing vehicles onto College property, adhere to and obey all speed limits, directional and warning signs, other safety and traffic signs, at all times ensuring that vehicles are parked safely in designated parking spaces.

h.   Use designated walkways, avoiding traffic areas where possible.

i.   Ensure that their own areas of work are at all times kept clean, tidy and free from significant hazards.

j.   Upon hearing the fire alarm, evacuate your area encouraging those around you to do likewise. Public areas on-route to the assembly point should be checked with students and other visitors made aware of the actions to be carried out.

k.   Work strictly within their personal level of competence and in a manner that should not give rise to danger. Where necessary, seek expert advice for issues outside of personal competency. Every employee is encouraged to continually assess and evaluate the risk within their working environment.

Students

33.   It is for the College and College staff to ensure the health, safety and welfare of students. Students do, however, have a part to play. In particular, they will:

a.   Follow any health and safety rules, policies and signs that apply in their course areas and the College campuses. Furthermore, individuals must conduct themselves in a way that does not endanger themselves or others.

b.   Ensure that where they are instructed to wear or use safety equipment it is done so in the designated areas in line with manufacturer's recommendation, with any defects being reported to staff.

c.   Not to misuse any equipment provided in the interest of health and safety, e.g. fire alarms, fire extinguishers, guards, personal protective equipment, etc.

d.   Report all accidents, incidents or anything they consider may be a risk to health and safety to a member of staff or via the student online reporting portal.

e.   Use designated walkways, avoiding traffic areas where possible.

Visitors, Contractors and Members of the Public

34.   All visitors, contractors and others arriving on site are required to report to reception where they will be required to sign in on arrival and out upon departure. If brought on site by a member of staff, that person will be the responsible person and must ensure that they are aware of the following;

a.   All visitors, contractors and others invited to or expected to work or learn on College property are required to comply fully with this College policy and any other specific rules and conditions applicable to them throughout their visit.

b.   On no account should any work be conducted by a contractor until they have received clear instruction regarding the College's rules for contractors and have provided documented risk assessments and safe systems of work.

c.   They must comply with all relevant health and safety instructions, guidance and safe working practices appropriate to their area of work.

Health and Safety Team

35.   The Health and Safety Team have key responsibilities for supporting the development of a safe and healthy working environment and shall act as the competent persons for advising on health and safety matters to the College by:

a.   Assisting with the coordination of health and safety support services whilst giving advice and guidance to all. In addition, assist management with the monitoring and review of health and safety performance and documentation.
b.   Assisting with the investigation of accidents, incidents and near misses, in addition to the preparation and maintenance of formal reports and records.
c.   Assisting with the coordination, organisation and monitoring of fire drills and emergency evacuation procedures, and ensuring records of these activities are kept.
d.   Providing advice and assistance to all levels of management, staff and students on health and safety issues on aspects such as working practices, equipment, protective clothing, plant, risk assessments and inspections.
e.   Representing the College in dealings with any enforcing authority.
f.   Ensuring fire risk assessments and safety audits are carried out when required.

PART 3

DETAILED ARRANGEMENTS FOR HEALTH, SAFETY AND WELFARE

The detailed arrangements for implementing the health and safety management system is done so in a series of detailed procedural guidance documents. These live documents will act as an extension of this policy and the contents treated in the same manner as the contents of this document. All procedural guidance and administrative documents can be found on SHE

Number	Document	Topics covered
G001	Management of Health and Safety	The health and safety management system, safety committee, violence at work and safety checklists
G002	Risk Assessments	The risk assessment procedure, hierarchy of controls and recording risk assessments
G003	Display Screen Equipment (DSE)	DSE assessments, effects of improper DSE use and potential control measures
G004	Manual Handling	Manual handling assessments, musculoskeletal issues and potential control measures
G005	Workplace Stress	Workplace stress risk assessment and management standards
G006	CoSHH	The storage, transport, control, handling, use and disposal of hazardous and flammable, substances
G007	Fire	Fire awareness and preventative measures
G008	Offsite Visits and Activities	The risk assessment procedures and considerations for organised offsite activities and visits
G009	Working at Height	The risk assessment procedures, considerations and legal requirements for working at height
G010	Work Equipment	Safe procurement, installation, use, maintenance and inspection of all working equipment
G011	Contractors	Controlling the safe activities of all contractors
G012	Events	Safely organising and executing events including event risk assessment procedures
G013	CDM	The legal obligations under the Construction Design and Management (CDM) regulations
G014	Asbestos	Asbestos management plan, types and dangers of asbestos and control measures
G015	Noise	The legal requirements of controlling noise hazards and noise assessment procedures
G016	Vibration	The legal requirements of controlling vibration hazards and vibration assessment procedures
G017	First Aid	The requirements and procedures for first aiders
G018	Legionella Management	The legal requirements for water management and the Legionella management plan
G019	Electrical	The requirements for safe procurement, use, maintenance and testing of electrical equipment
G020	Evacuation and Emergency	The procedures for emergency evacuation and emergency staff i.e. first aiders and fire wardens
G021	Student Work Placement	Procedures for Edinburgh College students taking up work placements
G022	Driving / Transport	Safe procedures for the selection of drivers and operating motor vehicles
G023	Communicable Diseases	The requirements for assisting Local Authorities in the control of identified communicable diseases
G024	Clean air	The requirement for controlling smoking activities and prevention of smoking
G025	Ionising Radiation	Safety procedures for safely controlling ionising radiation

Edinburgh College

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FOR INFORMATION / DISCUSSION			
Meeting	Board of Management 29.09.21		
Presented by	Rose Dodgson		
Author/Contact	Rose Dodgson	Department / Unit	ECSA
Date Created	22.09.2021	Telephone	-
Appendices Attached	*Appendix 1:* ECSA Priority Objectives 2021/22		
Disclosable under FOISA		Yes	

EDINBURGH COLLEGE STUDENTS' ASSOCIATION (ECSA) REPORT

1. PURPOSE

To update the Board on the various activities of ECSA for the months of July and August 2021.

2. BACKGROUND

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

3. DETAIL

3.1 Recent Events

3.1.1 Full Time Officers for 2021/22

As we have got a full set of returning full-time officers, there was some flexibility around their induction and our training that normally takes place in July. The officers officially started their second term on the 1st of July with the only change being a swap of roles between Jordan and Rose. This means we now have:

- President – Rose Dodgson
- VP Activities – Victoria Browning
- VP Welfare – Jordan Wyllie

As we were continuing to work from home, the training was completed online culminating in a final day with the team meeting in person for the first time. This was a great opportunity to get everybody together and luckily the weather was dry to stay COVID secure in an outside setting.

The full-time officers attended the usual Lead & Change training delivered by NUS Scotland specifically for college officers and as second-term officers they were able to share their wisdom with newly instated representatives. In our ECSA specific training we built on their existing knowledge and experience as well as focused on our new set of Priority Objectives that you'll find attached as *Appendix 1*.

3.3.2   That's Quality training

The ECSA President attended "That's Quality" Colleges training online, hosted by SPARQS (Student Partnership in Quality Scotland) in August. The aim of the training is to provide information and skills for any officers or staff with an education remit. The training specifically focused on quality enhancement and "How Good Is Our College?" framework, whilst looking at why quality matters to students and how to use it to make change. It was useful to hear any updates from the sector while working in this new normal.

3.3.3   Engagement with partner organisations

The student officers continue to work collaboratively with organisations such as NUS, sparqs and CDN. In the past month alone, ECSA President was invited to be part of a panel event organised by CDN as part of new Student Officers Board member training in order to share experiences of being a Student Board member. As part of this partnership President, Rose will be a new student member of the sparqs Advisory Group.

ECSA and particularly the student officers continue to work closely with NUS Scotland and have attended meetings with representatives of SFC to discuss the College Bursary system and their upcoming review. NUS Scotland recently organised a meeting for all Scottish student officers to meet and ask questions of Jamie Hepburn, Minister for Higher and Further Education. ECSA officers raised the issues of digital poverty to which the Minister agreed to further investigate the issue.

As part of their induction, the full-time officers attended a training and networking event with the officers from the other Edinburgh institutions (Napier, QMU, Heriot Watt and University of Edinburgh). This was an excellent opportunity for the officers to meet and share common ground as they are all going through an extraordinary experience of being officers at this time. As a result of this full training day, the officers have found areas they plan to collaborate on throughout the year. The first point with be on the "Friday For Future Climate" strike on Friday 24th September where the officers will come together with students from across Edinburgh.

3.1.4   Supporting students over the summer and getting ready for on-campus returns

We have continued to provide support and advice to students over the summer period, answering incoming queries, but also being pro-active and offering specific support, particularly for the 6 weeks prior to Welcome Week. This was mostly supporting students who were confused or concerned about their online or in-person teaching, and we were able to help ease some anxiety throughout the summer weeks.

We offered in-person, on-campus support sessions on all 4 campuses to help students get logged into the College systems throughout July and August, as well as offering online support. Our virtual office is open every weekday afternoon from 12-4pm and is available with no log-in required, so it is accessible, even for those students who haven't logged in or before they even become students.

Our Director has been part of a weekly Student Experience on-campus returns meetings for the past few months in preparation for students coming back. This has allowed us to flag up issues prior to the campuses re-opening and working together with the relevant members of SMT to agree solutions and improve the experience for all students, on-campus, or online.

Since the start of August, we have also been back in the offices, with all members of the team doing 2 days per week on-campus. We are working flexibly to offer as much coverage as possible, so staff are signing up to shifts using the MS Teams Shifts app, allowing staff to choose the days they are on campus as well as an effective track and trace system. Specific offices are, therefore, not open on specific days, so we display the office opening times on the front page of our website 5 days in advance and promote the online services for when they are closed. So far, we have had 29 students

seeking support in person in our offices, with a much larger 417 getting in touch remotely (virtual office, e-mail, telephone, or direct message on social media).

One of the main areas we have been pushing on all of our media channels over the last few months has been related to on-campus safety, specifically encouraging everyone eligible to get vaccinated and encouraging all students to make use of regular testing. As part of the Scottish Government / Public Health Scotland campaign "getting ready to go to College" we published information and advice on who is eligible for vaccinations, and where they can find help & advice in August (https://ecsa.scot/GettingReadyToComeToCollege). Since the beginning of term, the Officers have taken a lead on promoting vaccination programme to students, with a strong statement released in September (https://ecsa.scot/CommunityImmunity) encouraging all those eligible to get vaccinated. Furthermore, the NHS Lothians website which hosts the vaccination centres is updated regularly with mobile sites, mass centres, etc. but it is produced in a long text-based list, which is not entirely accessible for all students, so we have developed our own live map, which is updated every couple of days to show exactly where students can get vaccinated across the city (https://ecsa.scot/vaccine).

3.1.5   Data sharing agreement
Our data sharing agreement with the college was signed-off earlier this year in March, and as a result of that we are now receiving regular imports of student information.

This has enabled us to dramatically improve our reach of our student newsletter, going from about 3000 students to 13000. By having accurate student information, we have also been able to improve the integrity of the information we hold – i.e. Class Rep elections are now notified to us by the lecturer selecting the student's name from a list, rather than manual entry.

This data will also enable us to produce improved statistical information on things such as Class Rep recruitment as we can now identify students by centre, curriculum area, and course. This was one fo the reccomendations from the Student Representation audit which took place in Spring 2020 and an area we hope to improve on in this academic session.

3.1.6   EC Welcome
With more than 75% of our members learning remotely, we have focussed on increasing our social media engagement as a means to ensure more students see the information they need to, and can contact us quickly for support. We ran 2 rounds of prize draws with multiple £50 voucher winners to encourage more to engage with our social media channels, which has had a positive impact.

We currently have:
- just over 3k followers on Facebook
- just over 1k followers on Instagram
- just over 1k followers on Twitter

We have also seen a bit of a downturn in engagement on our virtual campus this year compared to last year, with c.850 members this year compared to c.1200 this time last year. This may be down to more people being back on campus, or, what we suspect, a bit of online fatigue from students as they cut back on online forums, post-pandemic. However, it is still a good source of peer-to-peer support (students asking and answering questions at all hours of the day and night), as well as a good barometer of trends and issues.

Similar to EC Welcome in the last session ECSA supported the Communications Team in delivering an online Welcome to Edinburgh College, hosted on Microsoft Teams. The induction programme included a mix of pre-recorded videos as well as live Q&As. Students virtually met the Principal and

the full-time officers, as well as receiving an introduction to the services of the Funding and Guidance teams, the Learning Support team, the LDT team and the Wellbeing Team.

3.1.7   EC Welcome Week Engagement stats:

The full week of EC Welcome events was incredibly busy with most enquiries relating to support for getting logged on and accessing the right systems. ECSA continued to support students to access support as well as directly supporting students to get logged on. The stats below are simply a snapshot of the level of interaction during the EC Welcome week and support is ongoing.

ECSA live event (watch here)
- 1088 unique participants (1835 last year)
- 373 Questions – all answered in written responses and published
- So far, c.312 views on "watch again"

Enquiries
These include any direct incoming enquiries that can be answered immediately. They do not include anything which requires ongoing support or further investigation
- 285 recorded during EC Welcome
- Predominantly IT support issues (232)
- E-mails most popular method

Virtual Campus
- 300 comments 66 posts during EC Welcome
- 536, with 108 joining during EC Welcome events

Societies
We are currently running 6 societies (Anime, GameSoc, Cooking, Environmental, Music and Film & Photography). During EC Welcome a meet and greet was hosted for each group with 208 students taking part in total. Further meet ups are currently underway.

3.1.8   Student support, mental health and equalities

As part of the Priority Objectives and the return to campus, VP Welfare Jordan, has been visiting the campuses and heading out to speak to students about their experience of starting college. Jordan is continuing to do these Coffee and Chat sessions regularly to promote a positive environment of speaking out about welfare as well as promoting the activities and areas of work of ECSA.

3.1.9   Student Mental Health Agreement

VP Welfare is leading the Student Mental Health Agreement working group to set up an updated agreement in partnership between the college and ECSA. This is a government funded project run by Think Positive and runs for 2 years with the first year focused on student consultation and writing of the objectives and aims of the agreement. The working group consists of members from across the college including, Vice Principal Innovation, Planning & Performance, wellbeing team, Equalities officer, curriculum staff, LDT team leader and ECSA staff.

3.1.10   Equality & Diversity

At the time of writing ECSA equalities group are getting ready to be launched on Teams. These will be run by VP Welfare and VP activities and the initial set up will include: Women's Group, BAME, LGBT+ group, Care-Experienced and Parents & Carers group. Once students join these groups, regular meetings will take place and depending on ideas from students the hope is to run themed campaigns throughout the year. Regular catch ups between ECSA and Equalities continue on a 3 weekly basis to ensure we promote our commitment to inclusion.

3.1.11   Homeless student support

In an initial meeting with campaigns officer from NUS Scotland it was agreed to make a national effort to call on the Scottish Government to record when a person presents as homeless if they are in full time education. Leading on from this meeting, ECSA is working with NUS Scotland to draft a letter to go to COSLA to ask councils to pilot recording this data. VP Welfare is in the process of setting up a working group to discuss this further.

3.2   Current & Upcoming Events

3.2.1   Class Rep Recruitment/Training

Following on from a successful year of delivering Class Rep activities online in 2020/21, we are well equipped to continue to do so for at least the duration of semester 1. We continue to improve the Class Rep provisions as well as the support offered to college staff to ensure as many students are registered as reps as possible. Class Rep recruitment has now started with the deadline of 15th October for registering Class Reps.

In response to staff asks, we have added further support for college staff to be able to host class rep elections and registrations. This includes 3 staff information sessions in the first couple of weeks of term as well as informative emails outlining the flow of the Class Rep journey and important details. Additionally, we have helpfully been invited along to a number of course team meetings where we are able to provide further support and answer questions to ensure the Class Rep process runs smoothly.

We are in the early stages of Class Rep recruitment, however we are hopeful that we will be able to increase the percentage of classes with elected Class Reps. We offer our sincere thank you to all curriculum areas for their help in Class Rep recruitment.

For the 6th year in a row, we will be concentrating on retention at this crucial time of year for students and highlighting any areas of concern to the College SMT and the Board at the next meeting. This is even more important than normal and we will continue to work closely through the excellent partnership with the College to improve student retention and the wider student experience.

We recently published the annual Learning & Teaching report which comprises all learning and teaching activity for 2020/21. The report is useful in terms of benchmarking against previous years and the progress and responses to feedback from students. In the report we identify learning and teaching themes which in turn highlights areas of good practice to include in 'How good is our college'. This report was reviewed by the Academic Council on 10 September 2021 (Paper R refers).

3.2.2   Student funding update

ECSA continues to work in close partnership with the Student Experience team to support students with student funding queries. At the time of writing there are significantly fewer student enquiries about student funding, however it is not clear why that is. The ECSA Advice and Support Coordinator is actively supporting students to apply for funding as soon as possible through targeted communication. To date we have released a web article with 5 funding tips, run a Q&A on Instagram as well as a poll on the virtual campus to ascertain if students are applying for funding yet.

3.2.3   Go Green Project update

The Go Green team recently expanded as they hired four Sustainability Assistants to help them run their events and activities across our campuses. There were 34 submissions for the four roles, which led to eleven students getting interviews. All unsuccessful interviewees were offered feedback so they could learn from the experience. We have no doubt that out four successful candidates will add a great amount of value to the project this academic year.

As part of Climate Fringe Week (18th-26th September), the Go Green team ran a host of activities. They held a lunchtime pop-up Swap Shop event on all campuses across two weeks, alongside a free bike maintenance session run by Shrub Coop's Wee Spoke Hub team. As part of the global Climate Strike taking place on Friday 24th September, the Go Green team worked in collaboration with our Full Time Officers to request that students' attendance and funding would not be affected by attending the Edinburgh demonstration outside the Parliament. They also organised a centralised point for students to meet them at before going to the rally together on the day, along with two banner making sessions run on Zoom two days beforehand to start talking to students about the strike whilst getting banners prepared together.

The next work to come through the project will be setting up community fridges and swap shops on campuses now there are more students back, delivering class workshops, and raising the profile of COP26 in our student community. The Go Green team have launched a booking page for LDTs and lecturers to book a Climate Change and Sustainability workshop during Creative Bravery Festival (4th-8th October) - which has so far led to 5 classes being scheduled that week, with a further three timetabled for later dates.

4.   **BENEFITS AND OPPORTUNITIES**
A wide range of benefits and opportunities relating to student engagement are outlined in the report.

5.   **STRATEGIC IMPLICATIONS**
The Board retains an overview of Students' Association activity in the interests of good governance.

6.   **RISK**
Not applicable.

7.   **FINANCIAL IMPLICATIONS**
The Board approved the 2019/20 ECSA funding bid in June 2019. The Students' Associations funding for the academic year was subsequently finalised in the College Budget 2019/20

8.   **LEGAL IMPLICATIONS**
Not applicable.

9.   **WORKFORCE IMPLICATIONS**
Not applicable.

10.   **REPUTATIONAL IMPLICATIONS**
Not applicable.

11.   **EQUALITIES IMPLICATIONS**
Not applicable.

CONCLUSIONS/RECOMMENDATIONS
The Board are asked to NOTE the information provided in the ECSA Report.

Priority Objectives 2021-22

Our priorities at a glance

Objective		Lead	Area
Creating Sustainable Sustainability Projects	• Identify and agree future funding for Sustainability projects • Renewed focus on Climate Education and workshops • Deliver current project as well as online and in-person events	Go Green	Sustainability
Developing Support for students facing homelessness	• Establish college-wide working group to tackle issues • Build relationships with relevant external organisations • Campaign for better understanding and support for student homelessness on a Scotland-wide level	Jordan	Support
Supporting students to get back on campus	• Developing and providing supportive online and on-campus environments • Highlighting, assessing and supporting students to transition through issues, back to on-campus learning • Working with Wellbeing Team to deliver regular mental health support campaigns and services	Jordan	Support
Campaign for more financial support for students	• Working with NUS to campaign for greater financial support • Working with Student Funding and Guidance Teams to promote what is available • Develop more online materials to promote support throughout the year	Rose	Support
Strategic Review & Planning for ECSA 2.0	• Representation Review • Officer Role Review • Governance Review • New Strategic Plan 2022-27	Everyone	Representation

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Delivering a calendar of Equalities Campaigns throughout the year	• Working with College Equalities Officer to deliver a calendar of events • Celebrating diversity and tackling discrimination • Survey of student experiences and attitudes	Jordan	**Equalities**
Developing online peer-led networks for specific student groups	• Working to develop Equalities networks for specific groups • Supporting students to lead the groups • Creating a mechanism for their experiences to be included in regular feedback and reports	Victoria	**Equalities**
Improved Digital Access for Students	• Campaigning for increased funding for digital access for students • Working with the College to support those students most in need • Developing "Digital Course Handbook" of key information for every student	Rose	**Education**
ECSA on Tour – Engaging beyond Class Reps	• In-person, on-campus interaction with students on regular basis • More online content to engage those who may not be on campus • Develop reporting mechanisms to include in regular feedback and reports	Victoria	**Activities**
Developing societies and making them accessible for all	• Developing new online Hub to support student societies • Creating a societies Council to help develop membership • Work on diversifying membership across societies	Victoria	**Activities**

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FOR INFORMATION / DISCUSSION			
Meeting	Board of Management 29.09.21		
Presented by	Alan Williamson		
Author/Contact	Lindsay Towns	Department / Unit	Finance
Date Created	22.09.21	Telephone	-
Appendices Attached	*Appendix 1:* Management Accounts to July 2021 – Executive Summary		
Disclosable under FOISA		Yes.	

MANAGEMENT ACCOUNTS SUMMARY TO JULY 2021

1.   **PURPOSE**
      To provide the Board of Management with an update on the financial performance of the College.

2.   **BACKGROUND**
      The Board are asked to review the management accounts at each meeting, in order to assess the College's current financial position.

3.   **DETAIL**
      Appendix 1 contains an Executive Summary of the Management Accounts to July 2021.

4.   **BENEFITS AND OPPORTUNITIES**
      The Board is responsible for the financial sustainability of the College, and it is considered good practice to monitor all areas of performance that can impact on the College's viability.

5.   **STRATEGIC IMPLICATIONS**
      Content inherent within strategic objectives.

6.   **RISK**
      Content assists monitoring College's financial performance.

7.   **FINANCIAL IMPLICATIONS**
      Inherent within content.

8.   **LEGAL IMPLICATIONS**
      Some content may cover legal issues.

9.   **WORKFORCE IMPLICATIONS**
      Some content may cover workforce issues.

10.   REPUTATIONAL IMPLICATIONS
None.

11.   EQUALITIES IMPLICATIONS
None.

CONCLUSIONS/RECOMMENDATIONS
The Board are asked to DISCUSS and NOTE the Management Accounts Summary to 2021.

The following report provides an update on the financial position of
Edinburgh College at 31st July 2021

1. EXECUTIVE SUMMARY

Credits and SFC Grants

1.1 Edinburgh College's core SFC activity target for academic year 2020/21 is **186,612** credits (in line with 2019/20), plus an ESF target of **1,257** credits, equating to a total **187,869** credits. The College also has to deliver **6,774** additional credits relating to the Young Persons Guarantee (YPG) and National Transition Training (NTT) funds. Income of £1.8m in relation to these funds is included in the College's full-year out-turn. The College's initial target includes 4,015 HNC childcare credits. The College has achieved (subject to final audit) its 2020/21 credit targets, with actual credits achieved to date (as at 16h August) of **194,123**.

1.2 **Adjusted Operating Position**

As per SFC Measurement basis	Annual Budget 2020/21	Full Year Actuals 2020/21	Full Year Actuals 2019/20
	£000s	£000s	£000s
I&E Operating Position	**(1,658)**	**(1,057)**	**(1,201)**
Add:			
Depreciation net of deferred capital grant release	2,515	2,680	2,468
Deduct:			
Revenue funding allocated to loan repayments **	857	665	884
Adjusted Operating Position	**-**	**958**	**384**

1.3 **Income and Expenditure**

	Annual Budget 2020/21	Full Year Actuals	Full Year Variance	Full Year Actuals 2019/20
	£000s	£000s	£000s	£000s
Funding Council Grants	49,880	54,262	4,382	49,008
Tuition Fees and Commercial & Other Income	12,494	11,481	(1,013)	13,103
Job Retention Scheme (JRS) Income	-	816	816	1,035
Deferred Income	2,486	2,575	89	2,986
Total Income	**64,860**	**69,134**	**4,274**	**66,132**
Staff Costs	47,570	49,251	(1,681)	48,015
Other Costs	13,946	14,947	(1,000)	13,862
Depreciation	5,001	5,255	(254)	5,455
Exceptional Support Costs	-	738	(738)	-
Total Expenditure	**66,517**	**70,191**	**(3,673)**	**67,332**
Operating (Deficit) / Surplus pre year-end pension revaluation adjustments	**(1,658)**	**(1,057)**	**601**	**(1,201)**

1.4 The College's annual budgeted operating position is a deficit of £1,658m, which results in an adjusted operating budget for the year of **break-even** (refer para 1.3). This included savings of £2.1m identified during the year.

The operating deficit for the year has settled at £1,057k, resulting in an adjusted operating **surplus of £958k**. In comparison to last month's forecast adjusted operating surplus of £992k, there is a net adverse movement of £34k, which is largely due to adjustments that are only calculated for these yearend accounts. These are an adverse movement in the College's untaken annual leave provision, mostly offset by lower Granton student accommodation vacant room costs.

The full year favourable movement of £958k compared to B/E budget comprises the following:

	£'000 - Fav / (Adv)
YPG & NTT funding (including the SAAS element of £69k)	1,758
Non-recurring additional SFC funding	1,477
Other SFC Grants excluding childcare (net capital formula releases of £1,862k (to fund small Estates Services and ICT projects) together with grants for mental health counsellors, gaelic cohort's delivery, access to sanitary products, ema admin & accommodation funding of £236k in total)	2,097
Catering operation subsidy costs due to pandemic	(226)
Staffing (see para 5 for details) excluding VS efficiency savings of £256k but including untaken annual leave movement of £559k	(1,937)
VS costs less of £738k less associated full year savings (£256k)	(482)
Net tuition fees, nursery, other income, commercial & international contracts (inclusive of associated savings of £0.3m)	(713)
Job Retention Scheme income	816
Lower net Granton accommodation room costs	192
Operating costs excluding childcare (small project costs of £2.4m, funded through capital formula releases, partly offset by savings due to campus closures)	(2,024)
Total affecting cash:	**958**

The operating position to 31st July shows a deficit of £1,057k, against a full year budget deficit of £1,658k. The additional non-cash variances, in addition to those in the table above against budget are:
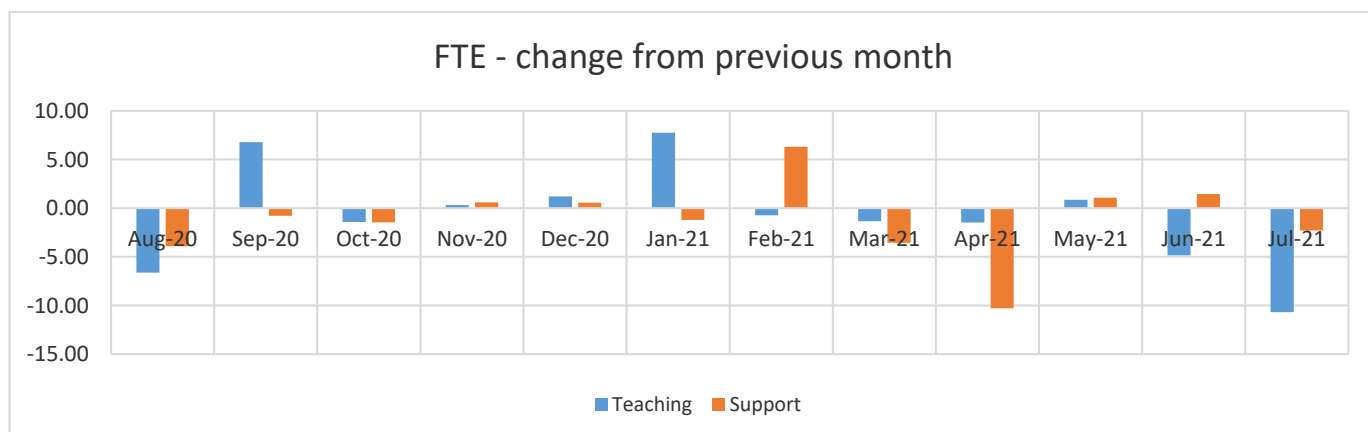
- Higher net depreciation than budgeted of £165k
- Lower Granton student accommodation vacant room costs of £179k

All figures exclude the effects of the actuarial pension revaluation and SSAP24 pension provision movements, which will not be quantifiable until after 31st July 2021.

1.5 **Staff (Full Time Equivalent)**

FTE	31/07/20	31/07/21	YTD Movement
Teaching	479.1	468.9	(10.2)
Support	528.7	515.1	(13.6)
	1,007.8	984.0	(23.8)

Staff numbers have decreased by 12.98 FTE during the month, primarily due to VS leavers. The current total FTE level is the lowest figure for 5 years. The monthly staff movements are shown below:

FTE - change from previous month

1.6 **Cash**

Opening cash	Year-end cash	Comments
01/08/2020	31/07/2021	
£'m.	**£'m.**	The improvement to the cash position during the year is the result the positive variances outlined in section 1.4 above, increased underspends in 2020/21 against SFC student support funding (this will require repayment to SFC) and cash received before July 2021 that relates to 2021/22 activity (FWDF/ managing agents)
1.52	5.3	

1.7 **Capital Expenditure**

Opening Fixed Assets	Additions	Dep'n	Closing Fixed Assets	Comments
01/08/20	31/07/21	31/07/21	31/07/21	
£'m.	**£'m.**	**£'m**	**£'m.**	Capital funding is allocated as follows: **(1)** £1.2m to maintain the estate, **(2)** £2.19m for condition survey backlog works, **(3)** £0.76m for priority works/economic recovery' and **(4)** £0.26m for student digital poverty. £4.4m of capex has been incurred since the start of the funding year (on environmental, wellbeing, ICT projects, student equipment, health & safety and building fabric works). The balance (£17k) is committed. As part of the yearend review £2.4m of capital spending has been allocated to expenditure in line with the College accounting policies.
163.8	2.6	(5.3)	161.1	

Edinburgh College

For the future you want

FOR INFORMATION / DISCUSSION			
Meeting	Board of Management 29.09.21		
Presented by	Lesley Drummond		
Author/Contact	Marcus Walker	Department / Unit	Board of Management
Date Created	22.09.21	Telephone	-
Appendices Attached	None.		
Disclosable under FOISA		Yes.	

CORPORATE DEVELOPMENT COMMITTEE - ANNUAL REPORT TO THE BOARD

1.   PURPOSE

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

2.   BACKGROUND

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

3.   DETAIL

3.1   Executive Summary

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

- *External Profile.* The development, and the significant importance, of the new EC Website and Customer Relationship Management system.

- *Stakeholder engagement.* The significant number of relationships / partnerships the College currently deals with, and the ongoing work to rationalise such partnership going forward.

- *Income sources and diversification.* The efforts of the College over recent years to broaden its client base.

- *Performance.* The excellent work done by the Commercial and International Teams during a challenge period for the college sector due to the Covid-19 Pandemic and EU withdrawal.

- ***Strategic Impact***. The strategic importance of corporate development in response to a greater focus on innovation, knowledge exchange, industry collaborations – as highlighted in the Cumberford-Little Report and more recently in the SFC Phase 3 Report on sustainability.

3.2   Operation of the Committee

3.2.1   ***Operation / Report to the Board***
The Corporate Development Committee met four times during the academic year 2020/21 to consider matters such as commercial and international income, stakeholder engagement, marketing and economic research and intelligence, business support, collaborations, and international development. The Committee was quorate at each meeting.

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

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

3.2.2   ***Membership / Attendance***
The membership of the Committee consists of four non-executive members; Lesley Drummond (Chair), Ann Landels; Gwen Raez and Azra Sharif-Qayyum, plus one Student Board Member and the Support Staff Board Member, Rose Dodgson and Bruce Cassidy - respectively.

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

Marcus Walker (Clerk to the Board), Nick Croft (Head of Communications Policy and Research) and Jane Grant (Head of Commercial) attended each meeting of the Committee in the academic year 2020/21. *[As of August 2021, the Head of Commercial resigned from Edinburgh College and process has now begun to seek an appropriate replacement]*

Audrey Cumberford, in her role as Principal & Chief Executive, attended one meeting of the Corporate Development Committee in the academic year 2020/21, and attend the first meeting of the new academic session in 2021/22.

At its meeting on 01 June 2021, the Committee undertook a self-assessment, based on the questionnaire created by the College Development Network. It was content with the operation of the Committee, and it identified several development points.

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

In September and November 2020, the Committee reviewed both the Commercial and International Strategy and the Communications, Marketing

& Engagement Strategy with a view to an updated College Strategic Plan coming forward in 2021/22.

On 17 November 2020, the Committee conducted a 'deep dive' into the Edinburgh College Brand and discussed its strategic importance.

The Committee keeps under review both regional and national economy and market trends to help advise the Board on the alignment of the curriculum and matters of commercial interest. To support this, the Committee has invited external speakers to attend meetings and reviews a Horizon Scanning Report - as presented by the Head of Communications, Policy & Research.

3.4   Performance Monitoring

3.4.1   *Commercial, International and Alternative Funding*
The Corporate Development Committee continues to monitor the performance and risk associated with commercial, International and Alternative Funding directly through a report presented by the Vice Principal Corporate Development and the senior manager for Commercial.

In addition to this standing report, the Committee has also received reports on the impact of EU Withdrawal and the Covid-19 Pandemic, both of which have significantly impacted on commercial income in the academic year 2020/21.

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

In 2020/21, the Committee has also conducted deep dives into the Edinburgh College Brand, staff/student communications, and the development of a new College website - which is expected to launch in September 2021.

3.4.3   *Partnerships*
The Committee monitors performance relating to the College's engagement with Community Planning Partnerships (CPPs) at each meeting, through its Partnership Report. The terms of reference of the Committee clearly outline the role of the Corporate Development Committee in ensuring that the College continues to fulfil the specific duties placed upon it through the Community Empowerment (Scotland) Act 2015. Representatives from each CPP attended meetings of the Committee in 2019/20 and will be invited back to update the Committee again in 2021/22.

On 7 September 2021, the Head of Communications Policy & Research provided the Committee with a presentation on a proposed review of CPP

engagement by the College - to ensure it maximises the effectiveness of its partnerships. This piece of work will continue to be monitored by the Committee throughout the academic year 2021/2022.

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

3.5 Conclusion
The Corporate Development Committee agreed on 1 June 2021 that it was satisfied with its operation in 2021/22.

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

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

5. STRATEGIC IMPLICATIONS
The Corporate Development Committee, on behalf of the Board, aims to promote and retain oversight of stakeholder engagement, marketing and economic research, business development and partnerships, and international development at Edinburgh College.

6. RISK
The Covid-19 pandemic is a strategic level risk on the college risk register. It covers all risks for commercial income as reviewed by the Corporate Development Committee.

7. FINANCIAL IMPLICATIONS
Explicit in purpose of paper.

8. WORKFORCE IMPLICATIONS
None.

9. REPUTATIONAL IMPLICATIONS
None.

10. EQUALITIES IMPLICATIONS
None.

CONCLUSIONS/RECOMMENDATIONS
The Board are asked to NOTE and DISCUSS the points raised within the Corporate Development Committee Annual Report 2020/21.

For the future you want

FOR DISCUSSION / INFORMATION / DECISION			
Meeting	Board of Management 29.09.21		
Presented by	Nick Croft		
Author/Contact	Marcus Walker	Department / Unit	Governance
Date Created	22.09.21	Telephone	-
Appendices Attached	*Appendix 1:* Appointment of Lecturing and Support Staff Members to the Board of Management of Edinburgh College - Election Rules		
Disclosable under FOISA		No. If any changes are implemented the updated staff election rules will be published on the College website/intranet.	

STAFF BOARD MEMBERSHIP ELECTION RULES

1. **PURPOSE**

   The paper provides the Board of Management with an opportunity to consider updated election rules for lecturing and support staff members to the Board of Management.

2. **BACKGROUND**

   In June 2016, the national Good Governance Steering Group created good practice guidance to support a consistent approach across the sector to conducting staff elections.

   On 04 October 2016, the Nominations Committee endorsed Election Rules (based on good practice guidance) for the appointment of lecturing and support staff members to the Board of Management of Edinburgh College. The Election Rules were subsequently circulated to the College's own trade union representatives for consultation, who were satisfied that the Rules reflected good practice. The Election Rules were adopted for all lecturing and support staff board elections from November 2016 onwards.

3. **DETAILS**

   3.1   Recent and Upcoming Staff Elections

   In November 2020, support staff elections were successfully conducted in line with the extant Election Rules, and the re-election of the Support Staff Board Member was formally noted by the Board on 08 December 2020. Further to this, the Board agreed that, prior to the scheduled lecturing staff elections taking place in late 2021, the Nominations Committee should review the Election Rules to ensure they remain fit for purpose.

   On 12 May 2021, the Nominations Committee agreed that the draft Election Rules should be circulated to the local branches of EIS-FELA and Unison for consultation with trade union

representatives. Further to this, the Committee agreed that the Elections Rules would be reviewed every four years.

3.2   Trade Union Feedback

Recognised trade unions were given from 18 June 2021 to 30 August 2021 to collate comments and feedback to the Clerk to the Board on the draft Election Rules. Following this period, one response was received relating to the definition / eligibility of staff as defined in the circulated draft Election Rules.

3.3   Proposed Amendment to the Election Rules

Within the draft Election Rules circulated to recognised trade unions, Lecturing and Support staff were defined as follows:

- *Lecturing Staff - all staff (including promoted lecturing staff) who are on lecturing staff terms and conditions.*

- *Support Staff - all staff (including Managers) who are either on support staff or management terms and conditions.*

Within these definitions, specific groups of Edinburgh College staff are categorised as follows:

- *Lecturing Staff Terms & Conditions includes such roles as: Lecturers; and, Curriculum Leaders (i.e. promoted lecturing staff).*

- *Support Staff Terms & Conditions include such roles as: Learning Development Tutors; and, Administrator / Officer level roles.*

Staff employed as Middle Managers, Curriculum Managers and Heads of Department / Faculty (Senior Management) hold individualised contracts with Edinburgh College, and at present are not part of national bargaining (- although this may change in the next 12 months). However, for the purpose of Staff Board Member elections these roles have previously been categorised as support staff**.**

On 9 September 2021, the Nominations Committee proposed that greater emphasis is placed on managers roles (and supervisory aspects of their positions) as opposed to their generic employment contract. The Nominations Committee therefore endorsed the following amendment to Paragraph 5 of the Election Rules:

- *Lecturing Staff – all staff who are on lecturing staff or lecturing management (e.g., Curriculum Leaders and Curriculum Managers) terms and conditions.*

- *Support Staff – all staff who are either on support staff or support staff management terms and conditions.*

This would mean the lecturing staff definition would include lecturing staff, Curriculum Leaders and Curriculum Managers.

4.   STRATEGIC IMPLICATIONS
The Board must approve procedures for the election of Staff Members. Review and approval of recruitment procedures is delegated to the Nominations Committee.

5.   RISK
Failure to fully consider staff board election procedures may lead to inappropriate governance arrangements.

6.   FINANCIAL IMPLICATIONS
Not applicable.

7.   LEGAL IMPLICATIONS
The Board shall ensure that its operation aligns with the Post-16 Education Act (2013).

8.   WORKFORCE IMPLICATIONS
Not applicable.

9.   REPUTATIONAL IMPLICATIONS
Not applicable.

10.   EQUALITIES IMPLICATIONS
In considering good practice guidance for the election of staff board members, the Board must ensure that election rules promote equality and inclusion.

CONCLUSIONS/RECOMMENDATIONS
The Board asked to CONSIDER and APPROVE the updated Staff Board Member Election Rules (Appendix 1), as endorsed by the Nominations Committee.

Appointment of Lecturing and Support Staff Members to the Board of Management of Edinburgh College

Election Rules

1   In accordance with Schedule 2 to the Further and Higher Education (Scotland) Act 1992 ("Schedule 2), the Board must include two members of staff. One shall be appointed by being elected by the lecturing staff of the college from amongst their own number and the other shall be appointed by the support staff of the college from amongst their own number.

2   Paragraph 3B(1) of Schedule 2 provides that such elections must be held in accordance with rules made by the Board.

3   Before making, varying or replacing these Election Rules, the Board must, as required under 3B of Schedule 2, consult the representatives of any trade union which the Board recognises as being, or which otherwise appears to the Board to be, representative of the lecturing/support staff of the College.

4   Having consulted relevant representatives as required under paragraphs 3(B)(2) and (3) of Schedule 2, these election rules have been made by the Board under paragraph 3(B)(1) of Schedule 2. These rules were made by the Board on 04 October 2016 and come into effect on 31 October 2016.

5   For the purposes of these election rules, staff groups are defined as follows:
   - **Lecturing Staff** - all staff who are on lecturing staff or lecturing management (e.g., Curriculum Leaders and Curriculum Managers) terms and conditions.
   - **Support Staff** - all staff who are either on support staff or support staff management terms and conditions.

6   Appointments shall proceed as follows:

   (a) The appointment shall be made by election administered by the Returning Officer (the Returning Officer shall normally be the Secretary to the Board. Where the Secretary to the Board is unavailable, the Board must appoint another staff member to act as Returning Officer).

   (b) The Returning Officer shall communicate to staff any vacancies that arise and request nominations for membership from the Lecturing or Support Staff as relevant.

   (c) Such nominations must be received by the Returning Officer by the date specified in the communication, being not less than seven days from the date of the communication.

   (d) Each nomination must be signed by the nominee, the proposer and one other person all being members of the lecturing or support staff as appropriate. Only lecturing members of staff may nominate the lecturing member and only support staff may nominate the support staff member.

   (e) If more than one nomination is received, the Returning Officer shall thereafter arrange for an election to be conducted using an appropriate electronic system and shall notify each member of the lecturing or support staff of the college as appropriate of the names of the nominees and the process to be followed.

(f) The election shall be completed by the date and time specified in the notice issued by the Returning Officer being not less than seven days from the date of the issue of the notice of the election. Only lecturing members of staff may vote for the lecturing member and only support staff may vote for the support staff member. All staff members who are eligible to vote shall each be entitled to one vote.

7 The following rules shall be followed as regards counting votes:

(a) The Returning Officer shall offer each nominee the opportunity to be present or represented at the counting of votes.

(b) The counting of votes shall take place within 24 hours of the time set for the close of the election and shall be done by the Returning Officer in the presence of such nominees or their representatives as have chosen to attend.

(c) The nominee receiving the most votes shall be declared elected.

(d) In the event of a tie the election shall be decided by the drawing of cards or lots amongst the nominees with the highest number of votes.

(e) In the event of elections for lecturing and support staff members being held concurrently, the counting of votes shall be done as a separate and consecutive process for each election.

(f) The Returning Officer may use such staff of the College as may be necessary to assist in the counting of votes.

(g) The names of the persons elected shall be reported to the next meeting of the Board after the election, and announced to all staff.

The "counting of votes" may be a physical count of ballot papers where a paper system has been used, or the opening of an electronic report where an electronic voting system has been used.

8 The following rules shall apply in the event of a vacancy arising in respect of the appointment for a staff member:

(a) In the event of an election requiring to be held because of the expiry of the term of office of the respective members of the Board the procedures set out above shall be completed no later than four weeks prior to the date of expiry.

(b) In the event of an election requiring to be held because of a resignation or death of the respective members of the Board the procedures set out shall be completed no later than eight weeks after the vacancy occurs. The eight weeks excludes College vacation periods to ensure that all staff have the opportunity to participate.

9 To ensure they remain fit for purpose; the Election Rules shall be reviewed by the Board of Management every four years.

Edinburgh College

For the future you want

FOR INFORMATION / DISCUSSION / DECISION			
Meeting	Board of Management 29.09.21		
Presented by	Nick Croft		
Author/Contact	Nick Croft / Marcus Walker	Department / Unit	Governance
Date Created	15.09.21	Telephone	
Appendices Attached	*Appendix 1:* Draft Edinburgh College Improvement Plan 2021/22 *[- to follow]*		
Disclosable under FOISA		Yes.	

GOVERNANCE REPORT

1. **PURPOSE**
   This paper provides an update on ongoing governance matters within the College.

2. **BACKGROUND**
   The report provides an update on matters brought to the attention of the Board in its June 2021 report, and further governance developments within the College, and the College Sector, over recent months.

3. **DETAIL**

   3.1 **Chair of the Edinburgh College Board - Recruitment Process**
   An early engagement meeting between the Scottish Government and representatives of Edinburgh College, to discuss the recruitment of a new Regional Chair, was scheduled to take place on 21 June 2021. At short notice this event was cancelled by the Scottish Government. As of 15 September 2021, no further update on the re-arrangement of this event has been received.

   3.2 **Non-Executive Membership Update**
   Judith Sischy, a Non-Executive Member, advised the Interim Chair on 4 September 2021 that she had decided to step down from the Board of Management with immediate effect.

   The Board of Management on 29 September 2021 will be the final Board meeting of both Toni McAlindin and Fiona Riddoch. Ms Riddoch's departure on 20 October 2021 means that there will be three non-executive vacancies on the Board.

   At its last meeting, the Board endorsed a proposal to grant a one-year extension to the tenure of Ann Landels as a Non-Executive Board Member. On 10 September 2021, the Scottish Government confirmed that this request had been approved and that Ann Landels tenure would run until 07 February 2023.

3.3   Non-Executive Recruitment - September 2021
On 09 September 2021, the Board of Management launched an advert seeking two new non-executive board members with the one or more of the following skills sets: *Digital, IT infrastructure and cyber-security; Estates and Infrastructure; and/or Economic development and industry.* The closing date for applications is midday on 07 October 2021.

Following interviews on 29 October 2021 it is hoped that two appointees will be put forward to the Board and Scottish Ministers for approval in early November.

As part of its efforts to engage the wider public with the College, the Board and the role of non-executive members, the Board of Management in collaboration with Changing the Chemistry (CtC) held an online engagement event on 21 September 2021.

3.4   Review of Code of Good Governance
As previously reported the release of an updated Code of Good Governance for Scotland's Colleges ('the Code') was delayed in the academic year 2019/20 due to the UK Parliament General Election, and the requirement to schedule a change in primary legislation (Post-16 Education (Scotland) Act 2013). This delay was then extended further in light of the Covid-19 Pandemic.

On 24 May 2021, Colleges Scotland confirm that a meeting of the Good Governance Steering Group would take place in late September 2021 - to consider and (if appropriate) approve an updated version of the Code. A further update on this will matter will be provided to the Board at its meeting on 29 September 2021.

3.5   Governance Framework - Annual Review 2021
In June 2021, the Board of Management approved an Annex to the Standing Orders of the Edinburgh College Board of Management to ensure the orderly and effective conduct of virtual and hybrid meetings. The Annex has now been appended to the Standing Orders and uploaded to the College website.

With the exception of the Annex, and the Academic Council Terms of Reference (Paper R, Appendix 1 refers), no further changes to the Standing Orders or the Scheme of Delegation previously approved by the Board on 22 September 2020 are proposed.

The current Governance Framework will be reviewed again once the Review of the Code of Good Governance has concluded.

3.6   Online Access to Board of Management Information
Prior to the Board of Management on 29 September 2021 a pre-Board session on the accessibility and functionality of the new SharePoint site will be provided to members. It is expected that the new online system will be fully implemented before the meeting of the Board on 14 December 2021.

3.7   Board Improvement Plan
The Board approved the 2019 Board Effectiveness Plan and its accompanying Improvement Plan on 30 March 2020.

In September 2021, an updated 2021/22 Improvement Plan was created based on the previous Plan and outcomes from the annual Board self-evaluation process. The 2021/22 Improvement Plan is attached as Appendix 1.

The Board are asked to consider and approve actions within the Improvement Plan for monitoring on a quarterly basis throughout the academic year.

3.8   Board Member Development / Training Opportunities

The College Development Network (CDN) have launched their annual programme of training and development events, which include the following 'Meet the Stakeholders' and 'Governance Topics' sessions:

Meet the Stakeholders:
- [Learners and Learning at the Centre](#), 2 November 2021
- [College Sector Policy and Funding](#), 8 March 2021

Governance Topics:
- [The Art of Strategic Questioning](#), 26 October 2021
- [Understanding PREVENT Responsibilities](#), 15 December 2021
- [All You Need to Know About College Funding](#), 15 February 2021

Additionally, CDN will be running five 'Induction' sessions for new Board members during the academic year. If you wish to attend any of the sessions, please follow the URL links provided, or contact the Clerk to the Board for further information.

To complement CDN's offering, the College plans to run the following development and training sessions in 2021/22:

Governance Topics:
- Cyber security
- Risk management
- Equality and diversity / Unconscious bias training
- Standards Commission / Board Member Code of Conduct

College specific sessions:
- Strategic session related to the SFC Review
- EC Staff Survey briefing

Further information on these events will be confirmed in due courses.

3.9   Model Code of Conduct

As you will be aware, the Scottish Government recently consulted on both the [Councillors'](#) and [Model](#) Codes of Conduct. Following those consultations, the updated Codes are in the process of being finalised and it is anticipated they will be laid before Parliament in September 2021.

4. BENEFITS AND OPPORTUNITIES
The implementation of robust self-evaluation processes will ensure that governance arrangements are compliant with the Code of Good Governance.

5. STRATEGIC IMPLICATIONS
Ensuring that the College has effective governance arrangements in place enables the College to deliver the Strategic Plan 2017/22, the annual Regional Outcome Agreement, and the Education Scotland *'How Good is Our College?'* Framework.

6. **RISK**

Improving governance arrangements and effective forward planning will mitigate the risk of governance failure.

7. **LEGAL IMPLICATIONS**

Compliance with the Code of Good Governance is an SFC condition of grant.

8. **REPUTATIONAL IMPLICATIONS**

Reputational risks associated with poor governance may occur if appropriate planning is not implemented.

CONCLUSIONS/RECOMMENDATIONS

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

The Board of Management are asked to NOTE the current Standing Orders and Scheme of Delegation, and CONSIDER and APPROVE amendments to the Academic Council Terms of Reference (Paper R, Appendix 1 refers).

The Board of Management are asked to CONSIDER and APPROVE the actions within the Board Improvement Plan 2021/22, for monitoring over the academic year.

For the future you want

FOR INFORMATION			
Meeting	Board of Management 29.09.21		
Presented by	Nick Croft		
Author/Contact	Pauline MacPherson	Department / Unit	Communications, Policy and Research
Date Created	07.09.21	Telephone	0131 344 7068
Appendices Attached	*Appendix 1:* FOI Annual Monitoring Report 2020/21		
Disclosable under FOISA		Yes.	

FREEDOM OF INFORMATION (FOI) ANNUAL MONITORING REPORT 2020/21

1.   PURPOSE
This paper outlines the volume of FOI requests received by Edinburgh College between July 2020 and June 2021.

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

3.   DETAIL
Edinburgh College received 25 FOI requests in the academic year 2020/21. Appendix 1 provides a full breakdown of the requests received.

4.   BENEFITS AND OPPORTUNITIES
The information provides gives a detailed overview of the number and scope of Freedom of Information Requests received by the college.

5.   STRATEGIC IMPLICATIONS
The Board are required to retain an oversight of FOI activity.

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

7.   FINANCIAL IMPLICATIONS
Explicit in paper.

8.   LEGAL IMPLICATIONS
The college has a legal obligation to respond to all FOI requests.

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

10. **REPUTATIONAL IMPLICATIONS**
    The college must ensure all FOI requests are responded to within the statutory time limit, and with accurate information.

11. **EQUALITIES IMPLICATIONS**
    Not applicable.

CONCLUSIONS/RECOMMENDATIONS

Members are asked to NOTE the contents of this paper.

FOI ANNUAL MONITORING REPORT

1. Introduction

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

1.2   This report outlines the volume of FOI requests received by Edinburgh College over the last 12 months (from July 2020 to June 2021), and highlights areas of relevant activity.

2. Background

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

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

2.3   While most information requested can be released, some information is exempt under the Act. The right of access to information is subject to a number of exemptions within FOISA, or exceptions under the EIRs, many of which also require a public interest test to be applied.

3. Volume

3.1   Edinburgh College received 25 FOI requests in the academic year 2020/21, the same number of FOI requests was received in academic year 2019/20. Since the start of 2020/21, the college has received 4 FOI requests, July – August 2021 (2 more than the number of requests submitted to the college in July – August 2020).

3.2   Edinburgh College received 27 Subject Access Requests in the academic year 2020/21 (14 more than the number of requests submitted to the college in 2019/20). Twenty five requests were made by students and two by solicitors on behalf of other individuals.

3.3   In the academic year 2020/21, 96% of all FOI requests were responded to within 20 working days.

3.4   Graph I (below) reflects month-by-month FOI activity over the last academic year (2020/21). Month-by-month data for academic years 2019/20 and 2018/19 is also provided for comparison.

Chart I: Volume of FOI Requests
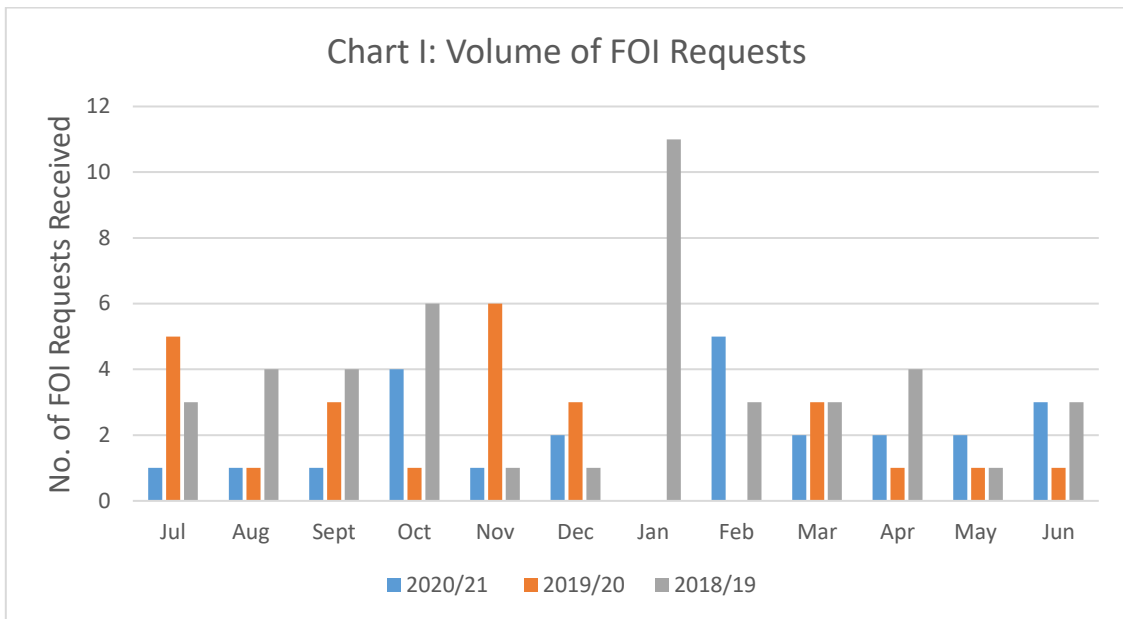
4. Decision Notices from the Scottish Information Commissioner's Office

4.1   The college has received no application for decision notices from the Scottish Information Commissioner's Office in 2020/21.

5. Subject Area

5.1   Graph II shows FOI requests by subject areas, based on which department within the College provided information to respond to the request. Data for the academic years 2019/20 and 2018/19 are provided for comparative purposes.

Graph II: FOI Requests by Subject Area
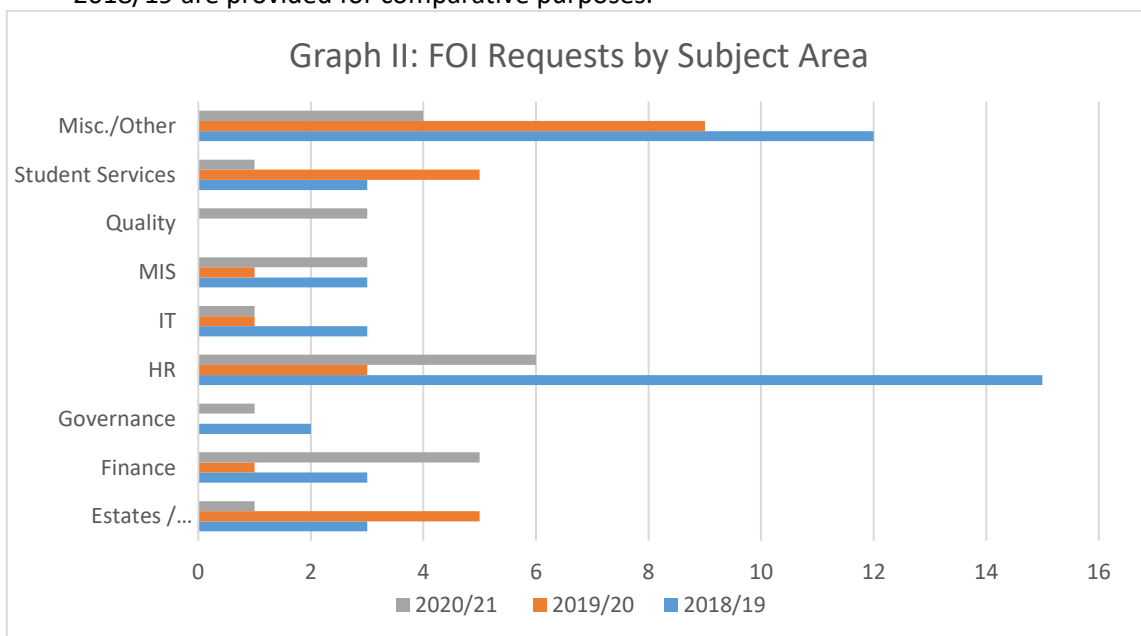
Misc/Other includes individual requests made for information from specific departments within the College.

6. Requestors

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

Group / Organisation	2018/19	2019/20	2020/21
City of Edinburgh Council	0	0	0
Journalists	2	1	3
NUS	1	0	2
Political Parties	4	1	0
Solicitors	0	0	1
Trade Unions	7	8	2
Researchers*	-	-	5
Total	**14**	**10**	**13**

*A new category of Researchers has been added to the table to reflect the number of requests submitted by this category of applicant in the current academic year.

7. Benchmarking

7.1   Graph III reflects FOI activity in comparison to other colleges in Scotland in 2020/21, 2019/20 and 2018/19 *[Statistical information provided by the Scottish Information Commissioner's Office]*.

Graph III: College Sector Benchmarking
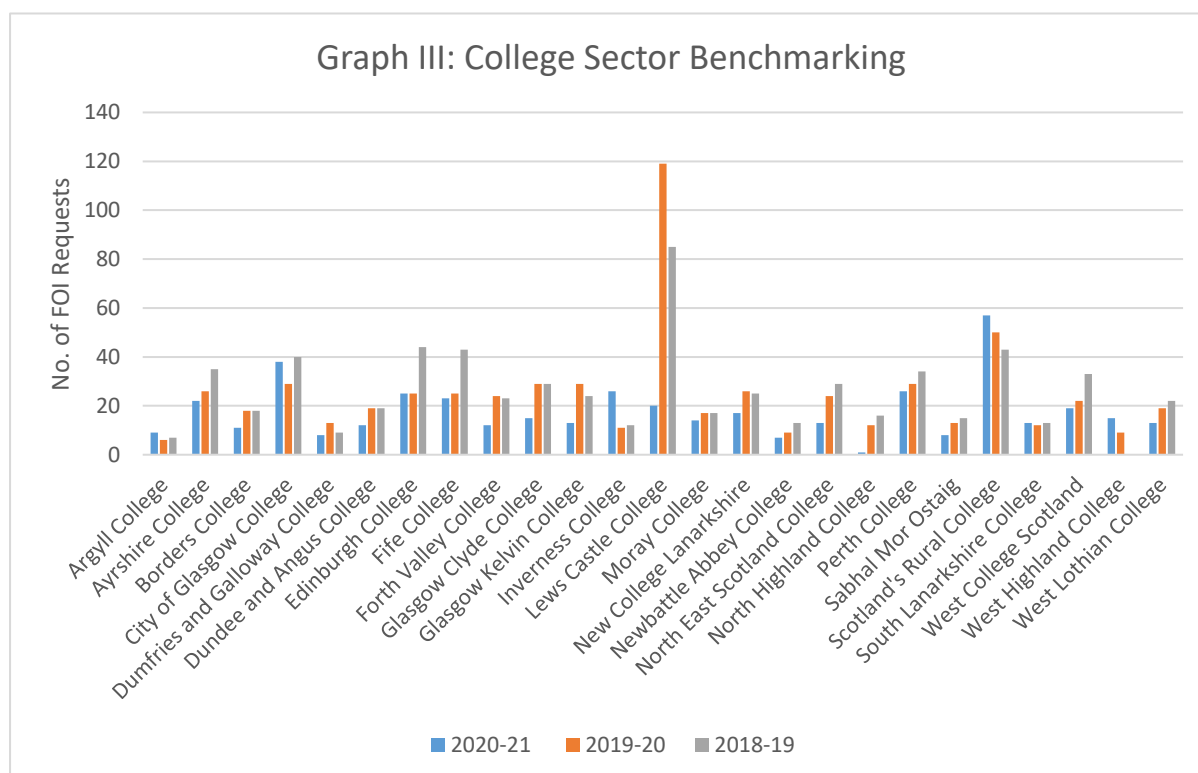
7.2   In 2020/21 Edinburgh College received the name number of FOI requests as in the previous academic year (2019/20) and sits fifth highest in the sector behind SRUC (57), City of Glasgow College (38), Perth College (26) and Inverness College (26).

8. Estimated Costs and FOI Publication

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

FOI Costs (1 July 2020 - 30 June 21) (estimated)	
Cost to college in responding to 25 FOI requests*	£1273.91
Average cost per FOI request	£50.96
Subject Access Request Costs (2019/20) (estimated)	
Cost to college in responding to 27 Subject Access Requests	£12,366.15
Cost per Subject Access Request	£458.01

All FOI responses are available on the college website:
http://www.edinburghcollege.ac.uk/Welcome/Governance/College-Policies/Freedom-of-Information

For the future you want

FOR INFORMATION			
Meeting	Board of Management 29 September 2021		
Presented by	Chair		
Author/Contact	Marcus Walker	Department / Unit	Governance
Date Created	22.09.21	Telephone	-
Appendices Attached			
Disclosable under FOISA		Yes.	

BOARD OF MANAGEMENT - AGENDA PLANNER 2021/22

1. **PURPOSE**
   To provide the Board with an opportunity to review upcoming items of business.

2. **BACKGROUND**
   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   14 DECEMBER 2021

   - BOARD DEVELOPMENT DAY 26.10.21 REPORT

   - STRATEGIC DISCUSSION: TBC

   - DRAFT REGIONAL OUTCOME AGREEMENT 2022/23

   - EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT

   - COMMITTEE BUSINESS

     o AUDIT & RISK ASSURANCE COMMITTEE
        - Minutes 13.10.21 & 24.11.21
        - Annual Report & Financial Statements for Period to July 2021
        - Summary Top Risk Register

     o POLICY & RESOURCES COMMITTEE
        - Minutes 16.11.21

- Recruitment & Retention Dashboard
- Management Accounts to October 2021

  - ACADEMIC COUNCIL
    - Minutes 19.11.21

  - CORPORATE DEVELOPMENT COMMITTEE
    - Minutes 23.11.21

  - NOMINATIONS COMMITTEE
    - Minutes (TBC)

- PRINCIPAL & CHIEF EXECUTIVE REPORT

- GOVERNANCE REPORT

- NATIONAL REPORT

- RIDDOR REPORT

3.2   22 MARCH 2022

- STRATEGIC DISCUSSION: TBC

- REGIONAL OUTCOME AGREEMENT 2022/23

- EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT

- COMMITTEE BUSINESS

  - POLICY & RESOURCES COMMITTEE
    - Minutes 22.02.22
    - Recruitment & Retention Dashboard
    - Management Accounts to January 2022

  - AUDIT & RISK ASSURANCE COMMITTEE
    - Minutes 23.02.22
    - Summary Top Risk Register

  - ACADEMIC COUNCIL
    - Minutes 04.03.22

  - CORPORATE DEVELOPMENT COMMITTEE
    - Minutes 01.03.22

- PRINCIPAL & CHIEF EXECUTIVE REPORT

- GOVERNANCE REPORT

- NATIONAL REPORT

- RIDDOR REPORT

3.3 TUESDAY 14 JUNE 2022

- BOARD STRATEGY DAY REPORT 26.04.22

- STRATEGIC DISCUSSION: PUBLIC SECTOR EQUALITY DUTY PROGRESS REPORT

- EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT
  - ECSA End of Year 2020/21 Report
  - ECSA Strategic Planning & Funding 2021/22 Report

- COMMITTEE BUSINESS

  - POLICY & RESOURCES COMMITTEE
    - Minutes 17.05.22
    - Recruitment & Retention Dashboard
    - Management Accounts to April 2021
    - College Budget 2021/22

  - AUDIT & RISK ASSURANCE COMMITTEE
    - Minutes 25.05.22
    - Summary Top Risk Register

  - ACADEMIC COUNCIL
    - Minutes 20.05.22

  - CORPORATE DEVELOPMENT COMMITTEE
    - Minutes 24.05.22

  - NOMINATIONS COMMITTEE
    - Minutes (TBC)

  - REMUNERATION COMMITTEE
    - Minutes 31.05.22

- PRINCIPAL & CHIEF EXECUTIVE REPORT

- GOVERNANCE REPORT
  - Governance Update
  - Evaluation of Chair 2021/22

- NATIONAL REPORT

- RIDDOR REPORT

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

CONCLUSIONS/RECOMMENDATIONS
The Board are asked to NOTE upcoming items of business.