Edinburgh College

BOARD OF MANAGEMENT

AGENDA

A meeting of the Board of Management will be held at 14:00 hours on Tuesday 28 March 2023 in the Boardroom, Granton Campus.

		Lead Speaker	Paper
1	WELCOME & APOLOGIES	Chair	
2	DECLARATIONS OF INTEREST	Chair	
3	MINUTES OF THE PREVIOUS MEETING *for approval*	Chair	**A**
4	MATTERS ARISING REPORT	Chair	**B**
5	PRINCIPAL & CHIEF EXECUTIVE REPORT	A Cumberford	**C**

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	EDINBURGH COLLEGE STRATEGIC PLAN LAUNCH AND KEY PERFORMANCE MEASURES UPDATE *for approval*	A Cumberford	**D**

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

		Lead Speaker	Paper
7	EQUALITY OUTCOMES & MAINSTREAMING PROGRESS REPORT *for approval*	J Buglass	**E**
8	EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT	D Elder / S Marriner	**F Attached**
9	COMMITTEE BUSINESS		
	9.1 Policy & Resources Committee		
	Recruitment, Retention & Credits Dashboard	J Pearson	**G**
	Management Accounts Summary to February 2023	A Williamson	**H Attached**
	9.2 Learning, Teaching & Student Experience Committee		
	LTSE Committee Annual Report 2022/23	R Laird	**I Attached**
	9.3 Nominations Committee		

Committee Membership Proposal *for approval*   Chair   **J Attached**

10   GOVERNANCE REPORT   M Walker   **K Attached**

11   ANY OTHER COMPETENT BUSINESS
       11.1   Board Reflection / Feedback   Chair

12   FOR INFORMATION
       12.1   Policy & Resources Committee Minutes 21.02.23   **L**
       12.2   Audit & Risk Assurance Committee Minutes 22.02.23   **M**
       12.3   Corporate Development Committee 28.02.23   **N**
       12.4   Learning, Teaching & Student Experience Committee Minutes   **O**
               03.03.23
       12.5   Nominations Committee Minutes 15.03.23   **P**
       12.6   RIDDOR Report   **Q**

13   FOR CIRCULATION
       13.1   Top Level Risk Register January 2023
       13.2   Board of Management: Agenda Planner 2023/24

14   DATE OF NEXT MEETING: 13 June 2023

       14.1   Upcoming Committee / Strategy Session Dates
               Board Strategy Session   25.04.23
               Policy & Resources Committee   16.05.23
               Learning, Teaching & Student   19.05.23
               Experience Committee
               Corporate Development Committee   23.05.23
               Audit & Risk Assurance Committee   24.05.23
               Remuneration Committee   TBC
               Nominations Committee   TBC

Title	ECSA REPORT
Appendices	Appendix 1: ECSA Priority Objectives 2022/23 Update Appendix 2: End of Semester 1 Survey Report (January 2023) [Link] Appendix 3: Class Reps Meeting (2) Report (February 2023) [Link]
Disclosable under FOISA	Yes
Primary Contact	David Elder, ECSA Student President Skye Marriner, ECSA Vice President (Welfare)
Date of Production	17.03.23
Action Required	Information / Discussion

1.   RECOMMENDATIONS

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

2.   PURPOSE

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

3.   DETAIL

3.1   Ongoing Projects and Events

3.1.1   Breakfast Club

Since October 2022, Breakfast Club has been running across all four campuses, three days per week. Breakfast Club offers students the chance to enjoy hot drinks, cereal bars, fruit, toast and bagels for free. The service runs from 8.30-9.30am in the main canteen areas on each campus and is delivered primarily by our student-staff. Our aim is to counter the effects of food poverty among the EC student population and help set up students for a day of learning.

Our analysis showed that in the period between Monday 24th October and Monday 2nd December 2022, the Breakfast Club supported an average of 600 students per week, which equals an estimated total of 4800 students. Since re-opening in January, the daily and weekly usage has stayed steady across all campuses, with some growth more recently due to new promotional activity. We estimate that we have provided approximately 9500 breakfasts for free across the College.

In our End of Semester One Survey (attached separately, see also see section 3.2.2) we garnered some highly positive feedback about Breakfast Club: *"Fantastic idea! It has helped me on several occasions when I hadn't had breakfast. I've also seen some who don't have money for lunch able to get a few bits for later. Please keep this going. It's fantastic!"* We have also taken on

some of the suggestions we received through the survey, such as introducing healthy cereal bars and a greater variety of fruit juices.

The success of the Autumn 2022 pilot scheme has meant that Breakfast Club continues to go from strength to strength, and we are grateful to many staff teams from across the College for their support in making this happen.

3.1.2 Go Green Hubs

In January we welcomed Ashley Darge, Community Development Coordinator, to the EC Students' Association staff team. Ashley will be overseeing the continuation and development of our Go Green Hubs, as well as line-managing our Go Green student-staff Assistants. Our Community Fridges continue to be restocked once per week and offer students free food from local supermarkets, through our contract with [FareShare](). Since the start of this academic year, we have saved more than 5 metric tonnes of food from being wasted, while providing students with the opportunity to benefit from high-quality free produce. The scheme is extremely popular with students and since Ashley began, we have been increasing the number of healthy options offered as part of this scheme, as well as tweaking the provision for each campus to ensure the most popular items are available for those specific students.

Our SwapShops are continuing to function well with a regular turnover of stock: books, clothing, children's clothes and household items have all been donated and re-used free of charge by students. We are proud of the continued success of this Go Green initiative, which counteracts fast fashion, saves items from waste, and helps students financially. Usage varies over the year, but on average approximately one metric tonne of items is donated and re-used per month through the four SwapShops. With additional staff resource in place, we have begun the process of weighing clothing as it is donated, to ensure we can accurately report data on the volume of clothing we are providing throughout each academic session.

3.1.3 Curriculum Consultation

Following on from conversations with the Vice Principal Education & Skills, our President has been working to engage Class Reps in a consultation on how the curriculum is delivered. On Thursday 2nd February, a focus group of 19 students met to discuss their opinions on subjects including:

- **Student-focused timetables:** there was an engaged discussion on flexible timetables and fitting courses into one day, with students' suggestions that working past 4pm and later into the evening would reduce their need to travel back into campus on additional days.

- **Delivery Methodology:** students also spoke about their preference for a hands-on approach and suggested that inviting industry professionals into classes would give them an insight into further career paths.

- **Use of technology:** some students commented that, "Some lecturers struggle with the tech as well and it's obvious that they had no proper training. It takes a lot of time off our learning." This is a real issue for some staff and a possible cause for concern.

These themes will continue to inform our discussions with Class Reps going forward, to ensure the student voice is part of the re-shaping of the curriculum.

3.1.4 Think Positive

Student Mental Health is a key priority for the Full Time Officers, and recently we have re-engaged with the College-wide Think Positive campaign. We are working with the Interim Assistant Principal Student Experience and her team to re-launch the new Student Mental Health Agreement in the coming months.

3.2 Student Representation

3.2.1 Class Reps

In February, we held our second set of Class Rep meetings, which were attended by 37 Class Reps in total. While the numbers for this round of meetings were low, the Class Reps who did attend were highly engaged and the majority found the meetings useful.

As always, the meeting was interactive and invited students to share their opinions either anonymously (using mentimeter) or openly, by contributing to the meeting chat.

Topics we discussed included:

- **Curriculum Consultation:** see section 3.1.3.

- **Gender-Neutral Toilets:** we surveyed participating Class Reps about their views on the introduction of gender-neutral toilets, and many reflected on the positives and inclusivity of this idea. One student fed back: "Everyone deserves a safe space and somewhere they feel comfortable", while another reflected "Although it doesn't affect me, I think this would be very beneficial and I'd support it 100%." Only 8% of students responded, "I have an issue with it", while 22% of respondents said gender neutral toilets on campus would help them. Our Full Time Officers have taken this matter forward to the Learning, Teaching and Student Experience Committee and have also discussed this with the College's EDI Lead.

- **Staff Voluntary Severance Scheme:** the majority of Class Reps surveyed (54%) were unaware of the Curriculum Re-Shaping proposals and subsequent Voluntary Severance scheme. Several raised concerns about the impact on student experience following discussion at the meeting.

- **Elections:** We used the meeting as a chance to spread the word about the EC Students' Association elections and potentially pique students' interest to see if they wanted to submit a nomination themselves. While no Class Reps applied to be our next Full Time Officers, 91% of those asked said they were likely to vote in Elections this year (see also section 3.4.1).

- **Student experience**: Following conversations with the Assistant Principal Quality & Improvement, we asked students to rank how they felt about different aspects of College life, rating a series of statements on a scale of 1–5, where 1 = "strongly disagree" and 5 = "strongly agree". On average, the Class Reps we surveyed seemed to feel neutral towards their College experience, with slightly more negative feelings towards the online learning environment:
  - *"At Edinburgh College I feel cared about as a student"* = 3.39 average score
  - *"My course and classes have met my expectations"* = 3.18 average score
  - *"I feel positive about the College facilities"* = 3.18 average score
  - *"I feel positive about the online learning environment"* = 2.85 average score

More detail on what was raised at the meeting, as well as data collected from surveys, can be found in the Class Rep Meeting 2 Report (attached separately), which was sent to the Learning, Teaching and Student Experience Committee in February.

Recently there has been an influx of new Class Reps from courses which started in January, and we ran an online training session directed towards these January starts. We have also recently refreshed and edited our Moodle Class Rep training course to ensure it is up to date for 2023. We now have 602 Class Reps registered for this academic session. Genevieve Fay, our new Representation & Impact Coordinator, is intending to increase engagement and participation by improving relationships with Class Reps in the coming months, and is hoping to build on this momentum in the next academic year. We are looking into conducting some in-person/hybrid meetings on campus in April, as well as exploring the appetite for a social event for Class Reps towards the end of term.

3.2.2 Student Feedback: Main Headlines and Semester One Survey

Our End of Semester One Survey was conducted over December 2022 and January 2023. Informed by Class Rep discussions and feedback from students in Semester One, we focused on three key areas: Funding, College Services and Cost of Living. In total, we received 197 responses.

While more detail is available in the Survey Report (attached separately), overall trends, supported by casework evidence provided by the Full Time Officers, indicated that the following were major areas of concern:

Discretionary funding – In this cost-of-living crisis, funding is an important issue which affects a significant proportion of the student body. 48% of students surveyed were unaware of discretionary funding and how to access it, while others felt the system and eligibility criteria was unclear. Research from NUS Scotland suggests this is a major issue impacting students across the country, and there is ongoing work to influence Scottish Government to invest in more financial support for students.

Catering – Several students have complained of an inadequate and expensive catering offer, with campuses being under-resourced for options, which has a knock-on effect of long queues. Concern has been raised about the lack of healthy options.

Public transport issues – Our Student President wrote a letter to Transport for Edinburgh explaining concerns about the quality of service being provided on Lothian Busses. This was co-signed by the key Student Association representatives from across Edinburgh's five other major educational institutions: University of Edinburgh, Edinburgh Napier University, Heriot Watt University, Queen Margaret University and Scotland's Rural College.

Preferred names – We were delighted to hear that in January, the College introduced a Preferred Name category on the ECAS application system. This was a cause that had been raised by the Association's Full-Time Officers and Class Reps over several years of discussions and meetings.

As well as running our own surveys and collecting feedback through our Class Rep system, we have also supported the College to promote their own surveys, such as the Catering Survey conducted in January/February 2023. More recently, the Student President has created a video to accompany the Student Satisfaction and Engagement Survey, explaining how the survey works and encouraging students to take part. This work helps to make sure

that student voice and experience is at the heart of the decision-making that impacts their time at Edinburgh College.

3.3 External Engagements and Events

3.3.1 NUS National and Scotland Conferences
Our Vice President Welfare and Vice President Activities attended the National Union of Students (NUS) National Conference on 15th and 16th March in Harrogate. This is an important forum where our Officers can represent EC students' views on concerns facing the student population across the UK, including the cost-of-living crisis, education and housing. Swiftly following on from the National Conference, the NUS Scotland Conference is taking place in Edinburgh on 28th and 29th March, which all three of our Full-Time Officers will be attending. Both conferences present good networking opportunity for our Officers, who will be advocating for FE students in a setting where HE concerns have been dominant in the past.

3.3.2 NUS Scotland Rally
On Wednesday 1st February, NUS Scotland organised a rally to Scottish Parliament to fight for students. There, they demanded that MSPs pass a budget that raises the incomes of students, cuts our cost-of-living and protects their mental wellbeing. Our VP Activities played a prominent role at this event, giving a speech which highlighted some of the issues currently facing EC students.

3.3.3 Fridays For Future Climate Strike gathering
The climate crisis and sustainability are key motivators for EC Students' Association to enact change in the College and more broadly. As part of this, our VP Welfare attended a Fridays for Future climate strike gathering on Friday 3rd March, to show our support and to represent the student voice.

3.3.4 College Development Network (CDN)
Association Director Al Wison will be on the panel at the upcoming CDN College Expo Roadshow debate on Student Experience, held at Borders College on Tuesday 28th March. Discussion will focus on approaches that have been developed and implemented to meet student mental health needs over the past 12 months, as most students have returned to on-campus delivery.

3.4 Recent, Current and Upcoming Events

3.4.1 EC Students' Association Elections
Nominations have now closed for EC Students' Association Elections 2023 and voting takes place on w/c 20 March.

We received four nominations for three positions, with the following candidates:

President	VP Activities	VP Welfare
David Elder	Jon Craig	Luna Morrison
Skye Marriner		

We are currently preparing candidates for a week of campaigning as well as organising materials for promotion of the elections. EC Students' Association will be hosting voting stalls across all campuses at different stages of the voting week, as well as running class shout outs to promote the elections further. Voting opens on Monday 20th March and closes on Thursday 24th March 2pm, with results announced on Thursday afternoon.

Verbal update on elected candidates to follow.

3.4.2 LGBT+ History Month
Supporting minorities is at the heart of EC Students' Association's mission, and so we were delighted to be celebrating LGBT+ History Month this February. Along with articles about LGBT+ history on our website, we ran stall at Granton campus where students were invited to show their support for the rainbow community at Edinburgh College by signing our pledge poster. Our VP Welfare and VP Activities were on hand to provide advice and explain some of the work EC Students' Association is doing to make LGBT+ students feel safe and welcome at campus, including advocating for preferred name and non-binary pronoun options on College enrolment systems, and speaking to the Board of Management about Gender Neutral Toilets. The stall engaged students from within and beyond the LGBT+ student community, with 97 people attending.

3.4.3 International Women's Day
To mark International Women's Day (8th March), EC Students' Association hosted a craft stall at Granton Campus which attracted 107 students. Students were invited to learn how to make paper flowers, and then encouraged to gift them to inspirational women in the lives, creating a chain of positivity. The stall drew both students and staff in with a playlist of empowering music by female artists. During the crafting activities, numerous conversations dwelt on some of the challenges facing women today, from gender-based violence to the gender pay gap, which shows the importance of providing a safe and non-confrontational space where students can talk about these difficult issues. There were lots of positive comments from students involved who went away proudly carrying their flowers, as well as wearing badges and bracelets proclaiming their support for women.

3.4.4 Ministerial Visit to Sighthill Campus
On Monday 13th March, we welcomed Jenny Gilruth (Minister for Transport) and Patrick Harvie (Minister for Zero Carbon Buildings, Active Travel and Tenants' Rights) to Sighthill campus, to mark 50 million free bus journeys taken by Under 22-year-olds since the Free Bus Travel scheme was launched. The Ministers met and discussed the scheme with a group of eight College students who benefit from it. After the photoshoot, we invited Patrick Harvie to our Sighthill Go Green Hub and explained the positive impact the hubs are having on students and how we are promoting the sustainability message across the College.

3.4.5 Big Student Thank You Awards
Next month will see the launch of this year's Big Student Thank You Awards (previously known as the ECSA-llence Awards), an initiative designed to give students an opportunity to thank their lecturers and any support staff that have particularly helped them this year at College. There will be awards for lecturers in each Faculty, a 'Guiding Hand Award' for support staff, and an overall Outstanding Lecturer of the Year Award. We hope that in a challenging year for Curriculum Staff, the Big Student Thank You Awards will raise morale by making staff feel appreciated.

3.4.6 Games Society Events
The Association held two open and inclusive Games Society events at Granton (December) and at Sighthill (February), where students engaged in a bracket-style tournament playing iconic games Gang Beasts and Mario Kart. These were held in public spaces to encourage participation and build a sense of community among students.

3.4.7 Hidden Disabilities & Neurodiversity Celebration Week
Advocating for students with hidden disabilities is an important part of our work, and so as part of Neurodiversity Celebration Week (13-19 March), the Association have created an [online resource](#) which highlights some of the most prevalent hidden disabilities. The article gives information about Dyslexia, Dyspraxia, ADHD (Attention Deficit Hyperactivity Disorder) and ASD (Autism Specturm Disorder), and advises students on how they can seek extra support if they believe they have a hidden disability. We have also placed posters around campus to highlight the fact that 1 in 5 people in Britain have a disability, and hope that this encourages people to talk about this, thus reducing stigma.

3.5 Organisational Activities

3.5.1 ECSA Turns 10
As part our 10th birthday celebrations, we will be conducting a week of celebrations across all four campuses on the w/c 17th April to engage our members, sharing out birthday cake and spreading the word about what the Students' Association contributes to College life.

As part of the celebrations, we launched our new branding back in August and have rolled it out across our activities with incredibly positive feedback. Further to this, we have set up our online shop, which offers a variety of designs and items with our logo and sub-branding printed and delivered straight to our members' doors. All our designs are developed and perfected by our own student staff, which makes them extra-special for us.

As part of this celebratory week, we will be publishing some of the highlights from our [Ten Student Stories campaign,](#) in which students tell the world about their experience of Edinburgh College and the impact it continues to have on their lives. At the end of the year, we intend to host reunion of previous officers and staff, to recognise the impact that different Full Time Officers have made over the last decade.

3.5.2 Awards
Edinburgh College and EC Students' Association won the Responsible Business of the Year award at the Edinburgh Chamber of Commerce Business Awards in early March 2023, for our joint efforts in supporting students during the ongoing cost of living crisis. Breakfast Club, our SwapShops and Community Fridge initiatives all received a special mention, and we are proud to work in partnership with the College to address the intense financial challenges facing students.

3.5.3 Staff Recruitment
The start of 2023 saw two new staff members join the EC Students' Association team. Our Representation & Impact Coordinator Genevieve Fay is focussing on delivering elections, gathering information, feedback and evidence for our various reports and projects, updating our Constitution and supporting the Class Rep system.

Ashley Darge, our Community Development Coordinator is focussed on supporting and developing our pro-active engagement projects such as the Breakfast Club, Community Fridges, and SwapShops, as well as working on engagement of specific student groups in student activities and events.

We will be recruiting for our Advice & Support Coordinator post imminently, who will support students on a 1-to-1 basis, and, in developing the role, will proactively contribute to our wellbeing, equality and diversity strategy.

3.5.4 In-Person All-Team Day

Over the February break while students were away, the EC Students' Association took the opportunity to gather in person, to plan activity for the rest of the 22/23 academic year. As our team has grown in the last few months, this was an important relationship building exercise, and a productive planning session too, with multiple engagement plans emerging around causes as diverse as International Women's Day (March) to Earth Day (April) and Pride Month (June).

3.5.5 Constitution and Schedules

A major piece of work which EC Students' Association is undertaking this year is a comprehensive refresh of our Constitution and Schedules, which are due to be reviewed this year. The Association Director and Representation & Impact Coordinator are working together to bring these updated documents, which explain the purpose, powers and processes of EC Students' Association to the Board of Management for their approval in June 2023.

4. IMPACT AND IMPLICATIONS

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

5. LINKS TO STRATEGIC PLAN AND KPIs

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

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

Key Performance Indicators:
- Total Credits
- Achievement and Retention.

Priority Objectives 2022-23

Summary overview

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

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Priority Objectives 2022-23

EC Students' Association

RAG Rating Key:

	Behind schedule or not met targets to complete		Some activity but needs focus to complete		Completed or on course to be completed	

Priority Objective	Summary of Activity Since Last Report	RAG Rating
Enhancing the student voice	• Class Rep recruitment moved to predominantly in-person again with more than 600 recruited and over 300 trained • Focus groups, surveys, and online discussion developed around key College developments	🟩
Global days of action on climate crisis	• 3 events attended representing Edinburgh College students • More on-campus "let's talk" events planned top engage students in issues a local level	🟧
Developing community through societies	• 10 societies established online via Discord channel • Supporting societies to organise in-person, and on-campus events and activities, open to all students	🟩
Breakfasts for students	• Established, student-staff recruited, and service running on a trial basis 3 days per week on all 4 campuses • Approximately 9,500 free breakfasts served since October	🟩
Mental health & wellbeing	• Wellbeing Fairs organised and delivered across all 4 campuses in November • Partnership with Think Positive renewed and working with College on new Student Mental Health Agreement	🟩
Drugs & sexual health awareness	• VPs trained on use of naloxone for suspected overdoses – VP Activities trained to train others • Developed links with Sexual Health services through NHS Lothian & Crew 2000 – hosted sexual health van on campuses	🟩
Tackling food poverty	• All four Edinburgh College campuses established as donation points for Food Banks through Trussell Trust • Working with Student Experience teams to help promote referrals for students to local foodbanks	🟧
Hidden disabilities awareness	• Hidden disabilities awareness promotional materials developed and promoted in March • College-wide Autism action plan & gathering of student case-studies of lived experience on variety of conditions	🟧
Engagement & transparency	• A variety of events and opportunities have taken place in Semester 2, following the recruitment of new staff • Games-Soc, LGBT+ History Month, International Women's Day, and more planned for coming months	🟩
ECSA turns 10	• New branding and online merchandise shop launched in August and September • 10 Student Stories campaign launched with 67 submissions, Birthday Cake celebrations planned for April 🎉	🟩

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Edinburgh College

Title	Management Accounts Summary to February 2023
Appendices	Appendix 1: Management Accounts to February 2023 - Executive Summary
Disclosable under FOISA	Yes
Primary Contact	Alan Williamson, Chief Operating Officer
Date of Production	13.03.23
Action Required	Information / Discussion

1. **RECOMMENDATIONS**
   The Board of Management is asked to discuss and note the Management Accounts to February 2023.

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

3. **DETAIL**
   Appendix 1 contains an Executive Summary of the Management Accounts to February 2023.

   A detailed version of the Management Accounts to February 2023 can be accessed via the Board Portal here.

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

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

   Strategic Aims:
   - An Effective and Efficient College.

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

1. EXECUTIVE SUMMARY

Credits and SFC Grants

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

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

The College has achieved **175,086** credits as at 13th March 2023. This is lower than at the same date in prior years largely due to a decrease in full-time enrolments. The "Credits by Department" table (below) shows a comparison of faculty performance for the year against full year (fy) targets. Latest projections indicate that credits remain on track to achieve their original fy targets with no funding claw-back.
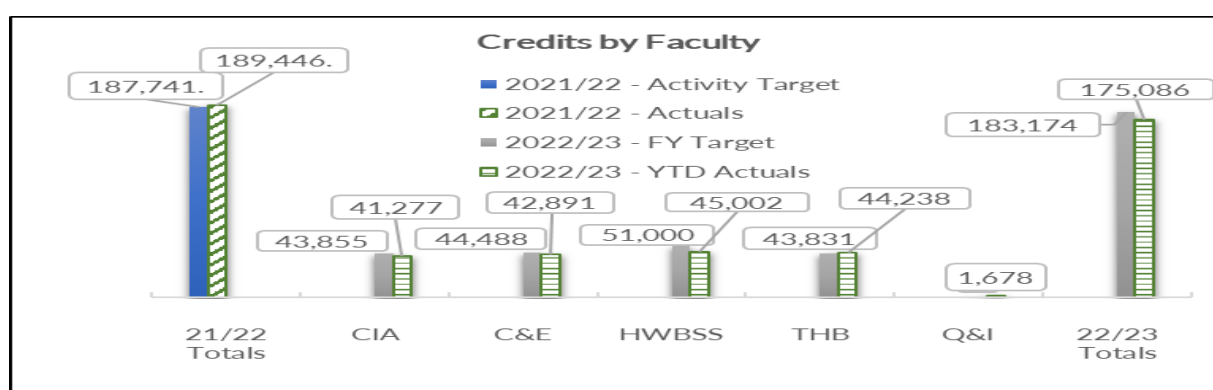
1.2   **Adjusted Operating Position**

As per SFC Measurement	Revised Annual Budget 2022/23 £000s	YTD Budget 2022/23 £000s	YTD Actuals 2022/23 £000s	YTD Variance 2022/23 £000s	Previous YTD 2021/22 £000s	FY Forecast 2022/23 £000s
I&E Operating Position	(3,080)	(2,433)	(1,984)	449	(1,197)	(3,080)
Add:						
Depreciation net of deferred capital grant release	2,868	1,875	1,875	-	1,669	2,868
Deduct:						
Loan repayments and payments against provisions	839	489	489	-	643	839
Adjusted Operating Position	(1,051)	(1,047)	(598)	449	(171)	(1,051)

The College's adjusted operating position (AOP) excludes non-cash items included in the I/E account (depreciation net of deferred grant) but includes capital loan repayments and payments against provisions (excluded from the I/E account). The AOP starting budget was a deficit of £1,575k, which improved in August following the relinquishment of 17 FTE vacant lecturing posts (which saved a potential £524k of VS payments). The revised annual AOP budget is now £1,051k (based largely on indicative phase 2 VS payments payable before 31 July 2023).

1.3　Income and Expenditure

	Annual Budget 2022/23	YTD Budget	YTD Actuals	YTD Variance	Previous YTD	FY Forecast
	£000s	£000s	£000s	£000s	£000s	£000s
Funding Council Grants	51,958	25,563	25,608	46	25,728	52,141
Tuition Fees, Commercial & Other Inc	15,382	11,211	11,200	(12)	10,709	15,260
Job Retention Scheme (JRS) Income	-	-	-	-	7	-
Deferred Income	2,688	1,650	1,650	-	1,635	2,688
Total Income	**70,028**	**38,424**	**38,458**	**34**	**38,079**	**70,089**
Staff Costs	50,397	28,209	27,880	329	28,419	50,802
Other Costs	16,138	9,001	8,915	86	7,553	15,794
Depreciation	5,557	3,525	3,525	-	3,304	5,557
Exceptional Support Costs	1,016	122	122	-	-	1,016
Total Expenditure	**73,108**	**40,857**	**40,442**	**415**	**39,276**	**73,169**
Operating (Deficit) / Surplus pre SSAP24 & pension revaluation adjustments)	**(3,080)**	**(2,433)**	**(1,984)**	**449**	**(1,197)**	**(3,080)**

The College's annual budget operating position is a deficit of £3.08m, which results in an adjusted operating **deficit** budget of £1.051m for the year (refer para 1.2). The operating position to February shows a deficit of £1,984k against a profiled budgeted deficit of £2,433k, a positive variance of £449k to date. The main variances are:

- A favourable variance in SFC other grants of £46k (ESF credit income over-achieved in 2020/21).
- An adverse variance within tuition fees of £526k (largely net SAAS / HEFT fees & associate degrees).
- A favourable variance within commercial income of £366k (accommodation income (Dnipro), scheduled and bespoke courses).
- A favourable variance within other income of £149k (Nursery income, STEM grants, Access Centre revenue, Creative Industries fees, bank interest and higher than expected graduation ticket sales).
- A favourable variance within staffing costs of £329k (vacancy churn).
- A favourable variance within other operating expenditure of £100k (teaching activities (external associate trainers), a partnership delivery model change and other small cost savings.
- An adverse variance within debt interest costs of net £14k (higher variable loan interest repayments following recent base-rate increases).

The College has received notification, from the SFC, of its Young Person's Guarantee (YPG) allocation for 2022/23 (which totals £319k). Associated costs had already been quantified and included within the College's budget / forecast) and as a consequence, £292k of income has been incorporated into this month's forecast with a corresponding amount shown within the staffing budget. The balance of YPG funding (£27k) and its associated expenditure (which may include focused mental health training costs for staff) remains under discussion but is currently excluded from the latest financial projections.

Following the latest review of tuition fees, recruitment and retention numbers, the fy forecast for tuition fees (original target: £6.9m) has been reduced to £6.3m (unchanged from last month). This shortfall is wholly offset by the additional YPG monies highlighted above, higher accommodation income (largely Dnipro), higher scheduled courses income, higher other income generating activities (bank interest and non-SFC grant income), savings within staffing (vacancy churn), over-achievements in prior-year ESF credit income and savings across a number of other operating expenditure lines including within teaching activities, premises (water meter charges), health & safety and ICT (printing).

Departmental / faculty performance review meetings are held monthly, where fy forecasts of the latest income and expenditure positions are discussed and adjusted as necessary, with particular emphasis upon identifying savings and reducing in-year non-essential spend. This approach improves the financial position and / or provides further support towards phase 2 VS payments. As part of this exercise, unfilled vacancies will continue to be removed where opportunities arise (vacancies totaling net 4.61 fte were removed following a recent staff establishment review). Regular SMT meetings are also prioritizing plans to bolster this years operating position and to address financial challenges in future years.

Movements in February 2023 affecting the fy operating forecast are as follows:

	£k - Fav / (Adv)
Childcare funds	(150)
Childcare expenditure	150
YPG 2022/23 funding	292
Tuition fees (managing agents)	(8)
Tuition fees (PT self-payers)	8
Training restaurants net income	10
Residencies (net of associated catering costs & non-Dnipro)	45
Scheduled short courses	50
Access Centre income	20
Access Centre costs	(20)
Other income (World Skills contribution)	20
Bank Interest (higher interest rates)	6
Variable loan interest payable (as above)	(6)
Staffing (further contribution towards potentially higher pay settlements)	(507)
Other operating expenditure (savings across premises costs (water meter charges) and ICT (print contract).	90
Total movement during February affecting operating position:	**-**

In comparison to the fy budget (at operating and adjusted operating levels) there is an overall movement affecting cash of £nil, the details of which are shown below:

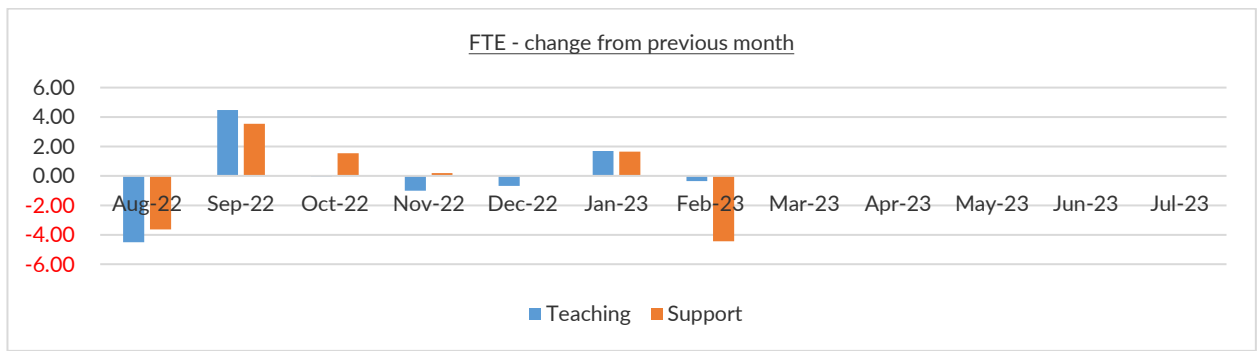|	£k - Fav / (Adv)
YPG 2022/23 funding	292
ESF credits (2020/21 net over-achievement)	41
Tuition fees (FE / HE FT, SAAS, PT self-payers associate degrees & managing agents)	(642)
Scheduled courses, net Bliss Spa & training restaurants	150
Net Accommodation income (Dnipro - £100k / Other £45k)	145
Other income (inc bank interest, non SFC grants & World Skills)	87
Staffing (contribution towards higher pay settlements: (£615k) / net vacancy churn: £210k)	(405)
Catering subsidy	(25)
Partnership budget (changes to delivery model)	54
Other operating expenditure (savings largely across FWDF associate trainers, premises costs (water metered charges), other teaching costs, transport, telecoms, health & safety, ICT, partnership costs & VAT)	349
Variable loan interest payable	(46)
Total ytd movement affecting cash:	**-**

The College's fy energy budget was calculated following advice from APUC using their framework prices. Current forecasts for energy costs remain on budget, although gas and electricity framework prices are expected to change from 1st April 2023, the costs of which are currently being quantified.

1.4   Staff (Full Time Equivalent)

FTE	31/07/22	28/02/23	YTD Movement	28/02/22
Teaching	457.9	457.5	(0.4)	434.0
Support	498.3	497.2	(1.1)	576.6
	956.2	954.7	(1.5)	1,010.6

Staff numbers have decreased by 1.5 FTE (overall) since the beginning of the academic year (net VS leavers from August (to date)). The monthly FTE staff movements are shown below:

FTE - change from previous month

A bar chart titled "FTE - change from previous month" with y-axis ranging from -6.00 to 6.00 and x-axis showing months from Aug-22 to Jul-23. Two series are shown: Teaching (blue) and Support (orange).

1.5	Cash

Opening cash	Month-end cash	Comments
01/08/2022	28/02/2023	
£'m.	£'m.	The February cash balance is £7.4m which includes £1.8m of student support funds. Cash has been paid out in 2022/23 for the 2021/22 VS payments and the Granton Accommodation settlement (which were accrued at 31 July 2022). In January 2023 there was a large amount of cash paid to the College against SAAS income (£2.7m); to offset this there was a lower February drawdown on SFC cash. The current forecast for cash as at 31 July 2023 is £1.3m due to there being SFC funds held at 31 July 2022 which are due to be spent in 2022/23 (including mental health funding, digital funding and FWDF) and other deferred income received in 2021/22. This may change depending on how much advanced cash the College receives for 2023/24 before 31
5.5	7.4	July 2023.

1.6	Capital Expenditure

Opening Fixed Assets	Additions	Dep'n	Closing Fixed Assets	Comments
01/08/22	28/02/23	28/02/23	28/02/23	
£'m.	£'m.	£'m	£'m.	The 2022/23 capital funding is allocated as follows: **(1)** £0.8m to maintain the estate (I&E budget) **(2)** £1.9m for condition survey backlog works **(3)** £0.6m for lifecycle maintenance **(4)** £0.3m for student digital poverty and **(5)** £0.34m of digital funding C/F as undelivered in 2021/22 due to supplier delays. To date £2.2m of 'work in progress' has been incurred since the beginning of the academic year on building fabric, environmental refurbishments and IT projects (including student IT of £0.1m). A further £0.8m of expenditure is committed.
178.8	2.2	(3.5)	177.5	

Title	Learning, Teaching & Student Experience Committee - Annual Report 2022/23
Appendices	None
Disclosable under FOISA	Yes
Primary Contact	Ross Laird, Chair of the LTSE Committee
Date of Production	15.03.23
Action Required	Information / Discussion

1.   **RECOMMENDATIONS**

The Board of Management are asked to consider the points raised within the Learning, Teaching & Student Experience (LTSE) Committee Annual Report 2022/23.

2.   **PURPOSE OF REPORT**

This Report provides both a summary of the activities of the LTSE Committee over the past 12 months and an update on its future direction.

3.   **DETAIL**

3.1   **Executive Summary**

The Chair of the LTSE Committee, Ross Laird, wishes to bring the following matters to the attention of the Board of Management:

- The development of a new Edinburgh College Curriculum Strategy, which aims to provide institutional coherence, oversight, and leadership in relation to learning, teaching, assessment, and outcomes. It is expected that a draft Strategy will be presented to the Committee for review on 19 May 2023.

- The need for further progress to improve outcomes for learners, as highlighted in the Education Scotland Progress Visit Report. The Committee continues to regularly review progress against an action plan based on recommendation from the Education Scotland Report.

- The work conducted to alignment and triangulate feedback / data from ECSA and other channels to ensure that the student voice is heard - and central to decision-making processes across the College.

3.2   **Operation of the Committee**

3.2.1   *Operation / Reporting to the Board*

The LTSE Committee met four times since its last update to the Board of Management on 22 March 2022 to consider matters relating to the following academic themes: (i) Learning & Teaching; (ii) Student Experience & Engagement; (iii) Curriculum Management; (iv) Continual Professional Development; (v) Quality Enhancement / Assurance.

The minutes of each meeting of the LTSE Committee have been reported to the Board for its consideration over the past 12 months.

The LTSE Committee continues to discharge its responsibilities under its Terms of Reference.

3.2.2   *Membership / Attendance*
The core membership of the Committee consists of three non-executive members, plus the Principal & Chief Executive, one Student Board Member and the Lecturing Staff Board Member. Over the past 12 months the core membership of the LTSE Committee (excluding the Principal) has changed as follows:

	Non-Executive Members				Lecturing Staff Member	Student Board Member
AY 2021/22	Jeanette Stevenson (C)	Ross Laird	Kerry McCormack	-	Richard Swan*	Rose Dodgson
AY 2022/23	Jeanette Stevenson (C)	Ross Laird***	Kerry McCormack	Becky Duff	Daniel Holland**	David Elder

Richard Swan resigned from the Board of Management on 31 July 2022
**Daniel Holland joined the Board of Management on 5 October 2022*
***Ross Laird was appointed Committee Chair, by the Board of Management, on 13 December 2022. Prior to Jeanette Stevenson's tenure on the Board ending on 1 March 2023.*

In addition to its core membership, the Committee has co-opted the following student and staff members:

-   Skye Marriner, *ECSA Vice President Welfare*
-   Luna Morrison, *ECSA Vice President Activities*
-   Ryan Quinn, *Head of School (Faculty of Health, Wellbeing & Social Sciences)*
-   Carole Paterson, *Head of School (Faculty of Hospitality., Tourism & Business)*
-   Hunia Arshad, *Curriculum Team Manager (Faculty of Eng. & Built Environment)*
-   Lorraine Farquharson, *Curriculum Team Manager (Faculty of Hospitality, Tourism & Business)*
-   Annette Chapman, *Curriculum Leader (Faculty of Creative Industries)*

The Vice Principals, Jon Buglass and Jonny Pearson act as Executive Leads for the LTSE Committee.

The Board Secretary, the Acting Assistant Principal Student Experience and the Assistant Principal Quality & Improvement attend each meeting to advise the Committee on matters within their remit. In addition to this, at least one (of the four) Assistant Principals Curriculum are invited to attend each meeting of the LTSE Committee.

At its meeting on 20 May 2022, the Committee undertook a self-assessment, based on the questionnaire created by the College Development Network. It was content with the operation of the Committee, and it identified several development points.

3.3   Strategic Role

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

At each of its meeting over the past 12 months, the Committee has noted updates from the Vice Principal Education & Skills on the development of a new Edinburgh College Curriculum Strategy. This strategy, once approved, will sit under the updated College Strategic Plan approved by the Board of Management on 14 December 2022.

It is expected that a draft Curriculum Strategy will be consider in detail by the Committee at its next meeting on 19 May 2023.

On 18 November 2022, the Committee endorsed the Regional Outcome Agreement (ROA) 2022/23, which was subsequently approved by the Board. The focus of the ROA 2022/23 outlines the response of Edinburgh College will contribute to student success and wider impact, fair work, the wider economic recovery, and climate action.

3.4   Performance Monitoring

3.4.1   Measures of Success

The LTSE Committee continues to monitor the performance against the following measures of success outlined in Paragraph 4 of its [Terms of Reference](). Examples of how these measures are reported to the Committee can be viewed in Paragraphs 3.4.2 to 3.4.5.

3.4.2   Student Experience

The LTSE Committee monitors progress in key areas of activity in relation to student experience through its *Student Experience Report*, which includes both an update from the Acting Assistant Principal Student Experience and the ECSA Student President.

The Assistant Principal Student Experience, as part of a quarterly report, updates members on the following: Student recruitment and admission; applications and enrolments; School College Partnerships; Widening Participation; Care Experience; student guidance, support, and funding; mental health & wellbeing; Safeguarding; and learning support.

ECSA provide the Committee with quarterly updates on Class Reps activities and outcomes from Class Reps Meetings conducted throughout the academic year. Members were pleased to note that, at the start of the academic year 2022/23, ECSA had again managed to recruit over 500 Class Reps.

3.4.3   College Satisfaction Surveys

The Committee monitors performance relating to student satisfaction through the following annual surveys: Induction Survey; Learning & Teaching Survey; and the Student Positive Destination Survey. Analysed feedback from each

survey is presented to the Committee by the Assistant Principal Quality & Improvement.

Prior to the dissemination of both the Induction Survey and the Learning & Teaching Survey, it is the role of the Committee to approve the survey format and content.

3.4.4   How Good is Our College?

At each of its meeting over the past 12 months, LTSE Committee has received a How Good is Our College? Update which including information pertaining to the College's performance and self-evaluation in the context of the Education Scotland Progress and Support Visits.

On 4 March 2022, the Edinburgh College Progress Visit Report from February 2022 was presented to the Committee by the Lead HM Inspector (Education Scotland). The key outcomes of the Report will be highlighted to the Board of Management at its meeting on 22 March 2022.

The ROA 2022 Self-Evaluation Report was reviewed by the Committee on 22 November 2022, prior to its submission to the SFC. The Committee welcomed the Report and recognised the need for the College to improve outcomes for learners.

3.4.5   Assistant Principals Curriculum Presentations

Since September 2021, all four Assistant Principals Curriculum have been invited to update the Committee on their performance in 2022/23 and their goals for current and future academic years. Due to scheduling conflicts, only the Assistant Principal Curriculum (Creative Industries) has presented in the current academic year (- to date). It is hoped that the three remaining Assistant Principals will jointly present to the Committee at its meeting on 19 May 2023.

3.5   **Conclusion**
The LTSE Committee on 3 March 2023 noted that it was satisfied with its current operations and the quality of reports it receives from senior management.

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

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

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

- Total Credits
- *Achievement and Retention.*

Title	Committee Membership Proposal
Appendices	*Appendix 1*: Committee Membership Proposal (March 2023)
Disclosable under FOISA	Yes
Primary Contact	Marcus Walker, Board Secretary
Date of Production	15.03.23
Action Required	Information / Discussion / Approval

1.   RECOMMENDATIONS

The Board of Management are asked to consider and approve the attached Committee Membership Proposal, as endorsed by the Nominations Committee on 15 March 2023.

2.   PURPOSE OF REPORT

The paper provides the Board of Management with an opportunity to consider committee membership and succession planning.

3.   COMMITTEE MEMBERSHIP

3.1   Committee Membership

Due to the significant number of changes to Board and committee membership over the past 12 months, the Board of Management are asked to consider the attached Committee Membership Proposal (Appendix 1).

Please note, in reviewing committee membership, due consideration has been given to the following: Skills/expertise; length of tenure/board experience; and gender balance.

As outlined in Appendix 1, the following changes are proposed:

	In	Out
Learning, Teaching & Student Experience Committee	• Liz McIntyre, former college Principal & CEO *[Education expertise]* • Eleanor Sim, Digital / cyber-security expertise *[Curriculum area knowledge]*	• Kerry McCormack*, *see Audit & Risk Assurance Committee.*
Audit & Risk Assurance Committee	• Sue Cook, former Chair of West Lothian College Audit Committee. *[Audit / risk committee experience]* • Bill Troup, qualified Chartered Accountant. *[Financial expertise]*	• Ian McLaughlan appointed Chair of Remuneration Committee in December 2022 and subsequently joined the Policy & Resources Committee. • Stewart Darling, *see Corporate*

	• Kerry McCormack, Global Head of IT for a leading Investment Management Company. *[Cyber-security / IT infrastructure knowledge]*	*Development Committee.*
Corporate Development	• Stewart Darling, experienced company director *[Expertise in commercial, research & innovation]*	• None.
Policy & Resources Committee	• Sue Cook, *see Audit & Risk Assurance Committee*	• None.
Nominations Committee	• None.	• None.
Remuneration Committee	• None.	• None.

*To support the transition of new members on to the LTSE Committee, it is proposed that Kerry McCormack remains a member of the Committee until the end of the academic year.

3.2 Co-opted Membership

Current co-opted membership includes:

Audit & Risk Assurance
- Kenneth Brooker (University of Edinburgh), Peter Burns (Skills Development Scotland), Ian Doig (Former Director of CIPFA Scotland).

Learning, Teaching & Student Experience Committee
- Six curriculum staff members and two student members.

There are currently no co-opted members on either the Corporate Development Committee or the Policy & Resources Committee.

4. IMPACT AND IMPLICATIONS
Failure to fully consider Board and committee membership may lead to inappropriate governance arrangements.

5. LINKS TO STRATEGIC PLAN AND KPIs
The activities and key priorities described in this report are linked to the 'efficient and effective college' strategic aim.

BOARD OF MANAGEMENT - COMMITTEE MEMBERSHIP PROPOSAL

	LTSE Committee	Audit & Risk Assurance Committee	Corporate Development Committee	Resources Committee	Nominations Committee	Remuneration Committee
Non-Executive Membership (inc. Regional Chair)	Ross Laird (C) Becky Duff Liz McIntyre Eleanor Sim	Sue Cook (C) Bill Troup Kerry McCormack	Gwen Raez (C) Fiona Doring Stewart Darling	Alex Killick (C) Gwen Raez Nora Senior Ross Laird Ian McLaughlan Sue Cook	Nora Senior (C) Alex Killick Fiona Doring Becky Duff	Ian McLaughlan (C) Alex Killick Ross Laird Gwen Raez
Principal, Staff, Student Members	Audrey Cumberford David Elder Daniel Holland		Skye Marriner Bruce Cassidy	David Elder	David Elder Bruce Cassidy Daniel Holland	Skye Marriner
Co-opted Members	x6 Curriculum related staff x2 Student reps	Ian Doig Kenneth Brooker Peter Burns				

*In addition to the Committee Membership Proposal above, the Board are asked to note that **Ross Laird and Gwen Raez** shall continue to sit on the Edinburgh College Development Trust - as representatives of the Board of Management**

Key:
- New Non-Executive Board Member
- Proposed change in committee membership for existing Non-Executive Board Member

Edinburgh College

Title	Governance Report
Appendices	Appendix 1: TLRR Summary Graphic - January 2023 Appendix 2: Upcoming Board Relevant Events 2023 Appendix 3: Board Development Plan – March 2023
Disclosable under FOISA	Yes
Primary Contact	Marcus Walker, Board Secretary
Date of Production	06.03.23
Action Required	Information / Discussion

1.   **RECOMMENDATIONS**

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

The Board are also asked to CONSIDER the following:
- The key strategic risks highlighted in the **Top-Level Risk Register Summary** (Appendix 1).
- Progress against the **2022/23 Board Development Plan** (Appendix 3).
- The proposed **annual evaluation process** for the Board of Management, and the annual appraisal process for the Principal & Chief Executive.
- Any feedback / comments on the **scheduling of Board and committee meetings** for the next academic year.

2.   **PURPOSE OF REPORT**

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

3.   **DETAIL**

   3.1   **Board Membership Update**

A recruitment round commenced on 2 December 2022 seeking four suitable non-executive members with the following skills / expertise:

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

Following interviews held on 3 & 8 February 2023, four candidates were put forward by the Board of Management for approval by Scottish Ministers. The following four appointments were subsequently confirmed on 1 March 2023, for an initial period of 3 years (until 28 February 2026):

- Sue Cook, *Entrepreneur and Former Member of West Lothian College Board.*

- Liz McIntyre, *Former Principal & Chief Executive of North East Scotland College (NESCOL).*
- Eleanor Sim, *Global Director for Cyber Security Strategy and Architecture at Bupa.*
- Bill Troup, *Managing Director of Capital Investors Ltd. and a qualified chartered accountant.*

Under the guidance of the Chair and the Board Secretary, new Non-Executive Board Members shall receive an induction in-line with the Board of Management Induction & Development Procedures.

3.2   Top-Level Risk Register Summary

For Board members' consideration a Top-Level Risk Register (TLRR) Summary is included as <u>Appendix 1</u>. *[N.B. A verbal update on the TLRR Summary will be provided by the Chief Operating Officer on 28 March 2023]*

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

3.3   Board Events / Activities

A list of upcoming internal and external events can be viewed in <u>Appendix 2</u>. Further information on individual events will be circulated to Board Members in due course.

3.4   Board Development Plan

In September 2022, an updated 2022/23 Development Plan was approved by the Board of Management for monitoring on a quarterly basis during the academic year. <u>Appendix 3,</u> includes an updated Board Development Plan which outlines the status of all recommendations, and actions, arising from both the 2019 Board Effectiveness Review and subsequent self-evaluations.

It should be noted that whilst 13 of the actions within the Development Plan have been completed, a further 9 remain ongoing. These outstanding actions relate to the approval of College KPIs (linked to the new Strategic Plan) and the development of an Engagement sub-strategy.

Since the last update provided to the Board of Management on 13 December 2022, the action (Ref. 1.3) relating to the ownership of the Edinburgh College Strategic Plan has been marked as 'complete'. This follows Board approval of the Strategic Plan at its previous meeting.

3.5   Annual Evaluation Process

3.5.1   Annual Appraisal of the Principal & Chief Executive and the Executive Team

The Code of Good Governance encourages the engagement of non-executive, staff, and student board members in reviewing the performance of the Principal & Chief Executive, prior to review of annual performance being considered by the Remuneration Committee in late May 2023. A proposed timeline for the annual appraisal process is outlined below:

Timescale (2023)	Action
2 May	The Principal to submit draft Performance Appraisal Report, including draft objectives for 2023/24, to the Chair of the Board.
5 May	Draft Report circulated to Committee Chairs, Staff and Student Board Members - for comment.
12 May	Deadline for responses from Committee Chairs and Staff / Student Board Members
w/c 15 May	1:1 Annual Review Meeting between the Chair and the Principal
w/c 29 May	Chair of the Board presented finalised Performance Appraisal Report to the Remuneration Committee
13 June	Board of Management *[Remuneration Committee minutes to be noted by the Board]*

In addition to the Annual Appraisal of the Principal & Chief Executive, the Principal shall provide the Remuneration Committee, on w/c 29 May 2023, with a summary report following one-to-one appraisal sessions with the Executive Team.

3.5.2 Annual Board Self-Evaluation

The Code of Good Governance states that boards must keep their effectiveness under annual review and have in place a robust self-evaluation process. In recognition of this, the following annual evaluation activities will take place in May /June 2023:

- The *Nominations Committee review of membership and skills* will take place in June 2023 (tbc).
- *Committee self-evaluations* will take place during the last round of committees for 2022/23, in May and June 2023.
- A *Board Survey* will be circulated to members in advance of one-to-one meetings with the Chair. This survey will include a section on training and development needs.
- *One-to-one meetings with the Chair* of the Board will take place in late May 2023, to allow Board members to reflect on the academic year and set objectives for 2023/24.
- The *Evaluation of the Chair* will be led by the Vice Chair and allow Board members to reflect on the Chair's performance in 2022/23.

Board members will be contacted in due course to find suitable dates in late May to meet with the Chair of the Board as part of the individual self-evaluation process.

3.6 2023/24 Board and Committee Schedule

In April 2023, proposed dates for Board and committee meetings will be circulated to members, following consideration by the Chair of the Board, committee chairs and the Executive Team. Once draft dates have been agreed by Board members they will be presented to the Board of Management on 13 June 2022 - for approval.

Prior to the Board Secretary creating a schedule for the academic year 2023/24, members of the Board are asked to consider (and feedback on) the following:

- The current timing of Board and committee meetings between 14:00 to 17:00 on Tuesdays, Wednesdays, (and in the case of the LTSE Committee) or Fridays.
- The continued scheduling of all Board of Management and Board Strategy Sessions as in-person events.
- The scheduling of all business committees of the Board as in-person meetings at least once per academic year.
- The appropriateness of venues used for in-person meetings across campuses.

3.7   National Governance Update

3.7.1   Addition of Trade Union Nominees to the Boards of College Institutions: Consultation

A Scottish Government consultation on policy proposals that aim to make changes to the Further and Higher Education (Scotland) Act 1992 and the Further and Higher Education (Scotland) Act 2005, to add trade union nominees to the boards of management of college institutions, closed on 27 January 2023. The sector response provided by Colleges Scotland can be viewed here.

The college sector awaits the outcome of the consultation process and further guidance on how the policy proposals will be implemented.

3.7.2   Good Governance Steering Group (GGSG)

The next meeting of the GGSG will take place on 24 March 2023. The Board Secretary, who is a member of the GGSG, provide a verbal update on any college sector governance development – as appropriate.

4.   IMPACT AND IMPLICATIONS
Effective governance arrangements and appropriate forward planning will mitigate the risk of governance failure.

5.   LINKS TO STRATEGIC PLAN AND KPIs
The activities and key priorities described in this report are linked to the full range of strategic aims and key performance indicators monitored by the Board of Management.

TOP LEVEL RISK REGISTER
January 2023

Corporate DEVELOPMENT

Overview

The following have been identified as the top strategic risks of Edinburgh College for the reporting period starting January 2023.
The colour status applied to each listed risk is based on the residual (Net) score applied within the top risk register maintained by the College.

RED Score

↔ (1) National bargaining impact on college operations

↔ (33) Financial Sustainability (Insufficient budget / funding to cover cost of living, job evaluation, employer pension contribution increases)

↔ (2) Student retention and attainment

↔ (24) Cyber security breaches within the college

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

AMBER Score

↔ (3) Shortfall in commercial income

↔ (25) Finable breach of the GDPR or PECR

↔ (28) College estate infrastructure not aligned to meet business need

GREEN Score

↔ (35) Public health risk

↔ (27) Workforce planning and development

↔ (15) Health & safety non-compliance

Risk Movement
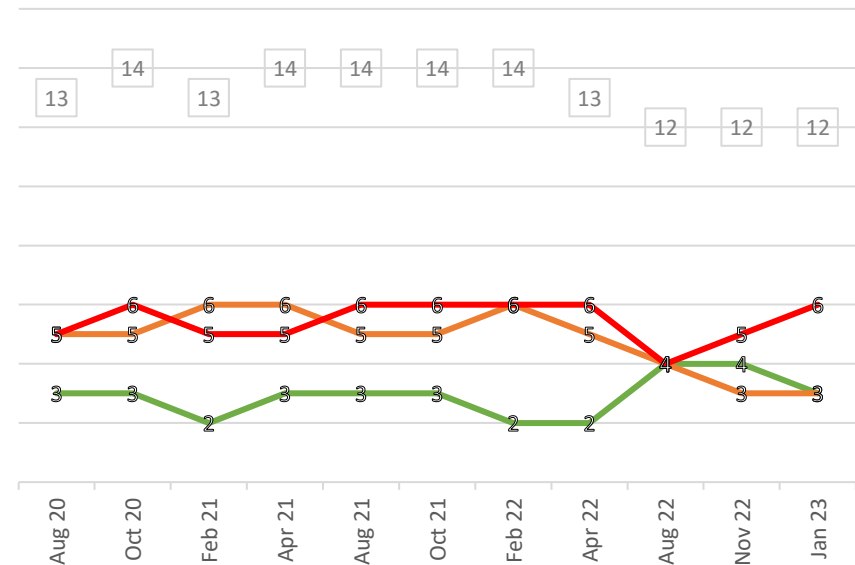
RAG Key

↔ *No score movement from last reporting period*

↑ *Residual (Net) score increase from last reporting period. Colour of arrow denotes the risks previous RAG score*

↓ *Residual (Net) score decrease from last reporting period. Colour of arrow denotes the risks previous RAG score*

▪ *New Risk*

↕ *Combination of previously separate risks within the top risk register*

UPCOMING EVENTS

Edinburgh College Engagement Events:

27 April 2023   **Glow Launch**
Scottish National Portrait Gallery (6.30pm-8.00pm approx.)

13 May 2023   **North Edinburgh Community Festival**

1 June 2023   **CITB Regional Event**
Granton Campus

5 June 2023   **City Vision 2050 Relaunch**
Granton Campus

9 June 2023   **Prizegiving**
Granton Campus (4.30-7.00pm approx.)

29 September 2023   **Graduation**
McEwan Hall (All-day)

Furter information on all the above events will be circulated to Board members in due course.

College Development Network Event(s):

[CDN Leadership and Governance Summit: Shaping Tertiary Education in Scotland](#) (via CDN's Virtual Conference Centre) on Friday 28 April 2023.

The Summit will focus on developing a coherent tertiary system in Scotland and brings together sector leaders and board members from across the tertiary landscape to discuss how the college and university sectors can shape the future of tertiary education in Scotland.

BOARD DEVELOPMENT PLAN

PROGRESS / EVIDENCE REVIEW

FOR REPORTING PERIOD UP TO 31 JULY 2023

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

Lead: Board Secretary

March 2023

** Updates highlighted in yellow**

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

REF.	PRIMARY & SECONDARY RECOMMENDATIONS		ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
1.1	PRIMARY	**Updated.** Establish a new 'dashboard' of institutional KPIs derived from the Edinburgh College Strategic Framework. KPIs should align with longer- and shorter-term strategic aims and provide a clear link between Board and committee activity and the strategic plan.	a) Board approval of Institutional KPIs derived from the new Strategic Framework. b) Plotting of Board and committee activities against the new Strategic Framework.	13 June 2023	Board of Management / Executive Team / Board Secretariat	• The Board of Management approved a new Strategic Plan on 13 December 2023. • Refreshed College KPIs will be put forward to the Board of approval prior to the end of the academic year 2022/23.	Amber
1.2	PRIMARY	**Updated.** To facilitate engagement with KPIs and ensure relevance of papers and conversation, all Board paper cover sheets, under 'strategic implications' should include reference to specific strategic strands and specific KPIs.	a) Alignment of Board/committee papers with strategic KPIs.	13 June 2023	Board of Management / Board Secretariat	• Section 5 of the Board / Committee Paper Template will be reviewed once College KPIs have been approved by the Board. *[Expected that updated template will be in-use from August 2023 onwards]*	Amber
1.4	PRIMARY	**New.** To ensure that progress against the new Strategic Framework is satisfactory, the Board should agree to conduct an annual review.	a) Agree a process for annually reviewing the Strategic Framework.	13 June 2023	Board of Management / Executive Team / Board Secretariat	• A process of annual review will be agreed once new Strategic Plan has been launched.	Amber
1.5	SECONDARY	**Carried Over.** Consider reducing numbers attending Board of Management meetings by reducing Exec/SMT staff participation in the full meeting beyond the Secretary and COO.	a) Consider attendance of Executive Team at meetings of the Board.	13 June 2023	Principal & Chief Executive / Regional Chair	• This matter will be considered by the Chair of the Board as part of the annual evaluation process conducted in May/June 2023.	Amber
1.6	SECONDARY	**Carried Over.** Consider alternative meeting venues, with alternative room and table arrangements that would facilitate more engagement, eye contact and higher quality conversation.	a) Consider alternative meeting venues for Board meetings.	13 June 2023	Regional Chair / Board Secretariat	• This matter will be considered by the Chair of the Board as part of the annual evaluation process conducted in May/June 2023.	Amber

		COMPLETED ACTION(S)					
1.1	Primary	Establish a short 'dashboard' of institutional KPIs derived from the Strategic Plan	c) KPI dashboard a standing item on the Board agenda.	15 June 2021	Board of Management / Executive Team / Board Secretariat	• KPI Dashboard presented to all Board meeting as an appendix to the Principal's Report.	**Complete**
1.3	Primary	To build a shared understanding of strategy development, the board should agree a strategy development process where the Board of Management has final ownership of strategic objectives.	a) Committee role i. The function and role of committees, particularly Policy and Resources. ii. Deep dives into a single pillar of a strategy or strategic KPI. b) Board Engagement i. Early Board engagement with core strategic issues, brought back to the Board for a second view after further development.	08 December 2020 13 December 2023	Board of Management / Committee Chairs / Executive / Board Secretariat	• All Board committee have now incorporated deep dives into their agenda planning. • ==Board regularly engaged with the development of the new Edinburgh College Strategy, as approved on 13 December 2023.==	**Complete**
1.6	Secondary	A clearer distinction between development day content designed to facilitate member input to strategy development versus content designed for Board member development or education would improve the strategic contribution of the Board, and the quality of the strategic outputs of these days.	Clear distinction between Board Strategy Days and development / training events.	15 June 2021	Regional Chair / Principal / Board Secretariat	• Clear distinction between Board Strategy Days and Board development / training events included in the Board calendar. Board calendar to be noted by the Board at its final meeting of the academic year.	**Complete**

	2. EXTERNAL ENGAGEMENT		OVERALL STATUS: IN PROGRESS			R	A	G

REF.	PRIMARY & SECONDARY RECOMMENDATIONS		ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
2.1	PRIMARY	**Updated.** Develop an external engagement plan for Board members, clearly aligned with the new Edinburgh College Strategic Framework and KPIs.	a) Canvas Board members to ensure the external engagement strategy is in line with the expectations, availability and preferences of Board members.	13 June 2023	Regional Chair / Board of Management / Corporate Development Committee	• The Corporate Development Committee reviewed a Draft Engagement Plan at its meeting on 28 February 2023. It is expected that a Draft Engagement Strategy will be presented to the next meeting of the Committee (in May) for review. • The new Regional Chair has been consulted on her expectations as part of the strategic review.	**Amber**
			b) Ensure the College is issuing timely invitations to Board members to significant college events and external engagements, to allow for scheduling and planning.	13 June 2023	Regional Chair / Board Secretariat	• Board engagement will be a key consideration as part of the College's new Engagement Strategy, a draft of which will be presented to the next meeting of the Corporate Development Committee in May 2023. • The Events Team shall pull together a quarterly message on upcoming Board member relevant events for the next academic year 2022/23.	**Amber**
COMPLETED ACTION(S)							
2.1	Primary	Develop an external engagement plan for Board members, clearly aligned with the Edinburgh College Strategic Framework and KPIs.	c) Record board member engagement (e.g., at each Board of Management meeting), ensuring external engagement does not become a disproportionate commitment.	15 June 2021	Regional Chair / Board of Management / Corporate Development Committee / Board Secretariat	• Board of Management, through its Corporate Development Committee, to record events attendance at each meeting. • Annual attendance recorded by the Nominations Committee in its end of year reportage, which provides the basis for the Regional Chair's one-to-one meeting with Board members.	**Complete**

		3. CAPABILITY AND CULTURE			OVERALL STATUS: IN PROGRESS		

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REF.	PRIMARY & SECONDARY RECOMMENDATIONS		ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
3.1	PRIMARY	**Updated.** Enhancing Induction and Development For AY 2021/22, plan a structured development programme for all members (including induction for new members).	a) Aligned with the forward plan for key strategic BoM agenda items and the organisational strategy and KPIs.	13 June 2023	Board of Management / Executive Team / Board Secretariat	• Induction and development activities to be aligned with development outlined under Actions 1.1 to 1.3 and 1.6.	**Amber**
COMPLETED ACTION(S)							
3.1	Primary	Enhancing Induction and Development For AY 2021/22, plan a structured development programme for all members (including induction for new members).	a) Development programme to include: - Two Strategy Days; - Thematic workshop(s); - Staged pre-reading on organisational strategy and Board forward planning.	15 June 2021	Regional Chair / Board Secretariat/ Principal	• Strategy Days and thematic workshops to be included in 2020/21, 2021/22 and 2022/23 Board Planner. • Pre-reading activities to be developed alongside Strategy Day and thematic workshop(s).	**Complete**

3.2	Primary	Board Skills, Diversity and Succession Planning	a) Updating of the Board skills matrix: i. Enhancing HR/change management and financial expertise from desirable to essential, and prioritise these areas for the next recruitment round. ii. Adding college sector knowledge and experience to the 'education – universities/schools' criteria, or as its own separate item. iii. Consider how to embed aspects of cognitive diversity, specifically socioeconomic status, college experience and race/ethnicity to the skills matrix. iv. Formalising the college's gender aims in the matrix and consolidate and build on success in this area.	22 September 2020	Regional Chair / Nominations Committee/ Board Secretariat	• Nominations Committee met on 03 June 2020 to consider non-executive recruitment arrangements and succession planning. • College sector knowledge and experience was added to the skill matrix and approved on 03 June 2020. Nominations Committee met on 18 September 2020 to consider actions (iii) and (iv) in further detail. A new skills matrix was agreed, and the Committee not to include gender aims within the matrix at this current time. • Equality, Diversity and Inclusion is now a standing item on the Nominations Committee agenda. • The Nominations Committee In November 2020 considered the College's gender aims in Board matrix and decided not to set a new gender target.	**Complete**
3.1	Primary	Enhancing Induction and Development For AY 2021/22, plan a structured development programme for all members (including induction for new members).	Triangulated with a survey of member development priorities.	14 June 2022	Regional Chair / Board Secretariat	• As part of the annual self-evaluation process Board members were asked to complete a survey – which included a section on development needs. The survey will be carried out in conjunction with the 1:1 meeting with the Chair of the Board.	**Complete**

			Aligned with and complementary to CDN's offer.	14 June 2022	Board Secretariat	• CDN training / development offer confirmed in August 2022 and aligned with College's own offer. • Board Secretary liaises regularly with CDN to ensure the offer meets the needs of EC Board Members.	**Complete**

			Enhanced induction process building upon the current meeting focussed approach.	14 June 2022	Regional Chair / Board Secretariat/ Principal	• One-to-one meetings for new Board members with:
						  ○ The Chair: To discuss role in relation to strategic direction and performance monitoring, and arrangements for development and evaluation;
						  ○ The Vice Chair: To discuss role of senior independent member;
						  ○ The Principal & Executive Team: To address questions relating to College management structure, Strategic Plan and operations;
						  ○ The Board Secretary: To address questions relating to the national legislation, strategic developments and governance.
						
						• Board Portal launched in November 2021. Portal includes all relevant induction and development materials.
							Complete

3.2	SECONDARY	**Carried over.** Board Skills, Diversity and Succession Planning	Consider co-opting an additional accountant to the Audit and Risk Assurance Committee, factoring in opportunities to broaden diversity along other measures, and possible future progression to the Board of Management.	14 June 2022	Regional Chair / Nominations Committee / Board Secretariat	• The Board agreed to the co-option of a new Independent Member for AY2022/23. An open recruitment process to find a suitable candidate began in March 2022. Following interviews conducted by the Chair of the Board and the Chair of the Audit & Risk Assurance Committee, two new co-opted members names were put forward to the Board on 13 December 2022. • Two new co-opted members attended Audit & Risk Assurance Committee on 22 February 2023 (with initial tenure period until 31 July 2024).	**Complete**

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

REF.	PRIMARY & SECONDARY RECOMMENDATIONS	ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS

4.3	SECONDARY	**Carried over.** The Board should consider whether the Chair of the Audit and Risk Assurance Committee should hold other functions or sit on other committees.	a) Position of Chair of Audit & Risk Assurance Committee to be considered within current governance structures, and against best practice guidance.	13 June 2023	Regional Chair / Nominations Committee	• <mark>This matter will remain under review until the appointment of a new Chair of the Audit & Risk Assurance Committee is confirmed on 28 March 2023.</mark> • <mark>Initial feedback from Audit & Risk Assurance Committee demonstrates that members appreciate interaction / links between committees.</mark>	**Amber**
COMPLETED ACTION(S)							
4.1	Primary	Committee chairs should include a short (one page) narrative summary that highlights main topics and their relevance to the College's strategic framework/KPIs, key discussion points and data, and agreed actions.	All committee minutes to include cover sheet outlining main points / actions agreed.	22 September 2020	Committee Chairs / Board Secretariat	• Minutes reported to 16 June 2020 meeting of the Board in new format. • Reporting format positively received and will continue to be used from September 2020 onwards.	**Complete**
4.2	PRIMARY	**Carried over.** Induction and development should explicitly cover delegation and the committee structure; the 'Understanding Edinburgh College' document should include detail on performance and quality assurance and how these processes are scrutinised under current governance and committee arrangements.	a) Review of existing induction and development materials. b) Slides/Information to be provided at induction days/development days relating to operation of Edinburgh College. c) Consider reintroduction of a paperless board system to allow access to governance and board materials.	14 June 2022	Regional Chair / Nominations Committee	• Induction and development materials reviewed by the Nominations Committee in AY2021/22. • Board Secretariat to work with Chief Operating Officer and Vice Principals to produce slides / summary information to support Board members understanding of College operations/functions. Documentation made available to Board members from AY2021/22. • Board Portal launched in November 2021. Training provided to Board members on the functionality of MS Teams and materials continued to be uploaded to the site.	**Complete**
4.4	Secondary	Students should participate in all committees apart from Audit and Risk Assurance Committee, with holistic consideration given to the demands placed on student representatives.	Student representation on committees to be reviewed.	15 June 2021	Regional Chair / Principal / Nominations Committee	• The Board agreed on 22 September 2020 that Student Board Members would attend all committees of the Board, except for the Audit & Risk Assurance Committee. All terms of reference have now been updated.	**Complete**