



For the future you want

BOARD OF MANAGEMENT

AGENDA

A meeting of the Board of Management will be held at 14:00 hours on Tuesday 14 December 2021 via Microsoft Teams.

		Lead Speaker	Paper
1	WELCOME & APOLOGIES	Chair	
2	DECLARATIONS OF INTEREST	Chair	
3	MINUTES OF THE PREVIOUS MEETING <i>for approval</i>	Chair	A
4	MATTERS ARISING REPORT	Chair	B
5	PRINCIPAL & CHIEF EXECUTIVE REPORT	A Cumberland	C
<i>The Item 5 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs</i>			
6	STRATEGIC DISCUSSION: SCOTTISH GOVERNMENT RESPONSE TO SFC REVIEW	A Cumberland	Pres.
7	EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT	R Dodgson	D attached
8	COMMITTEE BUSINESS		
8.1	<u>Audit & Risk Assurance Committee</u> Annual Report & Financial Statement for the period N Paul to July 2021 <i>for approval</i>		E
	i. Audit & Risk Assurance Committee Annual Report 2020/21		
	ii. Annual Accounts & Financial Statements to 31 July 2021		
	iii. 2020/21 Audit Annual Report		
	iv. Letter of Representation		

Item 8.1 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 27, Information Intended for Future Publication

8.2	<u>Policy & Resources Committee</u>		
	Recruitment, Retention & Credits Dashboard	J Pearson	F
	Management Accounts Summary to October 2021	A Williamson	G attached
	Financial Forecast Return 2020-24	A Williamson	Pres.

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

8.3	<u>Nominations Committee</u>		
	Committee Membership Proposal for approval	Chair	H attached
9	GOVERNANCE REPORT	N Croft	I attached
10	NATIONAL REPORT	Chair	Pres.
11	ANY OTHER COMPETENT BUSINESS		
12	CLOSED ITEMS OF BUSINESS		
12.1	Closed Board of Management Minutes 29.09.21	Chair	J

The Item 12.1 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs

13	FOR INFORMATION		
13.1	Audit & Risk Assurance Committee Minutes 13.10.21		K
13.2	Audit & Risk Assurance Committee Minutes 24.11.21		L
13.3	Policy & Resources Committee Minutes 16.11.21		M
13.4	Learning, Teaching & Student Experience Committee Minutes 19.11.21		N
13.5	Corporate Development Committee 23.11.21		O
13.6	Nominations Committee Minutes 08.12.21		P
13.7	RIDDOR Report		Q attached
13.8	Board of Management: Agenda Planner 2021/22		R attached
14	FOR CIRCULATION		
14.1	Regional Outcome Agreement 2021/22		
14.2	Top Level Risk Register October 2021		
15	DATE OF NEXT MEETING: 22 March 2022		
15.1	<u>Upcoming Committee / Development Event Dates</u>		
	Board Development Session	09.02.22	
	Policy & Resources Committee	22.02.22	
	Audit & Risk Assurance Committee	23.02.22	
	Corporate Development Committee	01.03.22	
	Learning, Teaching & Student Experience Committee	04.03.22	



Title	Edinburgh College Students' Association (ECSA) Report
Appendices	None
Disclosable under FOISA	Yes
Primary Contact	Rose Dodgson, ECSA Student President
Date of Production	06.12.21
Action Required	Information / Discussion

1. RECOMMENDATIONS

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

2. PURPOSE OF REPORT

To update the Board on the various activities of ECSA for the months of October and November 2021.

3. DETAIL

3.1 Recent Events

3.1.1 ECSA team updates

Enhanced Digital Tools for Engagement

Whilst we are proud of the fact that we were able to deliver one-click systems for students seeking online support, right from the start of the pandemic, and supporting the Student Experience Team to develop their own online virtual services for the 2020-21 academic year, we have continued to look at how we can improve connectivity this academic year.

We have introduced a new social media management system (Buffer) which is helping us increase levels of engagement across different platforms, sharing content a specific time of the day or days of the week to gain bigger traction with students. This is being managed by our new Student Engagement Assistants.

We have also recently introduced a professional “customer services style” online chat function (Live Chat) onto our website. Previously, we had used various options, including Facebook Messenger integration, and Google Meet video drop-ins, but this new system allows us to introduce a ticketing system on incoming enquiries, tracking which staff member is dealing with each enquiry, and recording resolutions as part of our wider enquiry analytics. It also caters for those students who feel less comfortable using video calls when seeking support as well as continuing to offer opportunities to get on contact for support without having to log-into a separate system. This has already helped us enhance our offering in terms of digital support mechanisms and case management, including our virtual campus, online drop-ins, and MS Teams channels for specific groups.

Student Engagement Assistants

We recruited our Student Engagement Assistants in September and now employ 2 student-staff who will work with us for the rest of the academic year. These roles work for 10hrs per week each and have been recruited on the basis of expanding and enhancing our online communication with students. As students themselves, they are able to bring real world experience of what learning remotely has been like, and have brought design skills, social media management expertise, and have helped to amplify the work that is happening across the Association.

This year's cohort of Assistants have been focussing on developing more video content for our social media channels as this is how the majority of our students are staying connected whilst learning from home. The experience and skills that our student-staff bring really adds incredible value to our operations, whilst also giving these students a great opportunity to develop their skills and experience in a flexible way around their studies.

3.1.2 Online student engagement

We continue to engage with students online as well as on campus and the officers have been busy writing blogs and engaging in national campaigns, some of which are listed below.

- All 3 officers joined students at the Climate Strike in September alongside urging students to consider commute back better by signing up to Liftshare
- Led by the Go Green Sustainability Officers, ECSA shared plans for [students to engage with COP26](#) including a COP26 Q&A panel chaired by VP Activities Victoria
- After requests for more data on the student experience in relation to student funding and finances, NUS Scotland have been running a [Big Student £££ Survey](#) across Scotland and ECSA has been supporting students to have their voice heard
- In the run up to Christmas the Sustainability Officers have created a guide on how to make your Christmas more sustainable which is updated every week with more tips. [You can find the blog here](#)
- Through the support of Student Engagement Assistants (student staff) we are managing our social media presence to a higher degree resulting in more student

3.1.3 Helping students continue to be safe

We've been supporting students throughout the pandemic by ensuring that key public health information is being shared through social media and our all-student newsletter.

Adherence to mask-wearing on campus has been an issue raised by students through our Class Rep meetings. To support students to stick by the face-covering rules, we've been distributing ECSA-branded face coverings from our offices, and whilst we've been engaging with students on our 'ECSA on tour' stalls.

Our continued engagement with the college's Health and Safety Committee has also ensured that student interests have been represented in that forum. We recently raised the issue of drink-spiking there, referring to the officer team's recent statement on spiking where we provided information for students and shared the petition to the UK parliament. You can read the officer [spiking statement here](#).

Regular social media posts are scheduled to ensure students are aware of any changes to key public health information, for example changes in eligibility for vaccines and boosters. These help students stay informed and gives them a place to receive reliable and fact checked information. This includes our site with information on vaccinations and links to NHS inform resources.

3.1.4 Student support

Our work to support students through individual and collective casework continues at pace. We've recently provided a new method for students to get support – through live chat integrated into our website. Our live chat software integrates the other messaging platforms we use such as Facebook messenger, and it allows us to consolidate our messaging into one place. This change has meant that messages are responded to quicker, and we have been able to set up out of hours responders.

ECSA has worked with the College's Student Experience Teams on reviewing and improving the processes and procedures for student funding applications as part of the "LEAN Project". This has given us the opportunity to provide experience of our own digital systems as well as the types of challenges and experiences students have had over the past 2 years to help inform the review. This has been a positive experience to date, linking teams together to discuss the real-life experience of students who we are all trying to help as best we can.

The student funding process for FE-level courses in 2020-21 caused major distress and disruption to significant numbers of students, some of whom from the most vulnerable backgrounds. So, we are delighted to be a part of this root and branch review and work together to ensure the issues faced last year are never repeated. The impact year-on-year to the experience of students has been marked, with several hundred case files opened last year regarding funding issues, compared with less than a dozen students seeking support for funding issues this year. We hope this work can continue in order to keep the momentum going for further improvements in the systems used, as well as improving the overall student experience.

During Poverty challenge week, VP Welfare Jordan toured the campuses to run student "check in" sessions, offering tea and coffee in return for a chat about how students were getting on as well as some information around the poverty line and some common misconceptions. This was partnered with information on social media about damaging stereotypes.

3.1.5 Class Rep Recruitment and training

This academic year has been slightly different in terms of dates due to the staggered start for certain courses. Because of this, we worked with LDTs and CMs/CLs to agree an adjusted timeline for recruitment, registration, training, and support for Class Reps. That has meant the initial deadline for registration was pushed back until the Friday before the October break, with training sessions taking place throughout the fortnight from the 25th October to 5th of November.

At the time of reporting to Learning, Teaching and Student Experience Committee, we have a total of 582 Class Reps registered, which is up from 469 at the same time last year (24% increase year-on-year). Furthermore, the full year for 2020-21 amounted to 562 class reps registered, which we have already surpassed before semester 2 courses are added, which is encouraging.

To date, 192 students have attended live Class Rep training, in addition to 233 students who have enrolled on the Moodle Class Rep training unit. As more students continue to be registered throughout the session and in January we will offer more opportunities for live training.

As part of our drive to increase the level of student representation across all courses at the College, we have taken a number of actions to support staff as well as streamlining the process. Some aspects are repeats from previous years in terms of the process for registering Class Reps, however there are also new additions in terms of support and awareness raising.

Below is an overview of activities and processes to support Class Rep recruitment and registration, including the promotion of Class Reps to staff:

- 3 staff information sessions offered and promoted directly to staff with tutoring hours
- Presentation to CL forum in May about the Class Rep system and staff involvement
- Attended faculty team meetings (Business and Creative Industries)
- Easy registration page hosted on ECSA website including:
 - Class Rep video produced to make it easier for recruitment, watch the video here (more than 400 views so far)
 - Class Rep presentation for staff to use for recruitment including notes about the content
- Regular communication via email to all LDTs, CLs and CMs about Class Rep Recruitment and process
- Support offered to classes without LDTs as identified through CMS and Heads of Faculty
- Delivered 26 Class Rep elections directly into classes without LDTs both online and in person

3.1.6 Class Rep Meetings

The first Class Rep Meeting of 2021/22 was hosted in November and Class Rep activities continue to be delivered on MS Teams. 191 students attended the Class Rep Meeting across the 2 sessions, which is 32% of all registered Class Reps. We will be hosting 3 Class Rep Meetings throughout the session as well as smaller themed meetings for students to feedback on specific areas of the student experience.

For this first Class Rep Meeting we asked students to complete a pre-meeting survey. This allowed us to gather a baseline set of data giving us a snapshot of their experience right now which then influenced the content for the Class Rep Meeting.

The meeting had the following objectives:

- To provide students with an overview of ECSA activities and engage with upcoming events and opportunities
- Engage students in activities around COP26 as well as giving a taste of sustainability in the curriculum workshops
- To gather student opinion around retention and areas for improvement in the student learning experience both online and on campus
- To identify the 5 Big student concerns

The Big 5 Student concerns were identified through the pre-meeting survey as:

1. Juggling work and responsibilities alongside study
2. Student mental health
3. Money
4. Digital equipment
5. Two options were tied for 5th place:
 - a. Too many assessments in a short period of time (assessment bunching)
 - b. Lack of communication and information from college staff and lecturers

Full details of the student feedback and discussion will be available in the Class Rep Report going to Learning, Teaching and Student Experience Committee in February. We are currently planning for the second Class Rep Meeting, due to take place second week of December.

3.1.7 External engagements

ECSA officers and staff continue to be heavily involved with sector events and meetings. Particularly the student officers attend regular NUS Scotland meetings around student concerns but also national campaigns such as the Big £££ Student Survey which will inform further work. ECSA President has recently become a member of the SQA steering group and the SQA learner panel to improve the representation of the college voice. This has come as a result of involvement with sparqs College Advisory Groups and other sector involvement.

In the new year, we will be hosting an artist from the Granton Waterfront Learner Strategy group to consult learners on their Learner Strategy survey. ECSA is supporting the artist to get access to a small group of students based in the Granton area as well as the evaluation of feedback received. This will feed into the wider Granton Waterfront Learner Strategy along with feedback from other learners in the area.

3.1.8 Equalities

ECSA marked a number of national days to raise awareness and highlight services at Edinburgh College and beyond. We continue to work closely with the Edinburgh College Equalities Officer on a number of areas and to pool our resources. This includes the continuing work around the White Ribbon campaign, the LGBT Charter and the name changing working group.

- For Black History Month, VP Activities was joined by 6 students on a [Black History Walking tour](#) around Edinburgh hosted by the African Caribbean Society Edinburgh
- On [Transgender Day of Remembrance](#), VP Welfare raised awareness of the importance of this marked day as well as resources available, information on how to be a good ally and links to our LGBT+ student group on Teams
- Estranged student Solidarity Week is a cause close to Jordan's heart and to raise awareness he shared his own experiences of being estranged with a blog and a video. [You can find both here](#)

3.2 Current & Upcoming Events

3.2.1 Activities and societies

VP Activities has been organising and running activities to engage students ahead of the Christmas break. 'ECSA on Tour' is an initiative set up to get ECSA out amongst students to share important information and have some fun. At the time of writing the 'ECSA on Tour' stall has visited Sighthill with lots of festive cheer, party games, ECSA branded face coverings and much more. This will continue into the new year and themed around different areas of the student journey as we look toward Semester 2.

We have 6 societies and 6 equality networks set up on Teams as student groups. While we are still developing and engaging students with these, we have run some activities with these. For example, the GameSoc group has moved to Discord where they regularly have catch ups and social activities and VP Activities has run a photography competition in the Photography group.

During December, VP Activities and VP Welfare are working together to host Festive meetings with the Equalities Networks on Teams. This will include a festive quiz and games.

3.2.2 Education Scotland Progress Visit

ECSA Officers and staff were heavily involved in the most recent Education Scotland Progress Visit, discussing our own experiences of supporting students, as well as reflecting the feedback of students we have engaged with since the pandemic began. 8 Officers and staff were involved in 22 separate meetings with Education Scotland as part of the main meeting schedule as well as 2 separate

meetings with the Student Team Members over the 3 day visit. This is by far the most involved the Students' Association has been in an Education Scotland visit, and, we hope, that the addition of ECSA Officers and staff in the discussions added to the variety of voices and experiences, as well as supporting the triangulation of evidence provided through the College's own self-reflection exercise.

3.2.3 Student Homelessness Priority Objective

VP Welfare, Jordan, has been undertaking incredible work to progress with the ECSA priority objective on students facing or presenting as homeless. Following extensive research, Jordan has set up a College-wide working group to explore ways to support students who present as homeless. To compliment the working group, Jordan recently met with Cyrenians to discuss a partnership which sounds promising in terms of being able to establish wraparound services.

The initial research highlighted that there's a lack of reliable data about homeless students both at a local level but also nationally. As a result of bringing this to NUS Scotland officers' meetings, NUS Scotland is setting up a national campaign to influence Local Authorities to include statistics on students who present as homeless. Additionally, ECSA will work with the Edinburgh College Research Unit to secure funding to produce research on the scale of issue.

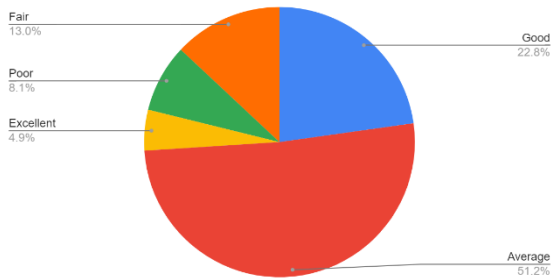
3.2.4 Low Carbon Travel Project – Go Green!

The Go Green team has been very busy in the last few months, as they have been getting our Go Green Hubs set up on all campuses. These areas are home to our Community Fridges, as well as our Swap Shops, more information on which can be found in the Go Green section of our website. The fridges have been stocked through a variety of avenues: collections from local supermarkets organised through Neighbourly and Fareshare Go, as well as through deliveries through a paid membership with Fareshare.

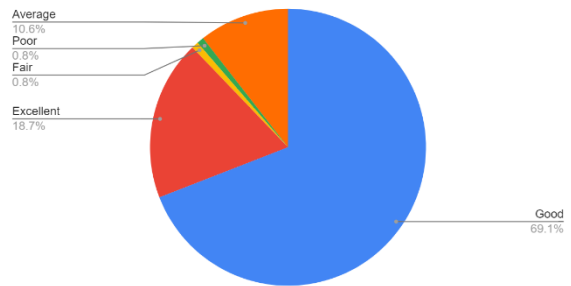
Since their launch in the first two weeks of November the four fridges have saved 527.82kg of food from going to waste, whilst providing students with free food options. Before our Go Green areas were in place, the Go Green team ran some pop-up swap shop events across all campuses. Combining these events with the Swap Shops once fully set up Go Green hub areas have seen around 370kg of clothing, books and accessories donated during this semester. Just over 200kg of these items have then gone back out to students who have collected items they want to take.

During the Creative Bravery Festival, the Go Green team delivered their Climate Change and Sustainability workshop to 148 students across 8 classes. A further 81 students across 5 classes were part of this workshop in the following two weeks for lecturers who couldn't fit the class directly into the Creative Bravery Festival. As can be seen in the following graphs, this workshop boosted feelings of good and excellent knowledge of climate change and sustainability from 27.7% before the session to 87.8% after the session. Perceived relevance of these topics to their subject area also increased from 47.2% thinking it was directly relevant or that there were many relevant aspects before, to 86.1% after.

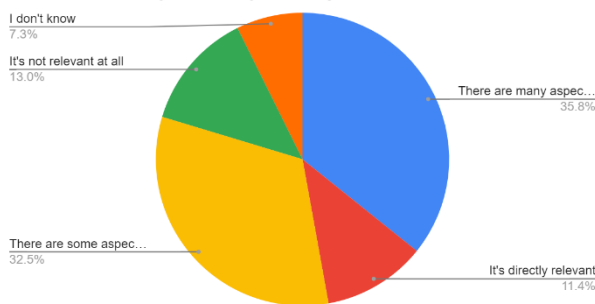
How would you rate your knowledge of climate change and sustainability before the session?



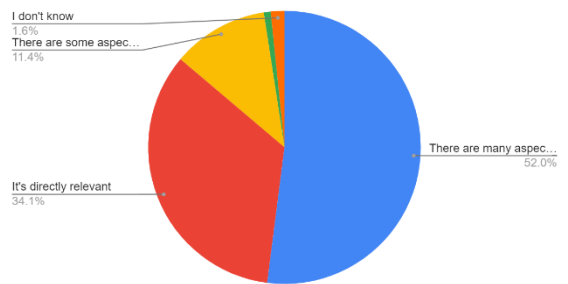
How would you rate your knowledge of climate change and sustainability after the session?



Before the session, how relevant did you think climate change and sustainability were to your subject area?



After the session, how relevant do you think climate change and sustainability are to your subject area?



As part of the Student Association's event offering during COP26, we invited Students Organising for Sustainability UK to deliver an online Ethical Banking Workshop to students. The one-hour workshop explained the ethical implications of how banks invest money, including their impact on climate change, and how students can learn more about their bank's investment policy when looking to switch or open an account. The students that attended gave positive feedback and expressed that this was something they had known very little about before the workshop, even though ethical banking is highlighted as one of the most significant ways that individuals can reduce their carbon footprint.

The Go Green team also ran one of their Climate Change 101 sessions through the Class Rep Teams site on 29th November, which gave this group an opportunity to learn more about climate change, sustainability, and the Go Green initiatives taking place on campus. This complemented their interactions with Class Reps in the first Class Rep conference sessions a few weeks beforehand, where they received feedback from Class Reps about the Go Green project activities, as well as sustainability at the College as a whole. These found that students would be particularly interested in seeing more solar panels on College buildings, more plastic free options and more recycling facilities, as well as more online activities and vegetarian and vegan options in the canteens and coffee shops.

4. IMPACT AND IMPLICATIONS

A wide range of benefits and opportunities relating to student engagement are outlined in the report.

The Board approved the 2021/22 ECSA funding bid in June 2021. The Students' Associations funding for the academic year was subsequently finalised in the College Budget 2021/22.

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:

- Delivering a Superb Student Experience
- Valued in Partnership and by Communities
- Providing an Excellent Curriculum.

Key Performance Indicators:

- Total Credits
- Achievement and Retention
- Gross Carbon Footprint

Title	Management Accounts Summary to October 2021
Appendices	Appendix 1: Management Accounts to October 2021 – Executive Summary
Disclosable under FOISA	Yes
Primary Contact	Alan Williamson, Chief Operating Officer
Date of Production	29.11.21
Action Required	Information / Discussion

1. RECOMMENDATIONS

The Board of Management are asked to discuss and note the Management Accounts to October 2021.

2. PURPOSE OF REPORT

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

3. DETAIL

Appendix 1 contains an Executive Summary of the Management Accounts to October 2021.

A detailed version of the Management Accounts to October 2021 can be access via the Board Portal [here](#).

4. IMPACT AND IMPLICATIONS

The Board is responsible 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 viability.

5. LINKS TO STRATEGIC PLAN AND KPIs

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

Strategic Aims:

- An Effective and Efficient College.

Key Performance Indicators:

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

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

1. EXECUTIVE SUMMARY

Credits and SFC Grants

1.1 Edinburgh College's core activity target for academic year 2021/22 is **183,912** credits (a reduction of 2,700 from 2020/21), together with an ESF target of **3,829** credits (an increase of 2,572 credits from 2020/21), producing a total College target of **187,741** credits (a decrease of 128 credits from 2020/21). The College's target includes 4,015 of childcare credits for HNCs (a decrease of 1,997 credits from 2020/21) but excludes a target of 3,492 credits for deferred students places and 1,116 credits for foundation apprenticeships. The College has achieved **152,344** credits to date. This is lower than at the same date in prior years largely due to a decrease in full-time enrolments.

1.2 Adjusted Operating Position

As per SFC Measurement basis	<u>Annual Budget 2021/22</u>	<u>YTD Budget 2021/22</u>	<u>YTD Actuals 2021/22</u>	<u>YTD Variance 2021/22</u>	<u>Previous YTD 2020/21</u>	<u>Full Year Forecast 2021/22</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
I&E Operating Position	(1,510)	(503)	(361)	142	(422)	(1,510)
Add:						
Depreciation net of deferred capital grant release	2,612	667	667	-	656	2,612
Deduct:						
Revenue funding allocated to loan repayments **	1,102	275	275	-	214	1,102
Adjusted Operating Position	-	(111)	31	142	20	-

The College's adjusted operating position excludes non-cash items included in the income and expenditure account (pension, depreciation net of deferred grant release, and gain/loss on disposal of assets, as well as repayments of SFC Grant funding) and capital loan repayments (not included in the I/E account).

1.3 Income and Expenditure

	<u>Annual Budget 2021/22</u>	<u>YTD Budget</u>	<u>YTD Actuals</u>	<u>YTD Variance</u>	<u>Previous YTD</u>	<u>Full Year Forecast</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Funding Council Grants	54,365	8,794	8,796	2	8,586	54,438
Tuition Fees and Commercial & Other Income	13,710	6,371	6,408	37	5,922	13,744
Job Retention Scheme (JRS) Income	-	-	7	7	108	8
Deferred Income	2,770	693	693	-	666	2,770
Total Income	70,845	15,858	15,904	46	15,282	70,960
Staff Costs	50,942	12,147	12,006	141	11,751	51,015
Other Costs	16,030	2,854	2,899	(45)	2,631	16,073
Depreciation	5,382	1,360	1,360	-	1,322	5,382
Total Expenditure	72,354	16,361	16,265	96	15,704	72,470
Operating (Deficit) / Surplus pre SSAP24 and pension revaluation adjustments)	(1,510)	(503)	(361)	142	(422)	(1,510)

1.4 The operating deficit of £361k, against a profiled budget deficit of £503k shown above is mainly due to:

- A favourable variance of £7k as a result of Job Retention Scheme (JRS) income.
- A favourable variance within other income of £42k (Digital Health Hub income).
- A favourable variance within staffing costs of £141k (the net effect of unfilled vacancies).
- An adverse variance within operating expenditure of £46k (mainly related to the Digital Health Hub).

Continuing discussions with budget managers has highlighted that some fee income lines related to credit activity (i.e. SAAS) are likely to come in under budget, whilst other lines could exceed budget. A

review will be undertaken in November after the FES cut-off point. The majority of non-staff costs are also broadly in line with budget.

Movements in October 2021 affecting the full year operating forecast are as follows:

	<u>£k - Fav /</u> <u>(Adv)</u>
YPG development funding	73
EH15 / The Apprentice trading restaurants	(5)
Catering (vending machines) income	(4)
Room hire income	4
City Deal (Eng & BE) grant income	5
City Deal (Eng & BE) associated costs	(5)
YPG development costs (staffing)	(73)
Lower H&S costs	5
Lower premises costs (rates appeals)	30
Catering operation subsidies	(30)
Total movements during October affecting operating position:	<u><u>-</u></u>

In comparison to the full year budget (at both operating and adjusted operating levels) there is an overall £nil effect, details of which are shown below:

	<u>£k - Fav /</u> <u>(Adv)</u>
YPG development funding	73
JRS Income	8
EH15 / The Apprentice trading restaurants	(5)
Catering (vending machines) income	(4)
Digital Health Hub income	43
City Deal (Eng & BE) grant income	5
Room hire income	(4)
YPG development costs (staffing)	(73)
Lower H&S costs	5
Lower premises costs (rates appeals)	30
Digital Health Hub costs	(43)
Catering operation subsidies	(30)
City Deal (Eng & BE) associated costs	(5)
Total ytd movement affecting cash:	<u><u>-</u></u>

The College has received notification that the NTTF and YPG funding allocations for 2021/22 will be credit funding totaling £697k, development funding of £73k and student support funding totaling £370k (with the delivery of an additional 2,470 credits in total).

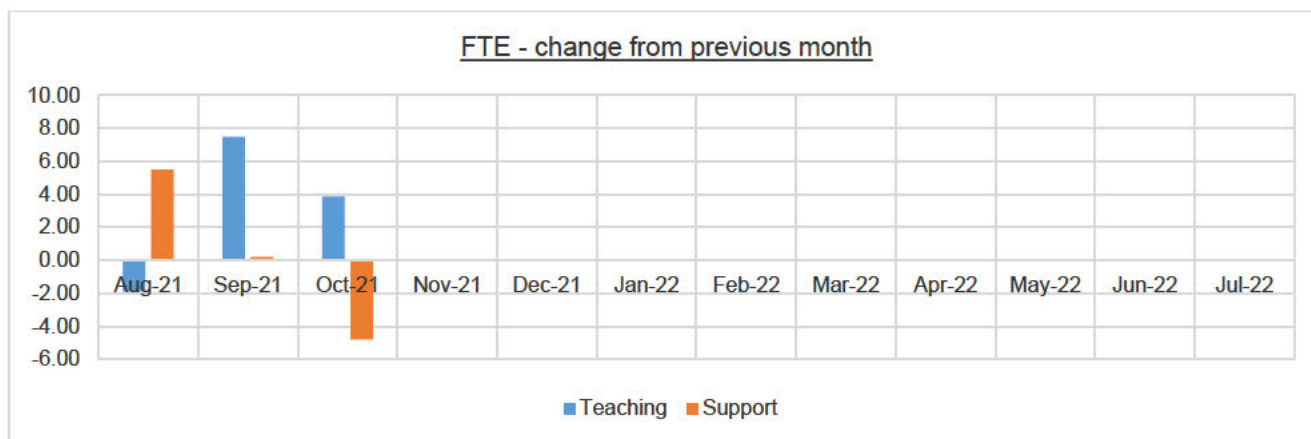
The YPG Development funding income of £73k and matching associated costs (mainly staffing, although some marketing costs may also be incurred) have now been included within the College's income and expenditure forecasts.

As the recognition of NTTF / YPG credit funding is contingent upon the College's core credit targets being achieved and associated challenges, neither income nor costs in relation to NTTF / YPG credits have been included in this month's management accounts.

1.5 Staff (Full Time Equivalent)

FTE	31/07/21	31/10/21	YTD Movement	31/10/20
Teaching	468.9	478.3	9.4	477.8
Support	515.1	516.0	0.9	522.5
	984.0	994.3	10.3	1,000.3

Staff numbers have increased by 10.3 FTE since the beginning of the session to fill existing vacancies, together with the creation of 3 new permanent posts (to manage additional income streams, to expand learning platforms and to replace previously outsourced trainers). Three other posts were also created within the Nursery to maintain staff: child ratios. Monthly FTE staff movements are shown below:



1.6 Cash

Opening cash	Month-end cash	Comments
01/08/2021	31/10/2021	
£'m.	£'m.	
5.3	7.6	The cash balance at the end of October is £7.6m which includes £2.8m of student support funds. Approx. £1.6m of underspent 2020/21 student support funds will be repaid before March 2022. The higher than expected cash balance includes funds received in 2020/21 for FWDF, Managing Agents and International courses that will be used for delivery in the current year.

1.7 Capital Expenditure

Opening Fixed Assets	Additions	Dep'n	Closing Fixed Assets	Comments
01/08/21	31/10/21	31/10/21	31/10/21	
£'m.	£'m.	£'m	£'m.	
161.1	0.6	(1.4)	160.3	2021/22 Capital funding is allocated as follows: (1) £0.8m to maintain the estate (I&E Budget) (2) £1.2m net for condition survey backlog works and (3) £0.1m for student digital poverty (awaiting final confirmation). To date £0.5m of work in progress has been incurred since the beginning of the academic year (on ICT & curriculum projects, building fabric works and environmental refurbishments). A further £0.6m of expenditure is committed.

Title	Committee Membership Proposal
Appendices	Appendix 1: Committee Membership Proposal - Draft
Disclosable under FOISA	Yes
Primary Contact	Marcus Walker, Clerk to the Board and Governance Advisor
Date of Production	10.12.21
Action Required	Information / Discussion / Approval

1. RECOMMENDATIONS

The Board of Management are asked to consider and approved the draft Committee Membership Proposal put forward by the Interim Chair of the Board.

2. PURPOSE OF REPORT

This paper provides the Board with an opportunity to consider membership and succession planning arrangements for committees of the Board of Management.

3. DETAIL

The Committee Membership Proposal is attached as Appendix 1.

The attached Proposal is put forward by the Interim Chair of the Board, and has been endorsed by the Nominations Committee on 8 December 2021.

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 achievement of strategic aims and KPIs.

EDINBURGH COLLEGE BOARD OF MANAGEMENT - COMMITTEE MEMBERSHIP (December 2021)

	LTSE Committee	Audit & Risk Assurance Committee	Corporate Development Committee	Policy & Resources Committee	Nominations Committee	Remuneration Committee
Non-Executive Membership	Jeanette Stevenson (C) Ross Laird <i>New Member</i>	Janyce Holmes (C) Fiona Riddoch Lesley Drummond <i>New Member</i>	Lesley Drummond (C) Gwen Raez Ann Landels	Ann Landels (C) Fiona Riddoch (VC) Janyce Holmes Lesley Drummond Alex Killick <i>Vacancy (Regional Chair)</i>	Ann Landels (C) Fiona Riddoch (VC) Jeanette Stevenson Lesley Drummond Alex Killick	Alex Killick (C) Ross Laird Gwen Raez
Principal, Staff, Student Members	Audrey Cumberford Rose Dodgson Richard Swan		Rose Dodgson Bruce Cassidy	Rose Dodgson	Jordan Wyllie Bruce Cassidy Richard Swan	Jordan Wyllie
Co-opted Members	X7 Academic staff X2 Student reps	Ian Doig				
Notes		Nigel Paul to remain a member until 01 March 2022. Co-option of a new independent member to be considered by the Nominations Committee.	Azra Sharif-Qayyum to remain a member until 09 February 2022.	Nigel Paul to remain a member until 01 March 2022.	Azra Sharif-Qayyum to remain a member until 09 February 2022. Regional Chair to be become Committee Chair once appointed.	

In addition to the Committee Membership Proposal above, the Nominations Committee are asked to endorse the following:

- The appointment of Fiona Riddoch as Interim Vice Chair from 01 March 2022 until the appointed of a new Regional Chair;
- The appointment of Gwen Raez to the Edinburgh College Development Trust - along with existing member Ross Laird - as a representative of the Board of Management

Title	Governance Report
Appendices	Appendix 1: TLRR Summary Graphic - October 2021 Appendix 2: Board Improvement Plan - November 2021
Disclosable under FOISA	Yes
Primary Contact	Nick Croft, Board Secretary
Date of Production	26.11.21
Action Required	Information / Discussion / Approval

1. RECOMMENDATIONS

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

The Board of Management are asked to consider and approve a minor amendment to the Audit & Risk Assurance Committee Terms of Reference (Paragraph 3.2.3 refers).

The Board of Management are asked to consider progress within the Board Improvement Plan 2021/22 (Paragraph 3.3.3 refers).

2. PURPOSE OF REPORT

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

3. DETAIL

3.1 Board Membership Update

3.1.1 Chair of the Edinburgh College Board - Recruitment Process

An early engagement meeting between the Scottish Government and representatives of Edinburgh College, to discuss the recruitment of a new Regional Chair, was held on 25 November 2021.

Whilst the timeline for recruitment is to be finalised, it is the intention of the Scottish Government for the appointment of a Regional Chair to be announced before June 2022. Once a recruitment timeline has been confirmed, the College will work closely with the Scottish Government to promote the Regional Chair vacancy as widely as possible.

3.2.2 Lecturing Staff Board Member Election 2021

Over a 14-day voting period, commencing on 1 November 2021, a total of 98 votes were received for the five candidates running in the Lecturing Staff Board Election (16.0% of the eligible electorate). The result of the lecturing staff ballot, as counted and verified on 16 November 2021, were as follows (in order of votes received):

	Nominee	% of Votes
1	Richard Swan	35.7%
2	Jo Turbitt	21.4%
3	Ryan Quinn	18.4%
4	Clara Bloomfield	14.3%
5	Margaret Boyack	10.2%

On 17 November 2021, it was communicated to the Board and all College staff that Richard Swan had been elected as Lecturing Staff Board Member and would be appointed to the Board of Management for a four-year term of office from 2 December 2021.

The newly appointed Staff Board Member will receive a full induction in line Edinburgh College Board Induction Procedure.

3.3.3 Non-Executive Membership

The Board, on 29 September 2021, endorsed a proposal to grant an extension to the tenure of Fiona Riddoch as a Non-Executive Board Member until 30 June 2022. As of 1 December 2021, no response has been received from the Scottish Government to confirm this request.

The Board, on 1 November 2021, were notified that the names of two new non-executive Board members had been put forward to the Scottish Government for approval. As of 1 December 2021, no response has been received from the Scottish Government to confirm the approval of new members.

A verbal update on the above appointments and the proposed extension request will be provided to the Board on 14 December 2021.

3.2 Board Information / Monitoring

3.2.1 Board Portal

The Board Portal, a Microsoft Teams Channel containing Board and governance related information for online access by Board members, was launched in mid-November in line with a timescale previously agreed by the Board. Whilst the Board Portal is fully operational, information will continue to be uploaded by the Clerk to the Board over the coming weeks.

3.2.2 Top-Level Risk Register Summary

To ensure that the at Board of Management retains an overview of top-level risks at the College, it has been agreed by both the Chair of the Audit & Risk Assurance Committee and the Board Secretary that a one-page TLRR Summary will be included in the quarterly *Governance Report*.

Further to this, the TLRR Summary is included as [Appendix 1](#). The Risk Management Report, which contains a detailed TLRR is available to Board members via the Board Portal.

3.2.3 Minor Amendment to Audit & Risk Assurance Committee Terms of Reference

In September 2021, the Board agreed that no further updates were required to its Standing Orders or its Scheme of Delegation, except for amendments to the terms of reference for the newly titled Learning, Teaching and Student Experience Committee.

On 13 October 2021, Audit & Risk Assurance Committee considered its terms of reference and agreed the inclusion of the following statement, under 'Membership', to align with the Scottish Government's Audit Committee Handbook: "...at least one member of the committee should have recent and relevant financial experience". The Board are asked to approve this change to the Audit & Risk Assurance Committee Terms of Reference [*Paper L refers*].

3.3 Board Development

3.3.3 Board Improvement Plan

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

3.3.4 Board Member Development / Training Opportunities

The College Development Network (CDN) continues to hold 'Meet the Stakeholders' and 'Governance Topics' sessions as part of its annual programme of development:

Meet the Stakeholders:

- [College Sector Policy and Funding](#), 8 March 2022

Governance Topics:

- [Understanding PREVENT Responsibilities](#), 15 December 2021
- [All You Need to Know About College Funding](#), 15 February 2022

If you wish to attend any of the above 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 an online development session for Board members covering both risk management and cyber security on 9 February 2022 (PM). Further information on this session will be provided to the Board in due course.

3.4 National Governance Update

3.4.1 Board Secretaries Steering Group / Good Governance Steering Group

On 25 October 2021, it was confirmed that the Clerk to the Board (Marcus Walker) had been appointed as Vice Chair to the Board Secretaries Steering Group which meets on a quarterly basis to consider matters relating to the operation of boards within Scotland's college sector. As Vice Chair, the Clerk to the Board shall sit on the Good Governance Steering Group as a member.

It is expected that the Good Governance Steering Group will meet in early 2022 (date to be confirmed) to consider and (if appropriate) approve an updated version of the Code of Good Governance for Scotland's Colleges. A further update on this will be provided to the Board of Management at its meeting on 22 March 2022.

3.4.2 Model Code of Conduct

As you will be aware, the Scottish Government recently consulted on the [Model](#) Code of Conduct. Following this consultation an updated Code was finalised and laid before the Scottish Parliament in November 2021.

It is expected that the Revised Model Code of Conduct will be published shortly, along with a range of guidance documents produced by The Standards Commission.

3.4.3 Exploring the Complexities of College Governance - Project Report

On 23 September 2021, CDN hosted an event to launch the following Project Report: [Processes and practices of governing in colleges of further education in the UK: Exploring the Complexities of College Governance](#).

The aim of this cross-institutional study was to examine how governing boards contribute to achieving the strategic aims of colleges in meeting the needs of learners, employers, and labour markets. The full report and its key recommendations and conclusions will be considered further by the Board Secretaries Steering Group as it continues to develop best practice materials for colleges.

For reference, the key findings from the report were distilled into the following three overarching recommendations:

- i. Board and management need to be aware of the ambiguity and complexity of the work of the governing body and seek to embrace/exploit this rather than manage it away.*
- ii. Through their practices boards should give attention to creating the 'governing body'. This is about fostering identity. The importance of 'social gathering' should not be lost in the move to online board meetings.*
- iii. Boards need to explicitly orientate to the values and 'passion' which give rise to institutional substance as the foundation of the organisation.*

Exploring the Complexities of College Governance Project Report, p61

3.4.4 Ethical Standards Commission Annual Report 2020/21

The Acting Ethical Standards Commissioner has published his [Annual Report for the year 2020/21](#), which was laid before the Scottish Parliament on 29 October 2021.

For information, key statistics for the year include:

- 238 complaints about the conduct of local authority Councillors and board members of public bodies were received during the year (284 in 2019/20).
- 51.7% of the board members of regulated public bodies were women (50% in 2019/20).
- 7.4% of the board members of regulated public bodies declared a disability compared to 19.6% in the wider population.

3. IMPACT AND IMPLICATIONS

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

4. LINKS TO STRATEGIC PLAN AND KPIS

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



TOP LEVEL RISK REGISTER

October 2021

Overview

The following have been identified as the top strategic risks of Edinburgh College for the reporting period starting October 2021.

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

- ↓ (33) Financial Sustainability (Insufficient budget / funding to cover cost of living, job evaluation, employer pension contribution increases)
- ↔ (2) Student retention and attainment
- ↔ (26) Impacts of BREXIT on college business
- ↔ (3) Shortfall in commercial income
- ↔ (24) Cyber security breaches within the college
- ↔ (35) COVID-19 – Public Health Risks

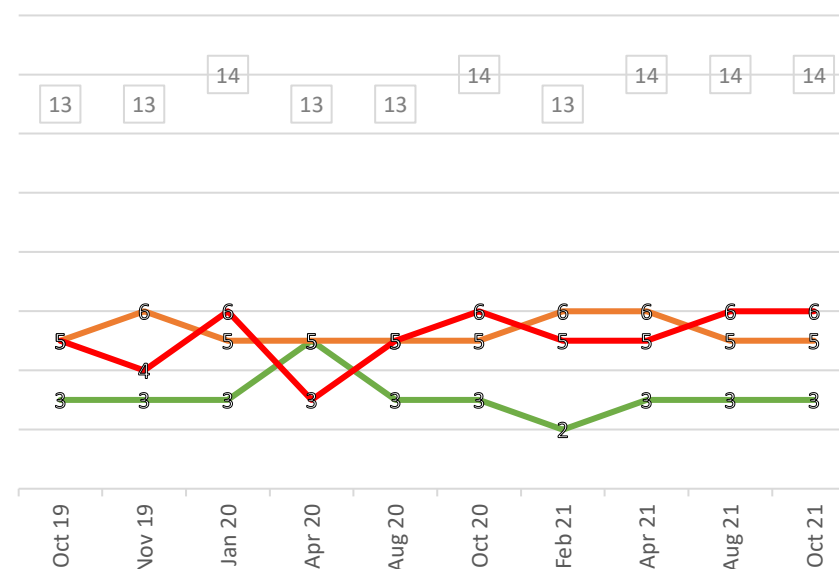
AMBER Score

- ↔ (16) Local employee negotiations breaking down
- ↔ (25) Finable breach of the GDPR or PECR
- ↔ (32) Failure to meet SFC funded activity targets and fees (recruitment, credit, SAAS and fee income)
- ↔ (34) College IT infrastructure and available resources ageing and not meeting future needs of business, staff/students
- ↔ (28) College estate infrastructure not aligned to meet business need

GREEN Score

- ↔ (27) Workforce planning and development
- ↔ (15) Health & safety non-compliance
- ↔ (1) National bargaining impact on college operations

Risk Movement



RAG Key

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



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IMPROVEMENT PLAN: BOARD DEVELOPMENT

PROGRESS / EVIDENCE REVIEW

FOR REPORTING PERIOD UP TO JUNE 2022

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

Lead: Board Secretary and Head of Communication, Policy & Research Team

December 2021

1. IMPROVED STRATEGIC FOCUS	OVERALL STATUS: IN PROGRESS	R	A	G
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REF.	PRIMARY & SECONDARY RECOMMENDATIONS	ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
1.1	<p>Updated.</p> <p>Establish a new 'dashboard' of institutional KPIs derived from the Edinburgh College Strategic Framework.</p> <p>KPIs should align with longer and shorter term strategic aims and provide a clear link between Board and committee activity and the strategic plan.</p>	<p>a) Board approval of Institutional KPIs derived from the new Strategic Framework.</p> <p>b) Plotting of Board and committee activities against the new Strategic Framework.</p>	14 June 2022	Board of Management / Executive Team / Board Secretariat	<ul style="list-style-type: none"> Board of Management engaged in the development of the new Strategic Framework. KPIs to be considered once draft Framework is agreed. 	Amber
1.2	<p>Updated.</p> <p>To facilitate engagement with KPIs and ensure relevance of papers and conversation, all Board paper cover sheets, under 'strategic implications' should include reference to specific strategic strands and specific KPIs.</p>	<p>a) Alignment of Board/committee papers with strategic KPIs.</p>	14 June 2022	Board of Management / Board Secretariat	<ul style="list-style-type: none"> Confirmation of updated institutional KPIs to be confirmed by Board once the Strategic Framework is approved. New paper format introduced for the Board and all committees from November 2021 onwards. 	Amber
1.3	<p>Updated.</p> <p>To build a shared understanding of strategy development, the board should continue to participate in the strategy development process where the Board of Management has final ownership of strategic objectives.</p>	<p>a) Board Engagement</p> <p>i. Early Board engagement with core strategic issues, brought back to the Board for a second view after further development.</p>	14 June 2022	Board of Management / Executive Team / Board Secretariat	<ul style="list-style-type: none"> Key pillars of the Strategic Framework endorsed by the Board of Management on 29 September 2021. Board to engage in consultation on the Strategic Framework with students, staff and other stakeholders from December 2021 onwards. Two Board Strategy Session scheduled in 2021/22. 	Amber
1.4	<p>New.</p> <p>To ensure that progress against the new Strategic Framework is satisfactory, the Board should agree to conduct an annual review.</p>	<p>a) Agree a process for annually reviewing the Strategic Framework.</p>	14 June 2022	Board of Management / Executive Team / Board Secretariat	<ul style="list-style-type: none"> To be agreed once new Strategic Framework is approved. 	Amber

1.5	SECONDARY	Carried Over. Consider reducing numbers attending Board of Management meetings by reducing Exec/SMT staff participation in the full meeting beyond the Secretary, Governance Adviser and COO.	a) Consider attendance of Executive Team at meetings of the Board.	14 June 2022	Principal & Chief Executive / Regional Chair	<ul style="list-style-type: none"> Due to meetings currently being held online, and the impact of Covid-19 on a wider range of college business, the Executive Team will continue to attend meetings of the Board. Executive attendance will be reviewed again once face-to-face meetings of the Board resume. 	Amber
1.6	SECONDARY	Carried Over. Consider alternative meeting venues, with alternative room and table arrangements that would facilitate more engagement, eye contact and higher quality conversation.	a) Consider alternative meeting venues for Board meetings.	14 June 2022	Regional Chair / Board Secretariat	<ul style="list-style-type: none"> Closure of College campuses due to the Covid-19 pandemic, and the shift to holding all Board and committee virtually, mean that alternative meeting venues will not be considered until campuses are re-opened and social distancing guidance allows for physical meetings. 	Amber
COMPLETED ACTION(S)							
Ref 1.1	Primary	Establish a short 'dashboard' of institutional KPIs derived from the Strategic Plan	c) KPI dashboard a standing item on the Board agenda.	15 June 2021	Board of Management / Executive Team / Board Secretariat	<ul style="list-style-type: none"> KPI Dashboard presented to all Board meeting as an appendix to the Principal's Report. 	Complete
Ref 1.3	Primary	To build a shared understanding of strategy development, the board should agree a strategy development process where the Board of Management has final ownership of strategic objectives.	b) Committee role <ul style="list-style-type: none"> i. The function and role of committees, particularly Policy and Resources; ii. Deep dives into a single pillar of a strategy or strategic KPI. 	08 December 2020	Board of Management / Committee Chairs / Executive / Board Secretariat	<ul style="list-style-type: none"> All Board committee have now incorporated deep dives in to their agenda planning. 	Complete
Ref 1.6	Secondary	A clearer distinction between development day content designed to facilitate member input to strategy development versus content designed for Board member development or education would improve the strategic contribution of the Board, and the quality of the strategic outputs of these days.	Clear distinction between Board Strategy Days and development / training events.	15 June 2021	Regional Chair / Principal / Board Secretariat	<ul style="list-style-type: none"> Clear distinction between Board Strategy Days and Board development / training events included in the Board calendar. Board calendar to be noted by the Board at its final meeting of the academic year. 	Complete

2. EXTERNAL ENGAGEMENT	OVERALL STATUS: IN PROGRESS	R	A	G
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REF.	PRIMARY & SECONDARY RECOMMENDATIONS	ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS	
2.1	PRIMARY	Updated. Develop an external engagement plan for Board members, clearly aligned with the new Edinburgh College Strategic Framework and KPIs.	a) Canvas Board members to ensure the external engagement strategy is in line with the expectations, availability and preferences of Board members.	14 June 2022	Regional Chair / Board of Management / Corporate Development Committee	<ul style="list-style-type: none"> The Corporate Development Committee will review the Edinburgh College Communications, Marketing and Engagement Strategy once the new Strategic Framework is approved. The Strategy will be refreshed for consideration at a future meeting and will provide a basis for a new Board Engagement Plan. New Regional Chair to be consulted on expectations. 	Amber
		b) Ensure the College is issuing timely invitations to Board members to significant college events and external engagements, to allow for scheduling and planning.	14 June 2022	Regional Chair / Board Secretariat	<ul style="list-style-type: none"> Covid-19 pandemic has impacted heavily on College events and external activity. Once engagement events have been scheduled a list of upcoming key events to be circulated to Board via email on a monthly basis by Board Secretariat 	Amber	
COMPLETED ACTION(S)							
2.1	Primary	Develop an external engagement plan for Board members, clearly aligned with the Edinburgh College Strategic Framework and KPIs.	c) Record board member engagement (e.g., at each Board of Management meeting), ensuring external engagement does not become a disproportionate commitment.	15 June 2021	Regional Chair / Board of Management / Corporate Development Committee / Board Secretariat	<ul style="list-style-type: none"> Board of Management, through its Corporate Development Committee, to record events attendance at each meeting. Annual attendance recorded by the Nominations Committee in its end of year reportage, which provides the basis for the Regional Chair's one-to-one meeting with Board members. 	Complete

3. CAPABILITY AND CULTURE	OVERALL STATUS: IN PROGRESS	R	A	G
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REF.	PRIMARY & SECONDARY RECOMMENDATIONS	ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
3.1	<p>Updated.</p> <p>Enhancing Induction and Development</p> <p>For AY 2021/22, plan a structured development programme for all members (including induction for new members).</p>	a) Aligned with the forward plan for key strategic BoM agenda items and the organisational strategy and KPIs.	14 June 2022	Board of Management / Executive Team / Board Secretariat	<ul style="list-style-type: none"> Induction and development activities to be aligned with development outlined under Actions 1.1 to 1.3 and 1.6. 	Amber
		b) Triangulated with a survey of member development priorities.	14 June 2022	Regional Chair / Board Secretariat	<ul style="list-style-type: none"> As part of the annual self-evaluation process Board members were asked to complete a survey – which included a section on development needs. The survey will be carried out in conjunction with the 1:1 meeting with the Chair of the Board. Feedback from the 2020/21 evaluation exercise was presented to the Board on 16 June 2020. The same process will be followed in 2021/22. 	Amber
		c) Aligned with and complementary to CDN's offer.	14 June 2022	Board Secretariat	<ul style="list-style-type: none"> New online events announced by CDN and communicated to Board members Complementary events list in the Governance Report to the Board on 29 September 2021. Organisation of the events in process with dates to be confirmed. 	Amber
		d) Enhanced induction process building upon the current meeting focussed approach.	14 June 2022	Regional Chair / Board Secretariat/ Principal	<ul style="list-style-type: none"> One-to-one meetings for new Board members with: <ul style="list-style-type: none"> The Chair: To discuss role in relation to strategic direction and performance monitoring, and arrangements for development and evaluation; The Vice Chair: To discuss role of senior independent member; The Principal & Executive Team: To address questions relating to College management structure, Strategic Plan and operations; The Board Secretary: To address questions relating to the national legislation, strategic developments and governance; Board Portal launched in November 2021. Portal includes all relevant induction and development materials. 	Amber

3.2	SECONDARY	Carried over. Board Skills, Diversity and Succession Planning	a) Consider co-opting an additional accountant to the Audit and Risk Assurance Committee, factoring in opportunities to broaden diversity along other measures, and possible future progression to the Board of Management.	14 June 2022	Regional Chair / Nominations Committee / Board Secretariat	<ul style="list-style-type: none"> The Nominations Committee to consider co-option again in 2021/22. 	Amber
COMPLETED ACTION(S)							
3.1	Primary	Enhancing Induction and Development For AY 2021/22, plan a structured development programme for all members (including induction for new members).	a) Development programme to include: <ul style="list-style-type: none"> - Two Strategy Days; - Thematic workshop(s); - Staged pre-reading on organisational strategy and Board forward planning. 	15 June 2021	Regional Chair / Board Secretariat/ Principal	<ul style="list-style-type: none"> Strategy Days and thematic workshops to be included in 2020/21 Board Planner. Pre-reading activities to be developed alongside Strategy Day and thematic workshop(s). 	Complete

3.2	Primary	Board Skills, Diversity and Succession Planning	<p>a) Updating of the Board skills matrix:</p> <ul style="list-style-type: none"> i. Enhancing HR/change management and financial expertise from desirable to essential, and prioritise these areas for the next recruitment round. ii. Adding college sector knowledge and experience to the 'education – universities/schools' criteria, or as its own separate item. iii. Consider how to embed aspects of cognitive diversity, specifically socioeconomic status, college experience and race/ethnicity to the skills matrix. iv. Formalising the college's gender aims in the matrix and consolidate and build on success in this area. 	22 September 2020	Regional Chair / Nominations Committee/ Board Secretariat	<ul style="list-style-type: none"> • Nominations Committee met on 03 June 2020 to consider non-executive recruitment arrangements and succession planning. • College sector knowledge and experience was added to the skill matrix and approved on 03 June 2020. <p>Nominations Committee met on 18 September 2020 to consider actions (iii) and (iv) in further detail. A new skills matrix was agreed, and the Committee not to include gender aims within the matrix at this current time.</p> <ul style="list-style-type: none"> • Equality, Diversity and Inclusion is now a standing item on the Nominations Committee agenda. • The Nominations Committee In November 2020 considered the College's gender aims in Board matrix and decided not to set a new gender target. 	Complete
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4. PROCESS, STRUCTURES AND MEASUREMENTS	OVERALL STATUS: IN PROGRESS	R	A	G
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REF.	PRIMARY & SECONDARY RECOMMENDATIONS	ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
4.2	<p>Carried over.</p> <p>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.</p>	<p>a) Review of existing induction and development materials.</p> <p>b) Slides/Information to be provided at induction days/development days relating to operation of Edinburgh College.</p> <p>c) Consider reintroduction of a paperless board system to allow access to governance and board materials.</p>	14 June 2022	Regional Chair / Nominations Committee	<ul style="list-style-type: none"> Current induction and development materials to be reviewed by the Nominations Committee in AY2021/22. Board Secretariat to work with Chief Operating Officer and Vice Principals to produce slides / summary information to support Board members understanding of College operations/functions. Documentation to be made available to Board members in AY2021/22. Board Portal launched in November 2021. Training provided to Board members on the functionality of MS Teams and materials continued to be uploaded to the site. 	Amber
4.3	<p>Carried over.</p> <p>The Board should consider whether the Chair of the Audit and Risk Assurance Committee should hold other functions or sit on other committees.</p>	<p>a) Position of Chair of Audit & Risk Assurance Committee to be considered within current governance structures, and against best practice guidance.</p>	14 June 2022	Regional Chair / Nominations Committee	<ul style="list-style-type: none"> Current Chair of the Audit & Risk Assurance Committee's tenure due to end on 01 March 2022. Regional Chair to consider succession planning arrangements in AY2021/22, prior to the current Chair of the Audit & Risk Assurance Committee stepping down. Nominations Committee to propose membership changes to the Board on 14 December 2021. 	Amber
COMPLETED ACTION(S)						
4.1	<p>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.</p>	All committee minutes to include cover sheet outlining main points / actions agreed.	22 September 2020	Committee Chairs / Board Secretariat	<ul style="list-style-type: none"> Minutes reported to 16 June 2020 meeting of the Board in new format. Reporting format positively received and will continue to be used from September 2020 onwards. 	Complete
4.4	<p>Students should participate in all committees apart from Audit and Risk Assurance Committee, with holistic consideration given to the demands placed on student representatives.</p>	Student representation on committees to be reviewed.	15 June 2021	Regional Chair / Principal / Nominations Committee	<ul style="list-style-type: none"> The Board agreed on 22 September 2020 that Student Board Members would attend all committees of the Board, except for the Audit & Risk Assurance Committee. All terms of reference have now been updated. 	Complete

Title	Health & Safety – RIDDOR Report
Appendices	None
Disclosable under FOISA	Yes
Primary Contact	Andy Bambery, Health & Safety Manager
Date of Production	22.11.21
Action Required	Information

1. RECOMMENDATIONS

The Board of Management are asked to note the information provided in this RIDDOR Report for Quarter 1 (from 01 August 2021 to 30 October 2021).

2. PURPOSE OF REPORT

This report provides a summary of RIDDOR (The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) reportable accidents and incidents within Edinburgh College for the reporting period of Quarter 3, 2020/21.

3. RIDDOR INCIDENTS

Over the reporting period there were **0** RIDDOR reportable incidents.

4. IMPACT AND IMPLICATIONS

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.

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.

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:

- Delivering a Superb Student Experience
- Supporting and Inspiring Our People
- An Effective and Efficient College



For the future you want

Title	Board of Management Agenda Planner 2021/22
Appendices	None
Disclosable under FOISA	Yes
Primary Contact	Marcus Walker, Clerk to the Board and Governance Advisor
Date of Production	07.12.21
Action Required	Information

1. RECOMMENDATIONS

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

2. PURPOSE OF REPORT

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

3. DETAIL

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

3.1 22 MARCH 2022

- STRATEGIC DISCUSSION: DRAFT STRATEGIC FRAMEWORK
- 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

3.2 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

3.3 SEPTMEBER 2022 (DATE TO BE CONFIRMED)

- EDINBURGH COLLEGE DEVELOPMENT TRUST ANNUAL UPDATE

- STRATEGIC DISCUSSION: TBC
- EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT
 - ECSA Quarterly Report
 - ECSA Annual Priority Objectives 2022/23
- COMMITTEE BUSINESS
 - POLICY & RESOURCES COMMITTEE
 - Minutes (TBC)
 - Recruitment & Retention Dashboard
 - Management Accounts to July 2022
 - AUDIT & RISK ASSURANCE COMMITTEE
 - Summary Top Risk Register
 - ACADEMIC COUNCIL
 - Minutes (TBC)
 - CORPORATE DEVELOPMENT COMMITTEE
 - Minutes (TBC)
- PRINCIPAL & CHIEF EXECUTIVE REPORT
- GOVERNANCE REPORT
- NATIONAL REPORT
- HEALTH & SAFETY ANNUAL REPORT 2021/22
- FREEDOM OF INFORMATION ANNUAL REPORT 2021/22

4. IMPACT AND IMPLICATIONS

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

5. LINKS TO STRATEGIC PLAN AND KPIs

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

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