

BOARD OF MANAGEMENT

AGENDA

A meeting of the Board of Management will be held at 14:00 hours on Tuesday 26 September 2023 in the Boardroom, Granton Campus.

		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>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.	EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT	L Morrison	D Attached
7.	FOR APPROVAL		
7.1.	HEALTH & SAFETY ANNUAL REPORT 2022/23 & POLICY 2023/24	A Bamberry	E
7.2.	EDINBURGH COLLEGE STRATEGIC PLAN & PILLAR STRATEGIES	Executive	F
	7.2.1 Curriculum Strategy 2022-25		
	7.2.2 Finance Strategy 2023-26		
	7.2.3 People Strategy 2023-26		
	7.2.4 Commercial Strategy 2023-26		
	7.2.5 Digital Strategy 2022-25		
8.	FOR DISCUSSION		
8.1.	RISK APPETITE STATEMENT DEVELOPMENT	S Cook / A Williamson	G

The Risk Appetite Statement Development is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 27, Information Intended for Future Publication

- 8.2. COMMITTEE BUSINESS
- 8.2.1. Planning & Resources Committee
 Recruitment, Retention & Credits Dashboard J Pearson H **Attached**
 Management Accounts Summary to July 2023 A Williamson I **Attached**
 College Budget 2023/24 Update A Williamson Pres.
- 8.2.2. Corporate Development Committee
 Corporate Development Committee Annual F Doring J **Attached**
 Report 2023
- 8.3 GOVERNANCE REPORT M Walker K **Attached**
9. ANY OTHER COMPETENT BUSINESS
- 9.1 Board Reflections / Feedback
10. FOR INFORMATION
- 10.1. Freedom of Information Annual Report 2022/23 L **Attached**
 10.2. [Planning & Resources Committee Minutes 31.08.23](#) M
 10.3. [Corporate Development Committee Minutes 07.09.23](#) N
 10.4. [Learning, Teaching & Student Experience Committee Minutes 08.09.23](#) O
11. FOR CIRCULATION
- 11.1. [Education Scotland Progress Visit Report](#)
 11.2. [Top Level Risk Register September 2023](#)
 11.3. [Board of Management: Agenda Planner 2023/24](#)
12. CLOSED ITEM(S) OF BUSINESS
- 12.1 Closed Minutes of the Previous Meeting Chair P
for approval
13. DATE OF NEXT MEETING: 12 December 2023
- 13.1 Upcoming Committee & Strategy Event Dates
 Audit & Risk Assurance Committee 11 October 2023
 Board Strategy Session 1 November 2023
 Planning & Resources Committee 16 November 2023
 LTSE Committee 17 November 2023
 Audit & Risk Assurance Committee 22 November 2023
 Corporate Development Committee 23 November 2023

Title	Edinburgh College Students' Association Report
Appendices	Appendix 1: ECSA Priority Objectives 2023/24
Disclosable under FOISA	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>
Primary Contact	Marcus Walker, Board Secretary
Date of Production	19.09.23
Action Required	For Approval <input type="checkbox"/> / For Discussion <input checked="" type="checkbox"/> / For Information <input checked="" type="checkbox"/>
Aligned to Strategic Risk	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/> (If 'yes' please complete Section 5.3)

1. RECOMMENDATIONS

The Board of Management are asked to NOTE the ECSA quarterly update and CONSIDER the 2023/24 ECSA Priority Objectives.

2. PURPOSE OF REPORT

To update the Board on the various activities of EC Students' Association for the months of July, August, and September 2023.

3. KEY INSIGHTS

3.1 Recent events

3.1.1 Summer Training & Induction Programme

Background

Skye, Luna and Jon began their new roles on 1st July 2023. With Skye and Luna returning to the team in different positions, and Jon an entirely new Full-Time Officer, this summer's training programme was crucial to reset and focus on the year ahead.

EC Students' Association Residential Training

The Association's Full-Time Officers and staff team took part in a three-day residential training event at the University of Stirling. The three Full-Time Officers received tailored training led by our Director through a series of workshops and presentations, culminating in a full day of planning for our Priority Objectives on the last day of the event. This event has proved invaluable to helping the Full-Time Officers with the extremely steep learning curve of their new roles, as well as giving time and space to build the team right at the beginning of their terms. The resulting Priority Objectives (outlined in a separate paper) are a testament to the productivity of this annual event.

NUS Scotland College Officers Lead & Change Event

The second week in July saw the Officer team connect with their counterparts from College Students' Associations from across Scotland in a two-day training event delivered by the National Union of Students (NUS) Scotland. It is part of their Developing College Students' Associations project, funded directly from the Scottish Funding Council to help College SAs be as effective as possible. The event took place in person at City of Glasgow College, and gave the Officers the opportunity to meet each other, develop networks, and share ideas.

'That's Quality!' sparqs Residential Event

Another organisation that we work closely with is sparqs (Student Partnerships in Quality Scotland), who are again funded by the Scottish Funding Council and managed through NUS Scotland. They exist to support students, officers, and Students' Associations to engage effectively in the quality assurance and enhancement processes, ensuring the student voice is at the centre of improving the Learning & Teaching experience. Our President, Skye, attended this event at Queen Margaret University in August, alongside education-focussed College Full-Time Officers from across the country.

CDN Student Board Member Induction Training

Luna (VP Welfare) and Jon (VP Activities) attended the above event, which was hosted online by the College Development Network over two days. Colleagues from NUS Scotland and sparqs were involved alongside guest speakers from Colleges who discussed how College Boards work, the legal requirement of Student Officers to be part of Boards, and incredibly valuable role they serve as Board Members.

3.1.2 Priority Objectives 2023-24

Beginning at the EC Students' Association Residential, and published at the start of term, we are excited to outline our Priority Objectives for the year ahead. A more detailed description is included in a separate paper, but the headline objectives are:

- **Small Talk with Skye: Small Stage, Big Topics**

Plan and deliver a series of events where external organisations, College representatives and students are given an opportunity to discuss current affairs.

- **Mental Health & Wellbeing Fairs**

Host wellbeing events before major holidays to survey the wellbeing of our students at Edinburgh College and promote on-campus and external resources for students.

- **Showcasing student musical talent**

Promotion of the arts through the creation of professional and social opportunities.

- **Reverse-shadowing programme**

Arranging for College Board Members to shadow a Full Time Officer for a day.

- **LGBTQ+ friendly classrooms**

Training staff and raising awareness of the importance of LGBTQ+ friendly classrooms.

- **Societies fairs – student groups on campus**

Create established societies which bring communities of students together to socialise, get support and have fun.

- **Student-Parent Lunch Club**

Provide an opportunity for students who are also parents to build their networks and socialise together.

- **Registering Students to Vote**

Significantly increase student voter registration and active participation in parliamentary elections.

- **Engaging students through Clubs and Awareness Days**

To increase student engagement by establishing new clubs and running awareness day stalls and events, to educate and show support to students.

3.1.3 Freshers' Week 2023

This year's Freshers' Week saw us host three events at Sighthill, Granton and Milton Road campuses during the first teaching week of term. Unfortunately, Midlothian's event had to be cancelled due to national and local strike action – we intend to reschedule this later in the semester. We worked in partnership with student events company Native to bring external partners on to each campus, including Lothian Busses, JustEat, the Woodland Trust and Fast Forward, each of which distributed freebies and information to students.

At the EC Students' Association stall, we ran games, activities, promoted the Clubs & Societies we are running this year, and gave out free period products and condoms to students. We hope that our engagement activities and visibility on campus at the start of the year shows students that we are here for them, whenever they need us. It was agreed that on every campus, the Freshers' Events brought back a much-needed buzz that had not been experienced by the student community since before the pandemic.

3.1.4 EC Students' Association Response to Strike Action

The start of this academic year has been impacted by industrial action. We have heard from several students how this is impacting their studies, as well as making them worried and confused and in some cases, considering leaving College altogether. We are keen for College Management and Union Representatives to resolve this dispute as quickly as possible so that it doesn't prevent students, who may already have experienced barriers to their education, from pursuing their goals. We have asked students to [share with us](#) how the strikes are impacting their experience and we will draw on these answers when meeting with decision-makers in the coming weeks.

3.2 Current & Upcoming events

3.2.1 EC Students' Association Board of Trustees recruitment

Following the recent refresh of our Constitution, which the Board signed off in June 2023, we now are rebuilding the EC Students' Association Board of Trustees. Recruitment of our three External Trustees began in July. The roles were advertised on the EC Students' Association website, with additional promotion on Goodmoves, LinkedIn, Volunteer Scotland (East Lothian and Edinburgh).

We will be conducting interviews in the week beginning 18th September. We are grateful to Nick Croft, Director of Communication, Policy, and Research, for his help in the recruitment process. After the External Trustees have been appointed, our next step is to reach out to the EC student community to fill the two currently vacant Student Trustee positions. We hope to have our first full board meeting in October/November 2023.

3.2.2 Online Engagement

Discord Server

Following the success of the Discord Server (launched August 2022), we continue to run this online community for students. The server is only accessible to people who register with an Edinburgh College email address, thus keeping it a safe and secure

online space for students to meet, organise, and chat with students who they may not have otherwise met.

Social Media Channels

As well as running our social media channels, we also send out a monthly newsletter to all Edinburgh College students, which keeps them up to date with key information. This Autumn, we are recruiting two new Student Engagement Assistants, who will help us to create tailored content for each of our online platforms, as well as assist us with running activities and events.

We also developed some more formal videos, including our [general intro and welcome video](#) as well as the new [Class Rep Recruitment video](#), which will be shown in classes over the coming weeks. We will continue to develop key video content for priority messages throughout the year.

3.2.3 Go Green Hubs

Our Go Green Hubs continue to go from strength to strength: last year we saved 7.5 metric tonnes of food and 3.5 metric tonnes of clothes, books and accessories from going to landfill. This term, SwapShops and Community Fridges will continue to run on all four campuses, with weekly food deliveries restocking the Community Fridges with fresh food once per week for the whole academic year.

3.2.4 Free Breakfasts for Students

Last year's Breakfast Club proved very popular with students, helping them to combat the cost-of-living crisis. However, it was a major undertaking for EC Students' Association, and not one that was sustainable in the long term. As a result, we are now partnering with Gather & Gather, who are running a free breakfast club offer easily accessible of tea, coffee, toast and fruit (with additional offers of porridge and gluten-free bread behind the shop counter). This offer is available from 8.30-9.30am daily on each campus. This model allows the service to run every weekday, in comparison with last year, when Breakfast Club ran for three days per week.

3.2.5 Class Rep Recruitment

The Full-Time Officer team have created a new introductory video explaining how the [Class Rep recruitment](#) system works, which LDTs and tutors can screen to their classes while they elect or select their Class Reps. We continue to run our registration system working closely with LDTs, and Course Tutors, offering a range of on-campus or online training sessions for newly elected Class Reps over two weeks in October. We feel that the successful recruitment of high numbers of Class Reps could be impeded by ongoing strike action, which may have a negative impact when asking students to complete surveys and give feedback on the student experience.

4. IMPACT AND IMPLICATIONS

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

The Board approved the 2023/24 EC Students' Association funding bid in June 2023. The Students' Associations funding for the academic year was subsequently finalised in the College Budget 2023/24.

5. ALIGNMENT TO STRATEGIC PLAN / KPIs / RISK REGISTER

5.1 Alignment to Edinburgh College Strategic Pillars [Indicate with an 'X' which Strategic Pillar this paper supports]:

Curriculum Strategy	<input checked="" type="checkbox"/>	Finance Strategy	<input type="checkbox"/>	People Strategy	<input type="checkbox"/>
Commercial Strategy	<input type="checkbox"/>	Digital Strategy	<input type="checkbox"/>	Other	<input type="checkbox"/>

5.2 Relevant Key Performance Indicators [Indicate with an 'X' which performance indicators this paper supports]:

Student Success	<input checked="" type="checkbox"/>	Credit Target	<input checked="" type="checkbox"/>	Equality, Diversity & Inclusion	<input checked="" type="checkbox"/>
Student Satisfaction	<input checked="" type="checkbox"/>	Adjusted Operating Position (AOP)	<input type="checkbox"/>	Staff Costs	<input type="checkbox"/>
Student Retention	<input checked="" type="checkbox"/>	Non-SFC Income	<input type="checkbox"/>	Staff Engagement	<input type="checkbox"/>
Student Enrolments	<input type="checkbox"/>	Gross Carbon Footprint	<input checked="" type="checkbox"/>	Partner Engagement	<input type="checkbox"/>

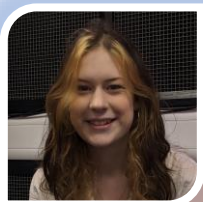
5.3 Alignment to the Top-Level Risk Register [Strategic risk information should be copied directly from the most recent TLRR]:

Strategic Risk(s)	Risk Score*		
(2) STUDENT RETENTION AND ATTAINMENT Executive Lead(s): VP Education & Skills / VP Innovation Planning & Performance Lead Committee: Planning & Resources Committee	Inherent (Gross) Risk		
	<i>Probability</i>	<i>Impact</i>	<i>Score</i>
	4	5	20
	Residual (Net) Risk		
	<i>Probability</i>	<i>Impact</i>	<i>Score</i>
	3	5	15
	Movement		↓

*Risk Score Key: 0-10 Low Risk; 11-15 Moderate Risk; 16-25 High Risk. [Further information on risk scoring can be found in the [EC Risk Management Policy & Procedure](#)]

Priority Objectives 2023-24

Priority Objective	Summary	Lead Officer
Small Talk with Skye: Small Stage, Big Topics	Plan and deliver a series of events where external and College representatives and students are given an opportunity to discuss current affairs, in order to empower and educate students and to increase their participation in civic life	Skye, President
Mental Health & Wellbeing Fairs	Develop and host wellbeing events before major holidays to survey the wellbeing of our students at Edinburgh College throughout the year as well as promote on campus and external resources for students to use	Luna, VP Welfare
Showcasing student musical talent	Promotion of the arts through the creation of professional and social opportunities in order to provide opportunities for student musicians and engagement through musical events	Jon, VP Activities
Reverse-shadowing programme	Build relationships and promote the work of the EC Students' Association by arranging for College Board Members to shadow a Full Time Officer for a day, in order to improve the understanding of the realities of the student experience at Edinburgh College.	Skye, President
LGBTQ+ friendly classrooms	Develop LGBTQ+ materials throughout the year to be used in on-campus workshops with the purpose being presented to staff and spreading awareness on the importance of LGBTQ+ friendly classrooms	Luna, VP Welfare
Societies fairs – student groups on campus	Create established societies specifically aimed to bring communities of students together to socialise, get support and have fun – helping to enhance the social student experience at college	Jon, VP Activities
Student-Parent Lunch Club	Build the student community and promote EC Students' Association's services by creating a Student-Parent Lunch Club, which will provide them with an opportunity to build networks and socialise together.	Skye, President
Registering Students to Vote	Significantly increase student voter registration and active participation in parliamentary elections in order to assure representation for underrepresented demographics	Luna, VP Welfare
Awareness Days & engaging students through Clubs	To increase student engagement by running awareness day stalls and events to educate and show support to students, and creating clubs to encourage students to socialise through common hobbies and interests	Jon, VP Activities



Skye Marriner, President

- Small Talk with Skye: Small Stage, Big Topics
- Reverse-shadowing programme
- Student-Parent Lunch Club



Luna Morrison, Vice President Welfare

- Mental Health & Wellbeing Fairs
- LGBTQ+ friendly classrooms
- Registering Students to Vote



Jon Craig, Vice President Activities

- Showcasing student musical talent
- Societies fairs – student groups on campus
- Awareness Days & engaging students through Clubs

Title	Edinburgh College Strategic Plan: Strategic Pillars
Appendices	Appendix 1: Curriculum Strategy 2022-26 Appendix 2: Finance Strategy 2023-26 Appendix 3: People Strategy 2023-26 Appendix 4: Commercial Strategy 2023-26 Appendix 5: Digital Strategy 2022-25
Disclosable under FOISA	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>
Primary Contact	Mike Jeffrey, Vice Principal Corporate Development
Date of Production	19.09.23
Action Required	For Approval <input checked="" type="checkbox"/> / For Discussion <input checked="" type="checkbox"/> / For Information <input type="checkbox"/>
Aligned to Strategic Risk	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/> (If 'yes' please complete Section 5.3)

1. RECOMMENDATIONS

The Board of Management are asked to CONSIDER and APPROVE the five Strategic Pillar documents ([Appendices 1 to 5 – URL Links embedded](#)).

2. PURPOSE OF REPORT

To provide the Board of Management with an opportunity to consider the five Strategic Pillar documents, relating to Curriculum, Finance, People, Commercial and Digital.

If approved, the full suite of Pillar Strategies will be reviewed by a copywriter to ensure consistency and alignment with the Edinburgh College Strategic Plan.

3. KEY INSIGHTS

3.1 Edinburgh College Strategic Plan

The Edinburgh College Strategy Plan, as approved by the Board of Management on 13 December 2022, can be viewed [here](#).

The Strategic Framework, 'Our Strategy Our Future' is built upon five Pillar Strategies: Curriculum Strategy; Finance Strategy; People Strategy; Commercial Strategy; Digital Strategy.

Draft versions of each of the Pillar Strategies were considered, and endorsed, by the appropriate committee of the Board over recent months.

3.2 Curriculum Strategy 2022-25 ([Appendix 1](#))

The updated and refreshed Curriculum Strategy for Edinburgh College aims to demonstrate how the College will deliver a curriculum that addresses skills gaps and

shortages, meeting the needs of employers and community stakeholders and, in doing so, contributes to the economic and social needs of the region. This Curriculum Plan will drive changes to the estate, reverse the downward trend in enrolments and put the College on a more sustainable basis for the future.

Further to this, the Strategy also outlines the key drivers influencing the development of the curriculum for the region and sets out our key priorities for the coming years.

The Curriculum Strategy 2022-25, as reviewed by the LTSE Committee on 8 September 2023, will be presented to the Board of Management by the Vice Principal Education & Skills.

3.3 Finance Strategy 2023-26 ([Appendix 2](#))

This medium-term financial strategy underpins the College's new strategic plan in supporting learning and teaching, improving IT infrastructure, systems and digital services, maintaining the College estate, investing in non-SFC growth, and continuing to invest in the College workforce.

The Financial Strategy 2023-26, as reviewed by the Planning & Resources Committee on 31 August 2023, will be presented to the Board of Management by the Chief Operating Officer.

3.4 People Strategy 2023-26 ([Appendix 3](#))

The vision outlined within the Edinburgh College Strategic Plan can only be achieved through our people reaching their full potential. The People Strategy sets out the College's aspirations to be an employer of choice, committed to enabling employee growth, responding to workforce needs, establishing a feedback culture, nurturing respectful communication and fostering diversity, equity and inclusion.

The People Strategy 2023-26, as reviewed by the Planning & Resources Committee on 31 August 2023, will be presented to the Board of Management by the Vice Principal Corporate Development.

3.5 Commercial Strategy 2023-25 ([Appendix 4](#))

The draft Commercial Income Strategy 2023-2026 is aligned to National Priorities and regional growth, with a focus on Health & Social Care, Renewables & Green Skills, Construction, Digital Technologies, Creative Industries, Administrative & Support services and Financial Services.

The strategy also aligns to the new College Strategic framework by seeking to maximise opportunities for employer-led, work-integrated learning and teaching, with a greater focus on project-based, industry relevant assessment across the whole curriculum.

Ambitious commercial growth targets will be established on an annual basis across four priority areas, with activities facilitated by improved systems and processes, state-of-the-art facilities, and enhanced business intelligence.

The Commercial Strategy 2023-26, as reviewed by the Corporate Development Committee on 8 June 2023, will be presented to the Board of Management by the Vice Principal Corporate Development.

3.6 Digital Strategy 2022-25 ([Appendix 5](#))

In 2020, the Board of Management approved a Digital Strategy 2020-25, which outlined a vision for Edinburgh College *“to be a leading College in the UK for digital learning, teaching and operations, with data driven innovation at its core”*.

Whilst the Digital Strategy remains current until 2025, it has been refreshed to align with the new Edinburgh College Strategic Plan. The refreshed Strategy aims to put Edinburgh College at the forefront of improving business performance in an increasingly technology driven environment, where the pace of change moves at an exponential rate.

The use of digital technologies will continue to be a defining feature of the College’s performance and is critical to ‘future proofing’ our curriculum, how we deliver learning, and reimagining current business processes. What we deliver and how we deliver, aligned to our long-term financial sustainability, will be heavily dependent on our digital capacity - in terms of our digital proposition for staff, students, and stakeholders.

The Digital Strategy 2022-25, as reviewed by the Planning & Resources Committee on 31 August 2023, will be presented to the Board of Management by the Vice Principal Innovation, Planning & Performance.

4. IMPACT AND IMPLICATIONS

The Board of Management provides overall strategic leadership for Edinburgh College. The Board is responsible for formulating and agreeing strategy by identifying strategic priorities and providing direction within a structured planning framework.

The Pillar Strategies each have significant impact on the ability of the College to achieve its overarching strategic vision.

5. ALIGNMENT TO STRATEGIC PLAN / KPIs / RISK REGISTER

5.1 Alignment to Edinburgh College Strategic Pillars *[Indicate with an ‘X’ which Strategic Pillar this paper supports]:*

Curriculum Strategy	<input checked="" type="checkbox"/>	Finance Strategy	<input checked="" type="checkbox"/>	People Strategy	<input checked="" type="checkbox"/>
Commercial Strategy	<input checked="" type="checkbox"/>	Digital Strategy	<input checked="" type="checkbox"/>	Other	<input type="checkbox"/>

5.2 Relevant Key Performance Indicators *[Indicate with an ‘X’ which performance indicators this paper supports]:*

Student Success	<input checked="" type="checkbox"/>	Credit Target	<input checked="" type="checkbox"/>	Equality, Diversity & Inclusion	<input checked="" type="checkbox"/>
Student Satisfaction	<input checked="" type="checkbox"/>	Adjusted Operating Position (AOP)	<input checked="" type="checkbox"/>	Staff Costs	<input checked="" type="checkbox"/>
Student Retention	<input checked="" type="checkbox"/>	Non-SFC Income	<input checked="" type="checkbox"/>	Staff Engagement	<input checked="" type="checkbox"/>

Student Enrolments	<input checked="" type="checkbox"/>	Gross Carbon Footprint	<input checked="" type="checkbox"/>	Partner Engagement	<input checked="" type="checkbox"/>
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5.3 Alignment to the Top-Level Risk Register [Strategic risk information should be copied directly from the most recent TLRR]:

Strategic Risk(s)	Risk Score*		
Covers all strategic risks outlined in the TLRR .	Inherent (Gross) Risk		
	Probability	Impact	Score
	-	-	-
	Residual (Net) Risk		
	Probability	Impact	Score
	-	-	-
	Movement (since last review)		-

*Risk Score Key: 0-10 Low Risk; 11-15 Moderate Risk; 16-25 High Risk. [Further information on risk scoring can be found in the [EC Risk Management Policy & Procedure](#)]

Title	Recruitment, Retention & Credits Dashboard
Appendices	Appendix 1: AY 2023/24 Enrolment Data
Disclosable under FOISA	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>
Primary Contact	Jonny Pearon, Vice Principal Education & Skills
Date of Production	14.09.23
Action Required	For Approval <input type="checkbox"/> / For Discussion <input checked="" type="checkbox"/> / For Information <input checked="" type="checkbox"/>
Aligned to Strategic Risk	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/> (If 'yes' please complete Section 5.3)

1. RECOMMENDATIONS

The Board of Management are asked to NOTE the final credit position from AY 2022/23 and DISCUSS the current enrolments position for AY 2023/24.

2. PURPOSE OF REPORT

- To outline that the College has achieved 98% of its Activity Target for AY 2022/23 and has therefore avoided a potential SFC clawback.
- To give a detailed update enrolments for AY 2023/24 including year-on-year comparisons.

3. KEY INSIGHTS

3.1 Progress Against Activity Target for AY 2022/23

Activity Target	98% of Target	Current Credit Total	Current % against Target
183,174	179,510	179,632	98.1%

The College, subject to the completion of the annual FES audit, has achieved 98.1% of its annual activity target and has avoided the potential of an SFC clawback by 122 credits.

For information, the AY 2023/24 Activity Target is 164,856. This represents at 10% cut in credits but the funding has remained the same i.e., the credit value has been increased.

3.2 Enrolments AY 2023/24

Appendix 1 provides a detailed overview of Enrolments for AY 2023/24 to date.

4. IMPACT AND IMPLICATIONS

Financial Implications. Failure to achieve 98% of the activity target could have resulted in a financial clawback, this has been avoided.

Strategy Implications. The reduction in enrolments in specific curriculum areas highlights the need for further curriculum re-shaping as outlined in detail in the new Curriculum Strategy.

5. ALIGNMENT TO STRATEGIC PLAN / KPIs / RISK REGISTER

5.1 Alignment to Edinburgh College Strategic Pillars [Indicate with an 'X' which Strategic Pillar this paper supports]:

Curriculum Strategy	<input checked="" type="checkbox"/>	Finance Strategy	<input checked="" type="checkbox"/>	People Strategy	<input type="checkbox"/>
Commercial Strategy	<input type="checkbox"/>	Digital Strategy	<input type="checkbox"/>	Other	<input type="checkbox"/>

5.2 Relevant Key Performance Indicators [Indicate with an 'X' which performance indicators this paper supports]:

Student Success	<input type="checkbox"/>	Credit Target	<input checked="" type="checkbox"/>	Equality, Diversity & Inclusion	<input type="checkbox"/>
Student Satisfaction	<input type="checkbox"/>	Adjusted Operating Position (AOP)	<input checked="" type="checkbox"/>	Staff Costs	<input type="checkbox"/>
Student Retention	<input checked="" type="checkbox"/>	Non-SFC Income	<input type="checkbox"/>	Staff Engagement	<input type="checkbox"/>
Student Enrolments	<input checked="" type="checkbox"/>	Gross Carbon Footprint	<input type="checkbox"/>	Partner Engagement	<input type="checkbox"/>

5.3 Alignment to the Top-Level Risk Register [Strategic risk information should be copied directly from the most recent TLRR]:

Strategic Risk(s)	Risk Score*		
(2) STUDENT RETENTION AND ATTAINMENT Executive Lead(s): VP Education & Skills / VP Innovation Planning & Performance Lead Committee: Planning & Resources Committee	Inherent (Gross) Risk		
	Probability	Impact	Score
	4	5	20
	Residual (Net) Risk		
	Probability	Impact	Score
	3	5	15
32) FAILURE TO MEET SFC FUNDED ACTIVITY TARGETS AND FEES Executive Lead(s): VP Education & Skills / VP Innovation Planning & Performance Lead Committee: Planning & Resources Committee	Movement		
	↓		
	Inherent (Gross) Risk		
	Probability	Impact	Score
	4	5	20
	Residual (Net) Risk		
	Probability	Impact	Score
	4	5	20
	Movement		
	↑		

*Risk Score Key: 0-10 Low Risk; 11-15 Moderate Risk; 16-25 High Risk. [Further information on risk scoring can be found in the [EC Risk Management Policy & Procedure](#)]

Enrolments Comparison

		FT FE Enrolments					Target			FT HE Enrolments					Target	
		19/20	22/23	23/24	Difference		No	%		19/20	22/23	23/24	Difference		No	%
Creative Industries		902	772	813	5%		1137	72%		1,132	1,276	1,394	9%		1714	81%
	Art & Design	320	236	251	6%		316	79%		316	307	311	1%		366	85%
	Computing	263	233	281	21%		376	75%		299	186	240	29%		338	71%
	Media, Music & Sound Production	191	170	154	9%		257	60%		200	458	478	4%		553	86%
	Performing Arts & Photography	128	133	127	5%		188	68%		317	325	365	12%		457	80%
Construction & Engineering		957	941	762	19%		1247	61%		284	169	187	11%		246	76%
	Construction	267	288	210	27%		437	48%		69	23	35	52%		28	125%
	Engineering	690	653	552	15%		810	68%		215	146	152	4%		218	70%
Health, Wellbeing & Social Sciences		1630	1328	1288	3%		2314	56%		642	539	601	12%		700	86%
	Childhood Practice & SVQ Provision	240	144	152	6%		146	104%		127	77	90	17%		120	75%
	Health Professions & Social Services	497	468	423	10%		1,001	42%		177	134	145	8%		168	86%
	Routes into Education or Employment	249	242	293	21%		427	69%		0	0	0	0%		0	0%
	Social Sciences Incorporating ICS	339	257	202	21%		358	56%		97	113	97	14%		108	94%
	Sport & Fitness	305	217	218	0%		382	57%		241	215	269	25%		309	87%
Tourism and Hospitality		1,325	1,069	1,285	20%		2406	53%		793	491	354	28%		712	50%
	Community Based ESOL & Modern Languages	41	18	21	17%		40	53%		0	0	0	0%		0	0%
	Enterprise & Commerce	154	177	180	2%		308	58%		505	283	229	19%		412	56%
	ESOL	479	389	502	29%		1,259	40%		0	0	0	0%		0	0%
	Hair & Beauty	306	199	238	20%		279	85%		47	66	40	39%		64	63%
	Professional Cookery, Hospitality, Retail & Events	229	216	287	33%		343	84%		172	92	47	49%		154	31%
	Travel & Tourism, International & Commercial	116	70	57	19%		177	32%		69	50	38	24%		82	46%
		4814	4110	4148	0.9%		7104	58%		2851	2475	2536	2.5%		3372	75%

- FT FE Enrolments up by 0.9% year on year
- FT HE Enrolments up by 2.5% year on year

Title	Management Accounts to July 2023
Appendices	Appendix 1: Management Account to July 2023 – Executive Summary
Disclosable under FOISA	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>
Primary Contact	Ian Deed, Director of Finance & Estates
Date of Production	07.08.23
Action Required	For Approval <input type="checkbox"/> / For Discussion <input checked="" type="checkbox"/> / For Information <input checked="" type="checkbox"/>
Aligned to Strategic Risk	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/> (If 'yes' please complete Section 5.3)

1. RECOMMENDATIONS

The Board of Management are asked to DISCUSS and NOTE the Management Accounts to July 2023.

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 position.

3. KEY INSIGHTS

Appendix 1 contains an Executive Summary of the Management Accounts to July 2023.

A detailed version of the Management Accounts to July 2023 can be accessed via the Board Portal [here](#), along with Summarised Financial Performance Summary (see [here](#)).

4. IMPACT AND IMPLICATIONS

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

5. ALIGNMENT TO STRATEGIC PLAN / KPIs / RISK REGISTER

5.1 Alignment to Edinburgh College Strategic Pillars [Indicate with an 'X' which Strategic Pillar this paper supports]:

Curriculum Strategy	<input type="checkbox"/>	Finance Strategy	<input checked="" type="checkbox"/>	People Strategy	<input type="checkbox"/>
Commercial Strategy	<input type="checkbox"/>	Digital Strategy	<input type="checkbox"/>	Other	<input type="checkbox"/>

5.2 Relevant Key Performance Indicators [Indicate with an 'X' which performance indicators this paper supports]:

Student Success	<input type="checkbox"/>	Credit Target	<input checked="" type="checkbox"/>	Equality, Diversity & Inclusion	<input type="checkbox"/>
Student Satisfaction	<input type="checkbox"/>	Adjusted Operating Position (AOP)	<input checked="" type="checkbox"/>	Staff Costs	<input checked="" type="checkbox"/>
Student Retention	<input type="checkbox"/>	Non-SFC Income	<input checked="" type="checkbox"/>	Staff Engagement	<input type="checkbox"/>
Student Enrolments	<input type="checkbox"/>	Gross Carbon Footprint	<input type="checkbox"/>	Partner Engagement	<input type="checkbox"/>

5.3 Alignment to the Top-Level Risk Register [Strategic risk information should be copied directly from the most recent TLRR]:

Strategic Risk(s)	Risk Score*		
(33) FINANCIAL SUSTAINABILITY (INSUFFICIENT BUDGET / FUNDING TO COVER COST OF LIVING, JOB EVALUATION, EMPLOYER PENSION CONTRIBUTION INCREASES) Executive Lead: Chief Operating Officer Lead Committee: P&R Committee	Inherent (Gross) Risk		
	<i>Probability</i>	<i>Impact</i>	<i>Score</i>
	5	5	25
	Residual (Net) Risk		
	<i>Probability</i>	<i>Impact</i>	<i>Score</i>
	5	5	25
Movement		↔	

*Risk Score Key: 0-10 Low Risk; 11-15 Moderate Risk; 16-25 High Risk. [Further information on risk scoring can be found in the [EC Risk Management Policy & Procedure](#)]

**The following report provides an update on the financial position of
Edinburgh College at 31st July 2023**

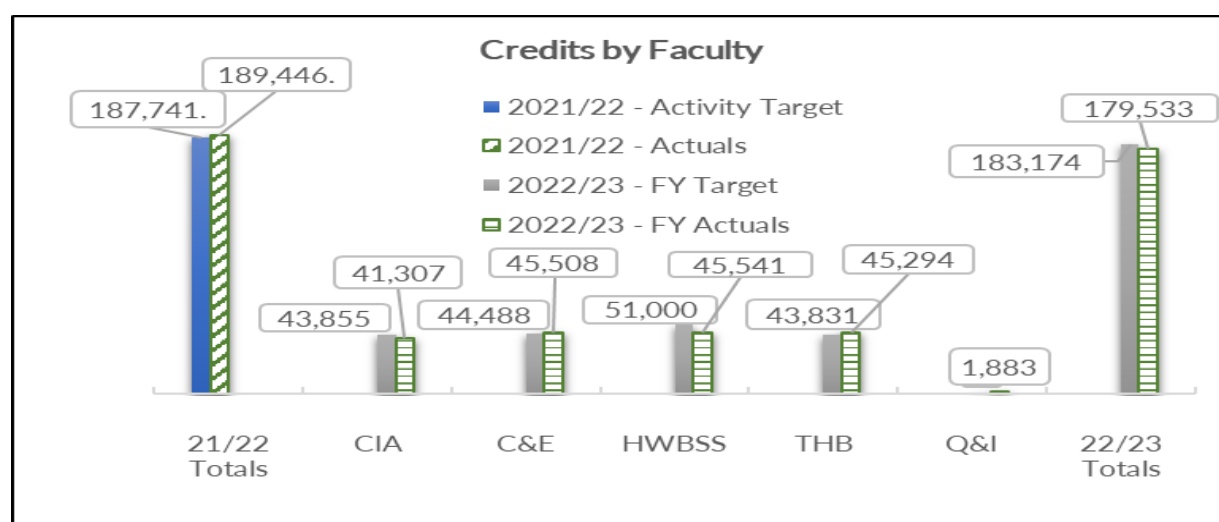
1. Credits and SFC Grants

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 (subject to final audit) its 2022/23 core credit targets, with actual credits achieved to date (as at 21st August) of **179,533 credits** (which falls within the SFC's 98% credit threshold). The "Credits by Department" table (below) shows a comparison of faculty performance for the year against full year (fy) targets.

The College has focused on cost reduction and revenue growth throughout the year, with the aim of delivering a balanced adjusted operating position (AOP). Key drivers of this have included improving commercial growth opportunities, containment of expenditure (in a climate of hyper-inflation), and identifying funds to service potentially higher than budgeted pay awards.



2. Adjusted Operating Position

	<u>Annual Budget 2022/23</u>	<u>Full Year Actuals 2022/23</u>	<u>Full Year Actuals 2021/22</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
As per SFC Measurement			
I&E Operating Position	(3,080)	(2,563)	(1,000)
Add:			
Depreciation net of deferred capital grant release	2,868	3,271	2,829
Deduct:			
Loan repayments and payments against provisions	839	842	1,915
Adjusted Operating Position	(1,051)	(134)	(86)

The College's 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 (saving a potential £524k of VS payments). The revised annual AOP budget was set at £1,051k deficit based on indicative unfunded phase 2 VS payments payable before 31 July 2023.

3 Income and Expenditure

	<u>Annual Budget 2022/23</u>	<u>Full Year Actuals</u>	<u>Full Year Variance</u>	<u>Full Year Actuals 2021/22</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Inc				
Funding Council Grants	51,958	53,985	2,026	54,446
Tuition Fees, Commercial & Other	15,382	15,945	564	14,666
Job Retention Scheme (JRS) Income	-	-	-	7
Deferred Income	2,688	2,845	157	2,857
Total Income	70,028	72,775	2,747	71,976
Staff Costs	50,397	51,003	(606)	51,287
Other Costs	16,138	16,917	(778)	14,271
Depreciation	5,557	6,116	(560)	5,686
Exceptional Support Costs	1,016	1,302	(286)	1,732
Total Expenditure	73,108	75,338	(2,230)	72,976
Operating (Deficit) / Surplus pre SSAP24 & pension revaluation adjustments)	(3,080)	(2,563)	518	(1,000)

The College's annual budget operating position is a deficit of £3,080k, which results in an adjusted operating **deficit** budget of £1,051k for the year (refer para 2).

The operating deficit for the year has settled at £2,563k (an improvement of £518k on the starting budget), resulting in an **AOP deficit of £134k**, which is a respectable out-turn given the unfunded £1.3m cost of VS payments (shown under exceptional support costs) together with the monies identified and then ring-fenced for additional COL awards. This compares to last month's forecast AOP deficit of £812k, which is a net favourable movement of £679k in month. A reconciliation of the movement between June 2023's forecast and the final out-turn for the year is shown below:

	AOP - (Deficit) / Surplus
	£k
June 23 AOP Projection:	(812)
July 23 AOP Final Out-turn:	(134)
Movement - Fav / (Adv)	679
Represented by - Fav / (Adv):	
Higher managing agents income (20/21 backdated claims)	62
Higher commercial income (largely HoR, bespoke, FWDF)	54
Higher other income (Midlothian Council SPF)	24
Credit threshold materially met - no GIA clawback	188
Holiday pay accrual	200
Lower net staffing (impact of VS & other leavers / lower additional hours claims than expected / vacancy churn)	151
	679

The full year favourable movement of £917k, at an AOP level, compared to the starting budget deficit of £1,051k comprises the following:

	£k - Fav / (Adv)
NTTF 2021/22 funding	124
YPG 2021/22 funding	345
YPG 2022/23 funding	291
ESF credits (2020/21 net over-achievement)	41
Tuition fees (FE/HE FT, SAAS, PT self-payers, assoc degrees & MA's)	(758)
Net Income - international, bespoke, scheduled courses, SDS, MR gym,	526
Net Bliss spa, training restaurants	
FWDF net income	(90)
Net Accommodation income (largely Dnipro)	289
Other income (inc bank interest, non SFC grants, World Skills, facilities hires, Innovation vouchers & vending)	292
Staffing (net potentially higher pay award)	(606)
VS costs (inc PILON & holiday pay)	(286)
Catering subsidy	(101)
Other operating expenditure (cost savings in premises, other teaching, transport, telecoms, H&S, ICT, training, admin, partnership and exam fees).	889
Net variable loan interest payable	(39)
Total affecting cash:	917

The I/E out-turn excludes the effects of the actuarial pension revaluation and SSAP24 pension provision movements, which will not be quantifiable until after 31st July 2023.

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

FTE	31/07/22	31/07/23	YTD Movement
Teaching	457.9	406.9	(51.0)
Support	498.3	488.0	(10.3)
	956.2	894.9	(61.3)

Staff numbers have decreased by 61.3 FTE (overall) since the beginning of the academic year, primarily driven by the 41 VS leavers in July 2023.

5. **Cash**

Opening cash	Year-end cash	Comments
01/08/2022	31/07/2023	
£'m.	£'m.	
5.5	5.7	Cash balance at the end of July is £5.7m, includes £0.9m of student support funds to be returned to the SFC and c£2.5m backdated 2022/23 cost of living pay increase (still under negotiation). In addition, there are some SFC funds and other grants which are to be spent in 2023/24 including mental health funding, access to sanitary products and City Deal monies, which total £0.7m.

6. **Capital Expenditure**

Opening Fixed Assets	Additions	Dep'n	Closing Fixed Assets	Comments
01/08/22	31/07/23	31/07/23	31/07/23	
£'m.	£'m.	£'m	£'m.	
178.8	1.9	(6.1)	174.6	Capital funding for 2022/23 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 £1.9m of 'work in progress' / capitalisations have incurred since the beginning of the academic year on building fabric, IT projects, and environmental initiatives. A further £0.01m of expenditure is committed. As part of the year-end review, £1.3m of capital spend has been allocated to expenditure in line with the College's accounting policies.

Title	Corporate Development Committee - Annual Report 2023
Appendices	Appendix 1: Corporate Development Terms of Reference
Disclosable under FOISA	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>
Primary Contact	Marcus Walker, Board Secretary
Date of Production	14.09.23
Action Required	For Approval <input checked="" type="checkbox"/> / For Discussion <input checked="" type="checkbox"/> / For Information <input type="checkbox"/>
Aligned to Strategic Risk	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/> <i>(If 'yes' please complete Section 5.3)</i>

1. RECOMMENDATIONS

The Board are asked to NOTE and DISCUSS the points raised within the Corporate Development Committee Annual Report 2023.

Further to this, the Board are asked to APPROVE an amendment to the Committee's Terms of Reference (Appendix 1).

2. PURPOSE OF REPORT

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

3. KEY INSIGHTS

3.1 Executive Summary

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

- **Strategic Development.** The Committee reviewed and endorsed the Commercial Strategy 2023-26, a 'Strategic Pillar' of the Edinburgh College Strategic Plan, at its meeting on 8 June 2023. Members engaged directly in the development of the Strategy which was considered in detail by the Corporate Development Committee at its December 2022 and February 2023 meetings.

In June 2023, the Committee endorsed an External Engagement Plan which provides a foundation for the successful delivery of Edinburgh College's strategic KPIs, including increased student recruitment and retention, effective public relations and stakeholder engagement, community learning and development, and increased commercial income.

Both the Commercial Strategy will be received by the Board of Management on 26 September 2023.

- **Granton Waterfront Nursery.** The Committee, in line with its oversight of commercial activity, receives updates on the performance of Nursery. Whilst it was acknowledged that the Nursery had performed well in the academic year 2022/23, it was agreed that a follow-up report would be presented to the Committee in May 2023 outlining scenarios and options for future planning.
- **Community Planning Partnership Engagement.** The Committee welcomed the high level of engagement between the College and its regional partners, which had advanced the shared agenda to reduced poverty related inequalities and improve positive outcomes for young people.
- **Terms of Reference (Appendix 1).** The Committee has been in-quorate on two occasions over the last 12 months. To ensure the effective operation of the Committee going forward, it is proposed that the 'Quorum' outlined in the Terms of Reference is changed from *'at least two of the Non-Executive Members and one other full member are in attendance'* to ***'at least three members of the Board, two of whom are Non-Executive Members, are in attendance'***.

3.2 Operation of the Committee

3.2.1 Operation / Report to the Board

The Corporate Development Committee met four times during the academic year 2022/23 to consider matters such as commercial and international income, stakeholder engagement, marketing and economic research and intelligence, business support, collaborations, and international development. The Committee was quorate at each of its meetings, except the scheduled meeting in February 2023. Following this inquorate meeting the Committee's membership was reviewed by the Board of Management.

Following a second in-quorate meeting in September 2023, the Committee proposed a change to its Terms of Reference which will be considered by the Board on 26 September 2023.

The minutes of each meeting of the Committee have been reported to the Board for its consideration. Members of the Corporate Development Committee are content that it has effectively discharged its responsibilities under its terms of reference.

3.2.2 Membership / Attendance

During the academic year 2022/23, the membership of the Committee consisted of three non-executive members; Gwen Raez (Chair), Ann Landels, and Fiona Doring, plus one Student Board Member and the Support Staff Board Member, Skye Marriner and Bruce Cassidy - respectively.

The tenure of Ann Landels as a Board Member ended on 9 February 2023. Following a review of Committee membership by the Board of Management on

28 March 2023, Stewart Darling (Non-Executive Member) joined the Committee.

For the academic year 2023/24, the Corporate Development Committee welcomed its first co-opted member, Kirsty MacKenzie, who was appointed by the Board – in line with its Co-option Procedure.

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

Marcus Walker (Board Secretary), Nick Croft (Director of Communications Policy and Research), and Shona Pettigrew (Director of Enterprise & Knowledge Exchange) attended each meeting of the Committee in the academic year 2022/23.

Audrey Cumberland, in her role as Principal & Chief Executive, attended meetings of the Corporate Development Committee in the academic year 2022/23 – as required.

At its meeting on 8 June 2023, the Committee undertook a self-assessment, based on the questionnaire created by the College Development Network. It was content with the operation of the Committee, and it identified several development points.

3.3 Strategic Role

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

On 8 June 2023, the Corporate Development Committee endorsed draft versions of the Commercial Strategy 2023-26 and an External Engagement Plan (- which provides a foundation for the successful delivery of the College's strategic KPIs). Both strategic documents align with the Edinburgh College Strategic Plan, which was approved by the Board in December 2022.

An EC Research Plan 2023-28, developed in response to the strategic ambitions of the College to improve the breadth, quality, and impact of its research activity, was also endorsed by the Committee in June 2023. To oversee the implementation of the Plan, the College has established the Edinburgh College Research Unit (ECRU) which brings together staff, students, and partners, including the Edinburgh College Development Trust, through a range of groups and activities.

3.4 Performance Monitoring

3.4.1 *Commercial, International and Alternative Funding*

The Corporate Development Committee continues to monitor the performance and risk associated with commercial, International, and alternative funding directly through a report presented by the Director of Enterprise & Knowledge Exchange. Following an update to the Committee in June 2023, members

noted that the Commercial and International Teams had performed strongly and exceed their 2022/23 income targets.

Further to the approval of the Commercial Strategy 2023-26, the Committee agreed that moving forward into 2023/24 it would increase its focus on the profitability of current contracts - to better understand how the College could reduce its financial shortfall through commercial income.

On 8 June 2023, the Committee received an update on the performance of the Granton Waterfront Nursery. It was subsequently agreed that a follow-up report would be provided to the Committee in May 2023 outlining scenarios and options for future planning.

3.4.2 Brand and Reputation

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

3.4.3 Partnerships

The Committee monitors performance relating to the College's engagement with Community Planning Partnerships (CPPs) at each meeting, through its Partnership Report. The terms of reference of the Committee clearly outline the role of the Corporate Development Committee in ensuring that the College continues to fulfil the specific duties placed upon it through the Community Empowerment (Scotland) Act 2015. Representatives from City of Edinburgh and Midlothian CPPs attended meetings of the Committee in 2021/22, with the East Lothian CPP providing its update on 23 November 2022.

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

3.5 Conclusion

The Corporate Development Committee agreed on 8 June 2023 that it was satisfied with its operation in 2022/23.

4. IMPACT AND IMPLICATIONS

It is good practice for the Board of Management to monitor all areas of performance that can impact on the College's viability.

5. ALIGNMENT TO STRATEGIC PLAN / KPIs / RISK REGISTER

5.1 Alignment to Edinburgh College Strategic Pillars *[Indicate with an 'X' which Strategic Pillar this paper supports]:*

Curriculum Strategy	<input type="checkbox"/>	Finance Strategy	<input type="checkbox"/>	People Strategy	<input type="checkbox"/>
Commercial Strategy	<input checked="" type="checkbox"/>	Digital Strategy	<input type="checkbox"/>	Other	<input type="checkbox"/>

5.2 Relevant Key Performance Indicators *[Indicate with an 'X' which performance indicators this paper supports]:*

Student Success	<input type="checkbox"/>	Credit Target	<input checked="" type="checkbox"/>	Equality, Diversity & Inclusion	<input type="checkbox"/>
Student Satisfaction	<input type="checkbox"/>	Adjusted Operating Position (AOP)	<input type="checkbox"/>	Staff Costs	<input type="checkbox"/>
Student Retention	<input type="checkbox"/>	Non-SFC Income	<input checked="" type="checkbox"/>	Staff Engagement	<input type="checkbox"/>
Student Enrolments	<input type="checkbox"/>	Gross Carbon Footprint	<input type="checkbox"/>	Partner Engagement	<input checked="" type="checkbox"/>

5.3 Alignment to the Top-Level Risk Register *[Strategic risk information should be copied directly from the most recent TLRR]:*

Strategic Risk(s)	Risk Score*		
(3) SHORTFALL IN COMMERCIAL INCOME Management Lead(s): VP Corporate Development / Director of Enterprise & Knowledge Exchange Lead Committee: Corporate Development Committee	Inherent (Gross) Risk		
	<i>Probability</i>	<i>Impact</i>	<i>Score</i>
	3	5	15
	Residual (Net) Risk		
	<i>Probability</i>	<i>Impact</i>	<i>Score</i>
	2	5	10
	Movement		↓

*Risk Score Key: 0-10 Low Risk; 11-15 Moderate Risk; 16-25 High Risk. *[Further information on risk scoring can be found in the [EC Risk Management Policy & Procedure](#)]*



CORPORATE DEVELOPMENT COMMITTEE TERMS OF REFERENCE

1. PURPOSE

- 1.1 To promote and retain oversight of stakeholder engagement, marketing and economic research, business development and partnerships, and international development at Edinburgh College.

2. AUTHORITY

- 2.1 The Committee operates under the authority of, and reports to, the Board.

3. ROLE & REMIT

- 3.1 To monitor, develop and advise the Board on the following matters:
 - 3.1.1 Commercial, International and Alternative Funding;
 - 3.1.2 Brand and Reputation;
 - 3.1.3 Relationships.
- 3.2 To consider and approve, where appropriate, the development and review of strategies relevant to the Committee's purpose.
- 3.3 To ensure that the College fulfils its statutory obligation under the 'Community Empowerment (Scotland) Act 2015', whereby the College: *'must co-operate with the other community planning partners in carrying out community planning' and 'contribute such funds, staff and other resources as the community planning partnership considers appropriate', with a view to improving, or contributing to an improvement in, the achievement of each local outcome'.*
- 3.4 To consider matters relating to community outreach and the participation of the college in the delivery of major partnership projects.
- 3.5 To consider beneficial links that may be made to advance the work of the Board and provide advice and support accordingly.
- 3.6 To keep under review the regional and national economy and market trends to help advise on the alignment of the curriculum.
- 3.7 To develop networks and support approaches that will grow non-SFC income for the College.

- 3.8 To monitor risks associated with commercial and international income and make appropriate recommendations to the Audit & Risk Assurance Committee.
- 3.9 To seek advice or make recommendations as appropriate to other Committees and the Board, in particular:
 - 3.9.1 To the Learning, Teaching & Student Experience Committee in respect of strategic commercial and international developments impacting on the curriculum.
 - 3.9.2 To the Nominations Committee in respect of brand and communications issues.
- 3.10 To review its operation annually and report any proposed changes to the Nominations Committee or the Board as appropriate.
- 3.11 To undertake other relevant duties as determined by the Board of Management.

4. MEMBERSHIP

- 4.1 There shall be at least five members of the Committee, three of whom must be Non-Executive Members (one of whom will act as Committee Chair), along with one Staff Member and one Student Member.
- 4.2 Additional Members may be co-opted but they shall not have voting rights.
- 4.3 The Vice Principal Corporate Development, the Director of Communications, Policy and Research, and the Director of Enterprise & Knowledge Exchange shall attend meetings of the Committee.
- 4.4 Members of the Senior Management Team shall be invited to attend meetings of the Committee as required.
- 4.5 The Principal and the Chair of the Board shall have the right of attendance at meetings.
- 4.6 The Board Secretary shall act as Clerk to the Committee.

5. QUORUM

- 5.1 The Committee will be quorate provided that at least three members of the Board, two of whom are Non-Executive Members, are in attendance.

6. FREQUENCY OF MEETINGS

- 6.1 Meetings of the Committee shall be held on a quarterly basis.

Title	Governance Report
Appendices	Appendix 1: TLRR Summary Graphic – September 2023 Appendix 2: Upcoming Board Relevant Events 2023/24 Appendix 3: Annual Evaluation 2022/23 – Progress Update
Disclosable under FOISA	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>
Primary Contact	Marcus Walker, Board Secretary
Date of Production	13.09.23
Action Required	For Approval <input type="checkbox"/> / For Discussion <input checked="" type="checkbox"/> / For Information <input checked="" type="checkbox"/>
Aligned to Strategic Risk	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> (If 'yes' please complete Section 5.3)

1. RECOMMENDATIONS

The Board is asked to NOTE the contents of the Governance Report and CONSIDER the following:

- The key strategic risks highlighted in the **Top-Level Risk Register Summary** (Para 3.3 refers).
- Progress updates on actions agreed as a part of the Board's **2022/23 Annual Appraisal process** (Para 3.6 refers).
- **National governance developments** further to the updates previously provided to the Board in June 2023 (Para 3.7 refers).

The Board are also asked to CONSIDER and APPROVE the following:

- There are no proposed changes to the Board's **Standing Orders or Scheme of Delegation** (Para 3.2 refers). The Board are asked to agree to a formal review of both documents before the end of the academic year.
- Progress against the **2022/23 Board Development Plan** (Para 3.5.1 refers) and completion of actions contained within.
- The **2023 External Effectiveness Review** (Para 3.5.2 refers) tender process and a recommendation relating to the commission of a third-party provider.

2. PURPOSE OF REPORT

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

3. KEY INSIGHTS

3.1 Non-Executive Board Member Tenure Extension

The tenure of Non-Executive Member (and Vice Chair of the Board), Alex Killick, has been extended for an additional three years. Mr. Killick's tenure will now end on 21 September 2026. Written confirmation of the extension to tenure was received from the Scottish Government on 28 August 2023.

3.2 Edinburgh College Governance Framework Review

The [Standing Orders of the Edinburgh College Board of Management](#) and its [Scheme of Delegation](#) were last formally reviewed September 2021.

It is proposed that the Governance Framework is reviewed by the Board of Management later this academic year, in detail, once the 2022 Code of Governance for Scotland's Colleges has been refreshed (see Para 3.7.2) and the 2023 External Effectiveness Review (Para 3.5.2 refers) concluded.

3.3 Top-Level Risk Register Summary

For Board members' consideration a Top-Level Risk Register (TLRR) Summary is included as [Appendix 1](#). [N.B. A verbal update on the TLRR Summary will be provided by the Chief Operating Officer on 26 September 2023]

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

3.4 Board Events / Activities

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

3.5 Board Effectiveness Review and Development Plan

3.5.1 Board Development Plan 2022/23

An updated 2022/23 Board Development Plan (to August 2023) can be viewed on the [Board Portal](#) which outlines the status of all recommendations, and actions, arising from both the 2019 Board Effectiveness Review and subsequent self-evaluations.

In line with the period covered by the 2022/23 Board Development Plan (ending on 31 July 2023), all actions within the Plan have been 'completed' – except for the following three points:

Ref. 1.4. To ensure that progress against the new Strategic Framework is satisfactory, the Board should agree to conduct an annual review.

Ref 2.1. Develop an external engagement plan for Board members, clearly aligned with the new Edinburgh College Strategic Plan and KPIs.

Ref. 3.1. Induction and development activities to be aligned the new Strategic Plan and KPIs.

It is expected that Actions 1.4 & 2.1 will be discussed and, if appropriate, agreed at the Board of Management on 26 September 2023. The Nominations Committee is expected to meet in November 2023 and will consider Action 3.1 within the context of the *Board Induction and Development Procedure*, which sits within its remit.

The Board of Management are asked to consider and approve the closure of the 2022/23 Board Development Plan, subject to further reporting on Action 3.1 following the next meeting of the Nominations Committee.

Next steps regarding a 2023/24 Development Plan are outlined under *Paragraph 3.4.2*, whilst short-term improvement actions arising from the 2022/23 Annual Appraisal Process can be viewed under *Paragraph 3.5*.

3.5.2 External Effectiveness Review 2023

The Code of Good Governance for Scotland's College states that boards must conduct an externally facilitated evaluation of their effectiveness every 3-5 years and submit an evaluation report to the SFC and publish it online. Edinburgh College previously published its [2019 External Effectiveness Review](#) in March 2020, along with an accompanying Development Plan.

To consider findings and recommendations arising from the Review and the creation of a 2023/24 Board Development Plan, a short-life working group (SLWG) will be convened in early 2024. The terms of reference for the SLWG, as previously approved by the Board of Management, can be viewed on the [Board Portal](#). A verbal update on the membership of the SLWG will be provided by the Board Secretary on 26 September 2023.

On 26 July 2023, an invitation to tender was circulated to potential third-party providers to conduct the 2023 External Effectiveness Review. A verbal update on the outcome of the tender process will be given on 26 September 2023, along with a recommendation for Board approval.

3.6 Annual Evaluation 2022/23 – Progress Update

In line with the Code of Good Governance for Scotland's College, the Board of Management undertook a series of self-evaluation exercises in May/June 2023. Feedback from these evaluations was reported to the Board of Management on 13 June 2023, along with several actions that were subsequently endorsed by Board members.

An update on progress against these actions is attached as [Appendix 3](#).

3.7 National Governance Update

3.7.1 College Sector Board Appointments: 2023 Ministerial Guidance

Since the last meeting of the Board of management there has been no further updates on work to refresh the College Sector Board Appointments Ministerial Guidance. The Scottish Government intends to publish a 6–8-week consultation on the refreshed guidance (as reviewed by the college sector's Good Governance Steering Group), however, no timeframe has been confirmed.

3.7.2 Trade Unions Nominees to College Boards

In 2019, the Scottish Government committed to introducing two trade union nominees to the boards of management of college institutions.

A [timeline of activity for the implementation of this governance reform and associated procedure and processes](#) was endorsed by the Good Governance Steering Group in June 2023. It is now expected that the Scottish Government will lay a Draft Order to the Scottish Parliament in September 2023 to allow for amendments to be made to the 1992 Act and the 2005 Act, a process which requires a minimum of 54 days.

As noted by the Board of Management previously, recognised trade unions will be formally invited to prepare for a nominations process in October 2023, with a view to trade union board members being elected in January 2024. New board members will then be provided with a formal induction and invited to attend scheduled board meetings by the end of March 2024.

In preparation for the implementation of this governance reform, the Good Governance Steering Group considered the following documents at its meeting on 11 September 2023, to ensure that all sector guidance documents are updated appropriately over the coming months:

- Trade Union Nominee Board Member Terms & Conditions.
- Updates to the Standards Commission for Scotland's Advice Note.
- Updates to the 2022 Code of Good Governance for Scotland's Colleges.

4. IMPACT AND IMPLICATIONS

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

5. ALIGNMENT TO STRATEGIC PLAN / KPIs / RISK REGISTER

5.1 Alignment to Edinburgh College Strategic Pillars *[Indicate with an 'X' which Strategic Pillar this paper supports]:*

Curriculum Strategy	<input type="checkbox"/>	Finance Strategy	<input type="checkbox"/>	People Strategy	<input type="checkbox"/>
Commercial Strategy	<input type="checkbox"/>	Digital Strategy	<input type="checkbox"/>	Other	<input checked="" type="checkbox"/>

5.2 Relevant Key Performance Indicators *[Indicate with an 'X' which performance indicators this paper supports]:*

Student Success	<input type="checkbox"/>	Credit Target	<input type="checkbox"/>	Equality, Diversity & Inclusion	<input checked="" type="checkbox"/>
Student Satisfaction	<input type="checkbox"/>	Adjusted Operating Position (AOP)	<input type="checkbox"/>	Staff Costs	<input type="checkbox"/>
Student Retention	<input type="checkbox"/>	Non-SFC Income	<input type="checkbox"/>	Staff Engagement	<input type="checkbox"/>
Student Enrolments	<input type="checkbox"/>	Gross Carbon Footprint	<input type="checkbox"/>	Partner Engagement	<input checked="" type="checkbox"/>

5.3 Alignment to the Top-Level Risk Register *[Strategic risk information should be copied directly from the most recent TLRR]:*

Strategic Risk(s)	Risk Score*		
Not applicable.	Inherent (Gross) Risk		
	Probability	Impact	Score
	-	-	-
	Residual (Net) Risk		
	Probability	Impact	Score
	-	-	-
	Movement		-

*Risk Score Key: 0-10 Low Risk; 11-15 Moderate Risk; 16-25 High Risk. *[Further information on risk scoring can be found in the [EC Risk Management Policy & Procedure](#)]*

TOP LEVEL RISK REGISTER

September 2023



APPENDIX 1

**Corporate
DEVELOPMENT**

Overview

The following have been identified as the top strategic risks of Edinburgh College for the reporting period starting September 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)
- ↔ (24) Cyber security breaches within the college
- ↔ (32) Failure to meet SFC funded activity targets and fees (recruitment, credit, SAAS and fee income)

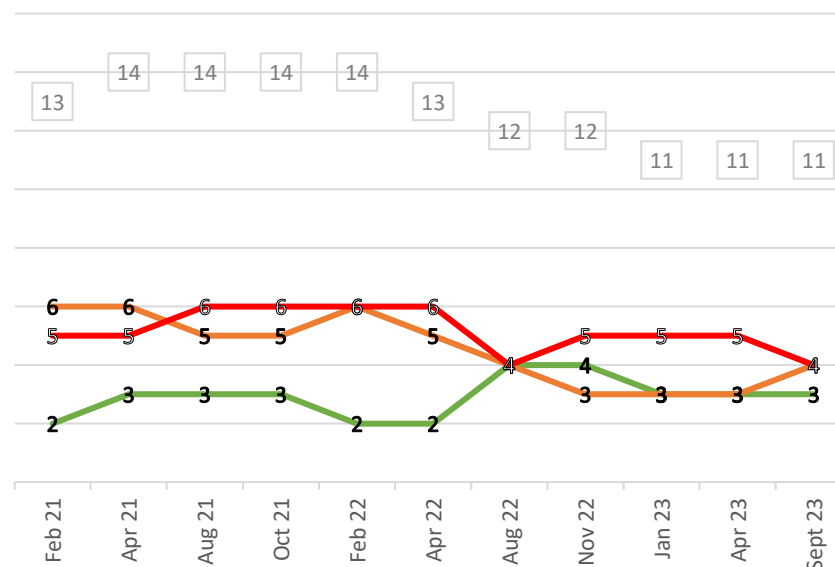
AMBER Score

- ↓ (2) Student retention and attainment
- ↔ (25) Finable breach of the GDPR or PECR
- ↑ (15) Health & safety non-compliance
- ↔ (28) College estate infrastructure not aligned to meet business need

GREEN Score

- ↓ (3) Shortfall in commercial income
- ↔ (35) Public health risk
- ↔ (27) Workforce planning and development

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 BOARD RELATED EVENTS

2023 Edinburgh College Graduation

Graduation 2023 will take place on **Thursday 2 November 2023** at the **McEwan Hall, Bristo Square**. There will be three ceremonies held across the day at the following times:

	Ceremony 1	Ceremony 2	Ceremony 3
	Health, Wellbeing & Social Science	Tourism, Hospitality & Business / Engineering & Built Environment	Creative Industries
Ceremony begins	10:45	14:45	18:00
Ceremony ends	12:15	16:15	19:15

The full timings for the day will be confirmed in due course and will include details on drinks receptions and buffet lunch / dinner arrangements for Board members and VIP guests.

Board members wishing to attend one or more of the ceremonies are asked to confirm their attendance to the Board Secretary no later than 29 September 2023.

College Development Network (CDN) – 2023/24 Development Programme

Date	Workshop	Speakers	Overview
10 October 2023 10:00 to 12:00	Understanding Your Role in Regional Economic Engagement	<ul style="list-style-type: none"> Ross Martin, Economic Agitator. Dr Paul Smart, Independent Consultant, Macrae Smart Consulting. 	This session will look at how Boards can collaborate with Senior Management Teams to help shape the strategic direction of their regional economy and in so doing curate a more conducive operational environment for their college.
And, 12 March 2024 10:00 to 12:00	October 2023 session registration link March 2024 session registration link		Participants in this session will also learn how strategic stakeholder engagement and the aligned development of operational relationships can combine to help enable colleges to deliver on their strategic commitments to their regions.

24 October 2023 10:00 to 12:00 And, 23 April 2024 10:00 to 12:00	Understanding Your Role in Quality Assurance and Enhancement <i>[Link to April 2024 event not available yet]</i>	<ul style="list-style-type: none"> Gill Ritchie, HM Inspector and Interim Strategic Director (Scrutiny), Education Scotland. 	The session will focus on the role of college Boards in providing governance for the quality of the experience of, and outcomes for learners. We will focus on how board members can engage with executive teams and committees with curiosity to interrogate data and evidence provided to them with a focus on improvement, to understand better what is working well, and what needs to improve. The session will be practical in nature, using case study examples and group discussions to exemplify practice.
8 November 2023 10:00 to 12:00	Meet the Stakeholders: Student Experience and Engagement	<ul style="list-style-type: none"> To be confirmed. 	This Meet the Stakeholder online session will provide college Board Members and Governance Professionals with the opportunity to hear from key stakeholders in the sector about current issues and future plans in relation to student engagement, the student voice and wider student issues. The session focusses on the national frameworks for student engagement and will be a chance to hear from colleagues from sparqs and NUS Scotland among others.
23 January 2024 10:00 to 11:30	The Real Work of the Board - Moving into Governance	<ul style="list-style-type: none"> Steve Mostyn, Associate Fellow Saïd Business School University of Oxford. 	An exploration based on the Oxford tutorial method to support college Board Members to explore their role. The session is best attended with a note taking journal. This will be a highly interactive session and will aim to help you seek clarity of how you can best utilise your strengths as a board member.
6 February 2024 10:00 to 12:00	All You Need to Know About College Funding <i>[Booking link to be circulated]</i>	<ul style="list-style-type: none"> James Thomson, Director of Finance, Student Funding and Estates at Ayrshire College. 	Participants will gain a greater understanding of how colleges in Scotland are funded and what the opportunities and challenges are in the different funding streams available.
16 April 2024 10:00 to 12:00	Meet the Stakeholders: Policy and Funding	<ul style="list-style-type: none"> SFC. Colleges Scotland. Scottish Government. 	This Meet the Stakeholder online session will provide college Board Members and Governance Professionals with the opportunity to hear from key stakeholders in the sector about current issues and future plans, including the implementation of the recommendations in the Scottish Government's 'Purpose and Principles' and related reports such as the Withers review. The session focusses on the external political landscape for colleges and will be an opportunity to hear from the Scottish Government, Scottish Funding Council, and Colleges Scotland.

2022/23 ANNUAL APPRAISAL – PROGRESS UPDATE (SEPTEMBER 2023)

Ref.	Observation	Action(s)	Progress Update
1.	Strategic Plan The Strategic Plan lost some of its dynamic effect as it was overshadowed by the voluntary severance consultation. Both the Executive and the Board must reflect on learnings around the communication of the College vision and the consultation itself.	The Executive Teams should reflect on the Strategic Plan and bring forward a roadmap to the next meeting of the Board of Management outlining their vision for the clear articulation and communication of the strategic plan (- in both the short and long term).	Complete. Roadmap to be presented to Board of Management on 26 September 2023, along with Pillar Strategies and Communications Plan.
2.	Our People Our People Strategy currently sits across different committees of the Board. Discussions with some Board members showed support for a dedicated HR/People Committee/Workforce Summit to (as a more focused group) reignite a people plan, and scope out new terms of reference based around culture and morale.	The Board should consider the development of a blueprint for a 'people-focused' group bringing together individuals from across the College as part of a 'Right Size, Right Shape' workshop.	In-Progress. Currently being considered as part of the wider People & Culture work taking place at the College with the support of Hive HR.
3.	SFC & SQA Engagement Discussions raised questions around whether the activities and focus of the SQA and the SFC relate to the right outcomes (e.g., redundant modules).	The Chair, the Principal, and other Board members to increase engagement with SFC and SQA around course assessed content and parity funding.	In-Progress. The Chair to write to SFC (see P&R Minutes). Further consideration to be given to wider board engagement through the Engagement Plan. CDN have confirmed upcoming dates for 'Meet the Stakeholder' Events (see Appendix 2).
4.	Board/Committee Papers There is a recognition across the Board that the papers are too long and unwieldy which sometimes means content is buried and Board members are unsure what they are being asked to give guidance/approval on.	The Executive Team and Board Secretary should work directly with a member of the Board to review the Board/committee paper template and accompanying guidance on its completion by senior managers.	Complete. The Board Sec., the Executive and Non-Executive Member (Bill Troup) reviewed the paper template and guidance to report writers. Updated paper template now in operation. Will be reviewed again as part of the 2023 External Effectiveness Review.
5.	Board Mentorship Members suggested that the Chair and the Board Secretary should consider a more formalised approach to mentorship arrangements for board members. This would provide a new, and in-	The Chair and the Board Secretary shall review mentorship arrangements (in line with the Board's Mentorship Procedure) and create appropriate	In-Progress / Partially Complete. Members contacted in August 2023 regarding mentorship arrangements. New mentor/mentee arrangements agreed for Board members.

	experienced, board members with an opportunity to discuss and question Board and committee papers in a 'safe space'.	links between new/in-experienced and longer serving Board members	Nominations Committee to consider Board Membership Procedure at its next meeting.
6.	Non-Executive Briefings To ensure that Non-Executive Members were fully briefed on key matters of College business, it was proposed that non-executive briefings are scheduled.	The Chair and the Board Secretary shall schedule non-executive briefing session – as required – in advance of Board meetings.	Complete. Briefing sessions to be organised as required for non-executive members in advance of quarterly Board meetings.
7.	Board / Committee Meetings More time should be given over to discussion rather than 'process' items to make best use of Board members expertise and time.	The Board Secretary shall divide the agenda into 'For Discussion'; 'For Approval' and 'For Information' sections. Additionally, the Board should consider further use of the Microsoft Teams chat function, polls, and whiteboards - as part of Board discussions.	In-Progress / Partially Complete. Board agenda for 26 September 2023 split into For Approval / Discussion / Information / Circulation. Further incorporation of MS Teams functions into meetings to be considered.
8.	Getting to Know the College The Board would welcome more presentations from faculties/departments across the College. The Board should also consider how its members could be more accessible and visible without being intrusive.	The Board should consider the following approaches to increase their visibility: <ul style="list-style-type: none"> • The potential for in-person town halls meetings. • The rotation of campus visits, which include presentations from departments. • Holding pre-board lunches in communal areas and/or coffee mornings on site with staff/student. 	In Progress. Programme of visits/ on-campus events to be published in due course.
9.	Student Experience Board members would like to learn more about the delivery of Digital learning at the College and understand how we gather feedback on the student experience in this area.	The Executive and the Board Secretary should consider 'digital learning and engagement', including staff development in this area, as the topic for a future pre-Board / development session.	In-Progress. Refresh Digital Strategy to be considered by the Board of Management on 26 September 2023. Follow-up Digital learning and engagement events under consideration.
10.	Board Development Activities Board members would welcome further development and training activities.	The Board Secretary shall circulate the College Development Network (CDN) training / development schedule for 2023/24 in July/August 2023. Once the CDN schedule is finalised, a schedule of complimentary training / development activities - led by the College – will be circulated to Board members.	In-Progress / Partially Complete. Details of the 2023/24 CDN Training Programme circulated to Board members and included in Appendix 2 of the Governance Report. Complementary internal College development events under consideration.

Title	FOI Annual Report 2022/23
Appendices	None.
Disclosable under FOISA	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>
Primary Contact	Nick Croft, Director of Communications, Policy and Research
Date of Production	01/09/2023
Action Required	For Approval <input type="checkbox"/> / For Discussion <input type="checkbox"/> / For Information <input checked="" type="checkbox"/>
Aligned to Strategic Risk	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> <i>(If 'yes' please complete Section 5.3)</i>

1. RECOMMENDATIONS

The Board are asked to NOTE that the Scottish Information Commissioner requested that all Scottish public authorities start submitting their Freedom of Information Scotland Act 2002 (FOISA) statistics on a quarterly basis commencing from 1 April 2013. The information provided in this report gives a detailed overview of the number and scope of Freedom of Information Requests received by the College.

2. PURPOSE OF REPORT

The purpose of this report is to outline the volume of FOI requests received by Edinburgh College between July 2022 and June 2023.

3. KEY INSIGHTS

3.1. Introduction

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

3.1.2 This report outlines the volume of FOI requests received by Edinburgh College over the last 12 months (from July 2022 to June 2023), and highlights areas of relevant activity.

3.2. Background

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

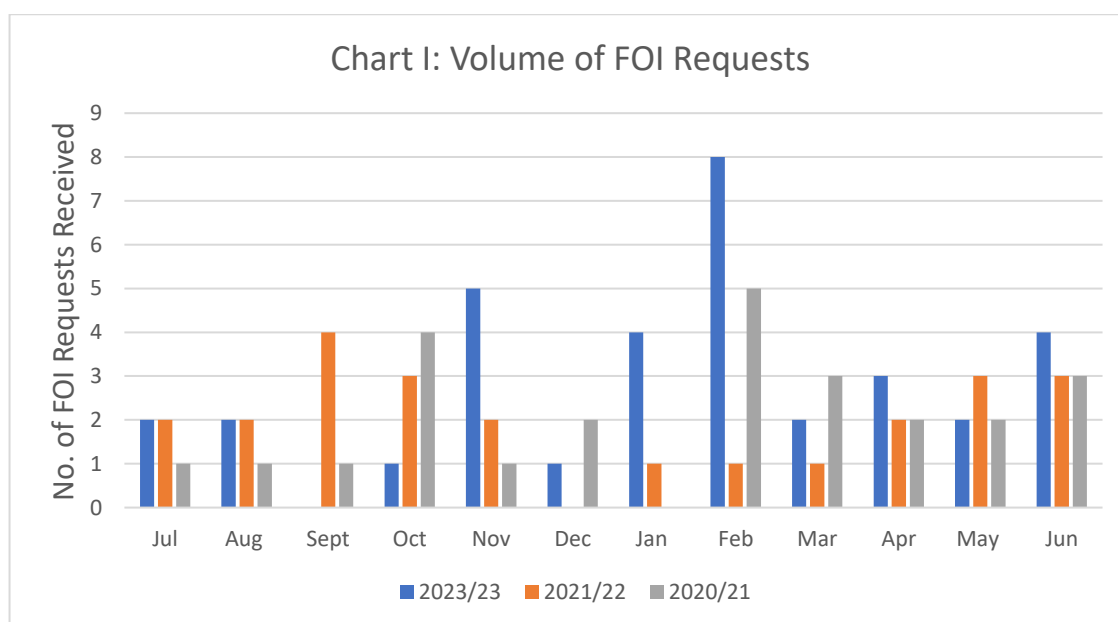
3.2.2 Requests for access to information can be made by anyone, whether resident in the UK or not, and can be made for information held prior to enactment of the Act. The Act specifies that requests for information must be responded to within 20 working days.

3.2.3 While most information requested can be released, some information is exempt under the Act. The right of access to information is subject to a number of

exemptions within FOISA, or exceptions under the EIRs, many of which also require a public interest test to be applied.

3.3. Volume

- 3.3.1 Edinburgh College received 34 FOI requests in the academic year 2022/23, ten more than in academic year 2021/22. Since the start of 2023/24, the College has received 3 FOI requests, July – August 2023 (4 requests were submitted to the College in July – August 2022).
- 3.3.2 Edinburgh College received 22 validated Subject Access Requests in the academic year 2022/23 (12 more than the number of requests submitted to the College in 2021/22). 14 of the requests were made by students (or former students).
- 3.3.3 In the academic year 2022/23, 100% of all FOI requests were responded to within 20 working days.
- 3.3.4 Graph I (below) reflects month-by-month FOI activity over the last academic year (2022/23). Month-by-month data for academic years 2021/22 and 2020/21 is also provided for comparison.

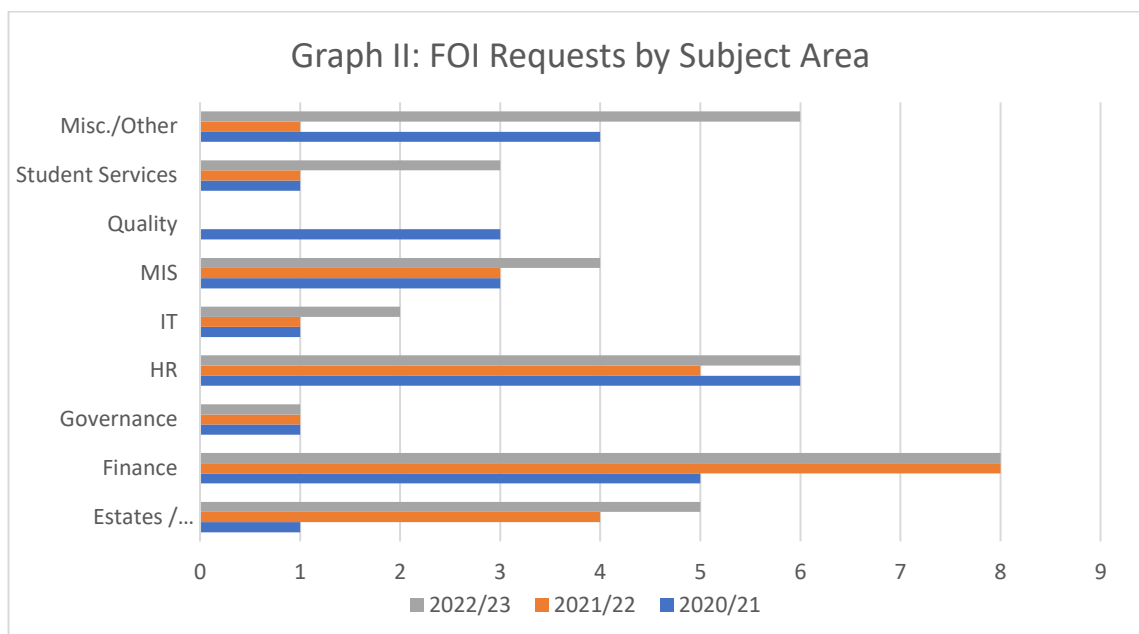


3.4. Decision Notices from the Scottish Information Commissioner's Office

- 3.4.1 The College has received no application for decision notices from the Scottish Information Commissioner's Office in 2022/23.

3.5. Subject Area

- 3.5.1 Graph II shows FOI requests by subject areas, based on which department within the College provided information to respond to the request. Data for academic years 2020/21 and 2019/20 are provided for comparative purposes.



**Misc/Other includes individual requests made for information from specific departments within the College.*

3.6. Requestors

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

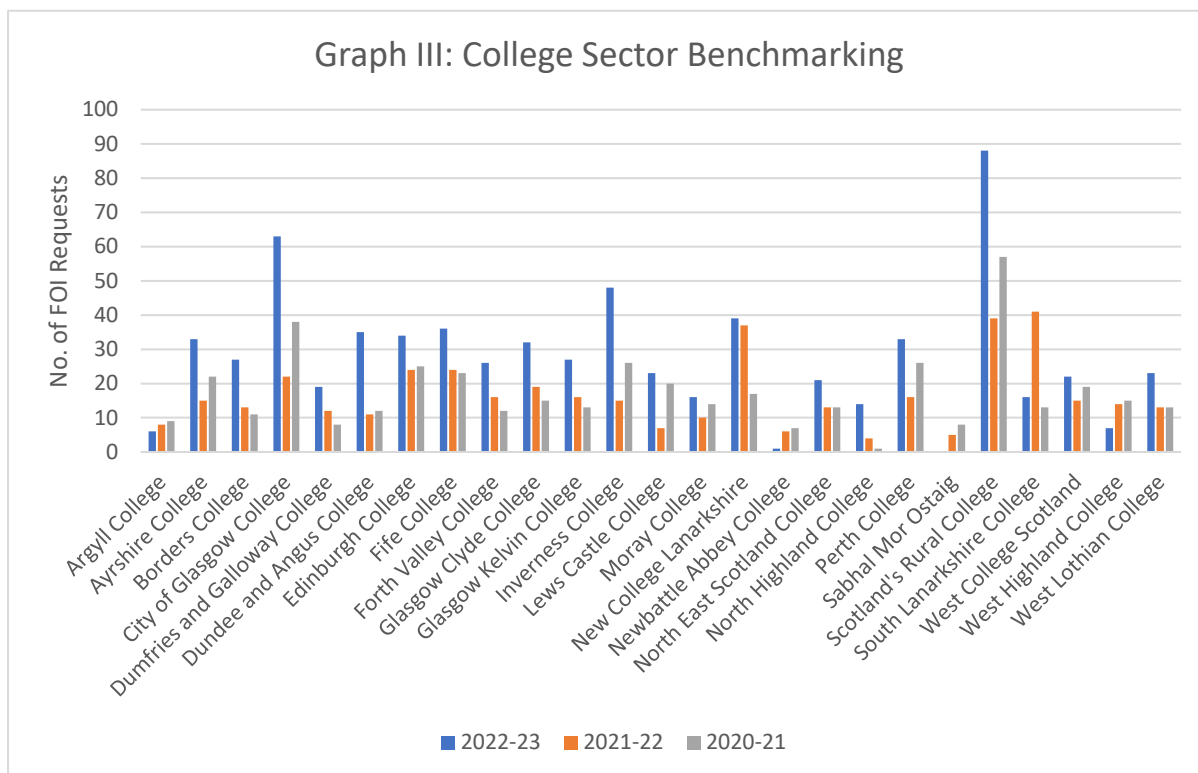
Group / Organisation	2020/21	2021/22	2022/23
City of Edinburgh Council	0	0	0
Journalists	3	0	2
NUS	2	0	0
Political Parties	0	0	9
Solicitors	1	0	1
Trade Unions	2	11	4
Researchers*	5	2	6
Total	13	13	22

*A new category of Researchers was added to the table in 2020/21 to reflect the number of requests submitted by this category of applicant in that academic year.

3.7. Benchmarking

3.7.1 Graph III reflects FOI activity in comparison to other colleges in Scotland in 2021/22, 2020/21 and 2019/20 [Statistical information provided by the Scottish Information Commissioner's Office].

3.7.2 In 2022/23 Edinburgh College received 34 FOI requests (10 more than in the previous academic year) and sits seventh highest in the sector behind Scotland's Rural College (88), City of Glasgow College (63), Inverness College (48), New College Lanarkshire (39), Fife College (36) and Dundee and Angus College (35).



3.8. Estimated Costs and FOI Publication

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

FOI Costs (1 July 2022 - 30 June 23) (estimated)	
Cost to College in responding to 34 FOI requests	£2,865.31
Average cost per FOI request	£84.27
Subject Access Request Costs (2022/23) (estimated)	
Cost to College in responding to 22 Subject Access Requests	£15,630.75
Cost per Subject Access Request	£710.49

All FOI responses are available on the College website:

<https://www.edinburghcollege.ac.uk/about-us/corporate-and-governance/freedom-of-information>

4. IMPACT AND IMPLICATIONS

The College must ensure all FOI requests are responded to within the statutory time limit, and with accurate information.

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

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

5. ALIGNMENT TO STRATEGIC PLAN / KPIs / RISK REGISTER

5.1 Alignment to Edinburgh College Strategic Pillars *[Indicate with an 'X' which Strategic Pillar this paper supports]:*

Curriculum Strategy	<input type="checkbox"/>	Finance Strategy	<input type="checkbox"/>	People Strategy	<input type="checkbox"/>
Commercial Strategy	<input type="checkbox"/>	Digital Strategy	<input type="checkbox"/>	Other	<input checked="" type="checkbox"/>

5.2 Relevant Key Performance Indicators *[Indicate with an 'X' which performance indicators this paper supports]:*

Student Success	<input type="checkbox"/>	Credit Target	<input type="checkbox"/>	Equality, Diversity & Inclusion	<input type="checkbox"/>
Student Satisfaction	<input type="checkbox"/>	Adjusted Operating Position (AOP)	<input type="checkbox"/>	Staff Costs	<input checked="" type="checkbox"/>
Student Retention	<input type="checkbox"/>	Non-SFC Income	<input type="checkbox"/>	Staff Engagement	<input type="checkbox"/>
Student Enrolments	<input type="checkbox"/>	Gross Carbon Footprint	<input type="checkbox"/>	Partner Engagement	<input type="checkbox"/>

5.3 Alignment to the Top-Level Risk Register *[Strategic risk information should be copied directly from the most recent TLRR]:*

Strategic Risk(s)	Risk Score*		
	Inherent (Gross) Risk		
	Probability	Impact	Score
	Residual (Net) Risk		
	Probability	Impact	Score
	Movement		

*Risk Score Key: 0-10 Low Risk; 11-15 Moderate Risk; 16-25 High Risk. *[Further information on risk scoring can be found in the [EC Risk Management Policy & Procedure](#)]*