

BOARD OF MANAGEMENT

AGENDA

A meeting of the Board of Management will be held at 14:00 hours on Thursday 26 September 2024 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.	CHAIR'S REPORT	Chair	Verbal
6.	FOR APPROVAL		
6.1.	HEALTH & SAFETY ANNUAL REPORT 2023/24 & POLICY 2024/25	A Bamberry	C
6.2.	EDINBURGH COLLEGE DEVELOPMENT TRUST MEMORANDUM OF UNDERSTANDING 2024/25	M Jeffrey	D
7.	FOR DISCUSSION		
7.1.	PRINCIPAL & CHIEF EXECUTIVE REPORT	A Cumberland	E
7.2.	EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT	A Lowe / C Whitson	F
7.3.	DEEP DIVE: EDINBURGH COLLEGE STRATEGIC PLAN ANNUAL PROGRESS REPORT 2023/24	Executive	Pres.
7.4.	COMMITTEE BUSINESS		
7.4.1.	<u>Planning & Resources Committee Update</u>	A Killick	Verbal
	- Management Accounts Summary to July 2024	A Williamson	G
	- Recruitment, Retention & Credits Dashboard 2024/25	J Pearson	H
7.4.2.	<u>Corporate Development Committee</u>	G Raez	Verbal

Update

- | | | | |
|--------|---|----------|--------|
| 7.4.3. | <u>Learning, Teaching & Student Experience Committee Update</u> | R Laird | Verbal |
| 7.5. | GOVERNANCE REPORT | M Walker | I |
| 8. | ANY OTHER COMPETENT BUSINESS | | |
| 8.1. | Ambassador Award Nominations 2024 | Chair | Verbal |
| 8.2. | Board Reflections / Feedback | Chair | Verbal |
| 9. | CLOSED ITEMS OF BUSINESS | | |
| 9.1. | Closed Minutes of the Previous Meeting | Chair | J |
| 10. | <u>FOR INFORMATION [Link]</u> | | |
| 10.1. | Freedom of Information Annual Report 2023/24 | | |
| 10.2. | Planning & Resources Committee Minutes 05.09.24 | | |
| 10.3. | Corporate Development Committee Minutes 19.09.24 | | |
| 10.4. | Learning, Teaching & Student Experience Committee Minutes 20.09.24 | | |
| 11. | <u>FOR CIRCULATION [Link]</u> | | |
| 11.1. | Board of Management Register of Interests 2024/25 | | |
| 11.2. | Top Level Risk Register September 2024 | | |
| 11.3. | Board of Management: Agenda Planner 2024/25 | | |
| 12. | DATE OF NEXT MEETING: 10 December 2024 | | |

Title	Health and Safety Annual Report
Appendices	Appendix 1: 2024/25 Health and Safety Policy
Disclosable under FOISA	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>
Primary Contact	Andy Bamberry
Date of Production	13.09.24
Action Required	For Approval <input checked="" 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"/> <i>(If 'yes' please complete Section 5.3)</i>

1. RECOMMENDATIONS

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

2. PURPOSE OF REPORT

The purpose of this report is to provide the Board of Management with an annual update on health, safety and welfare within Edinburgh College over the reporting period, 01 August 2023 to 31 July 2024. Where appropriate, comparisons have been made with the previous three years. It must be noted that years 20/21 and 21/22 were affected by the Covid-19 pandemic and subsequent close-downs. In addition to the annual report, the Board will be given the opportunity to review and comment on the 2024/25 Health and Safety Policy.

3. KEY INSIGHTS

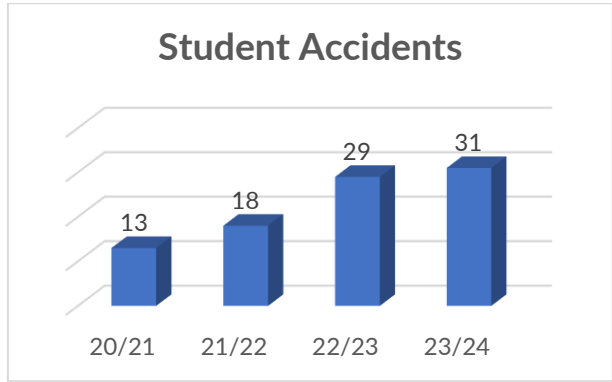
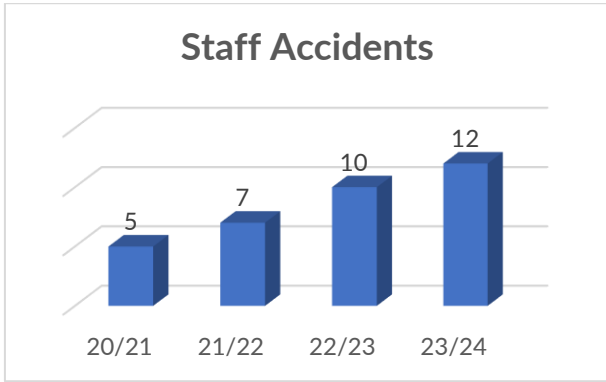
Executive summary

Over the reporting period the Health and Safety Team have continued to monitor the health and safety management system including policy, procedures, risk assessments and fire and emergency procedures within Edinburgh College. This has been achieved through the risk assessment process, health and safety training packages, effective communication and inspections and audits in line with the performance indicators identified in the Health and Safety Team's operational plan.

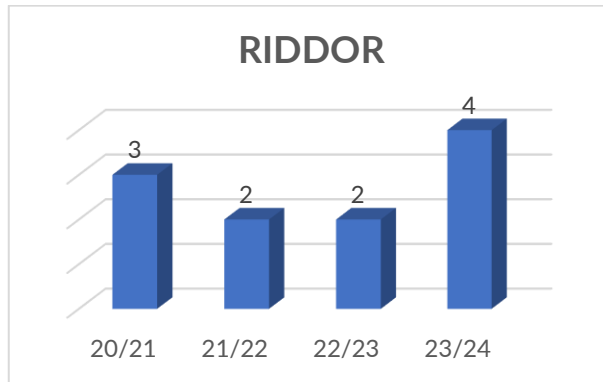
Staff training, consultation and passage of relevant information with stakeholders including trade union safety representatives, Edinburgh College Students Association (ECSA) and staff has continued via various online and in person meetings and discussions. Further information can be made available if required.

Accidents, Incidents and RIDDOR Reporting

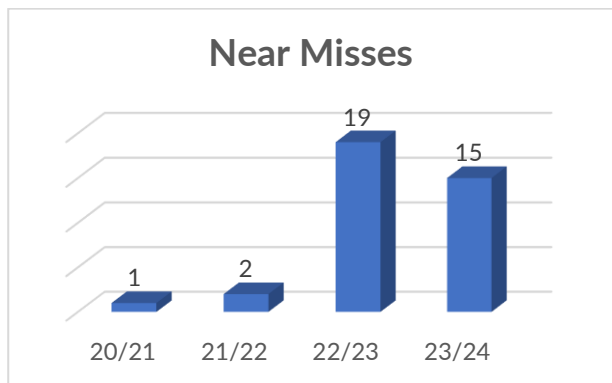
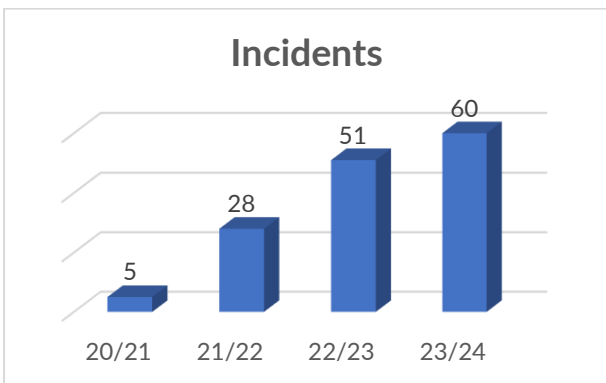
Over the reporting period, **12** accidents were reported involving staff and **31** accidents involving students and members of the public. There were **2** lost working days due to **1** injury.



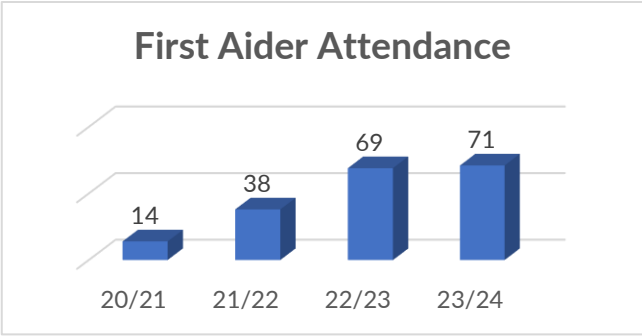
Over the academic year there have been **4** incidents reported to the Health and Safety Executive (HSE) under The Reporting of Incidents, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR), **1** involved a staff member and **3** involved students.



Reported incidents have also increased slightly over the reporting year to **60**, while near misses have fallen to **15**.



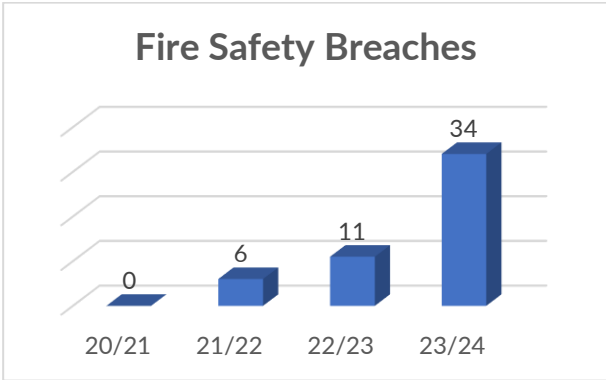
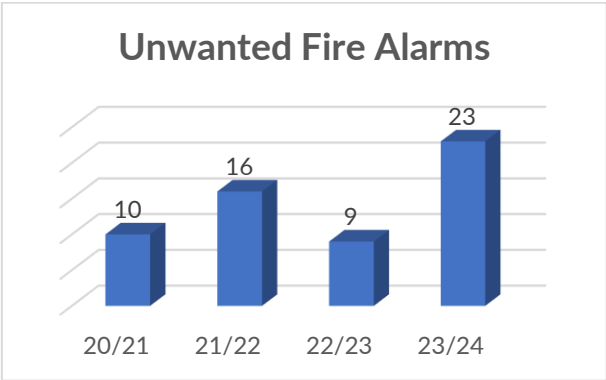
First aiders attended **71** incidents involving both staff and students. This included injuries incurred through accidents and other medical incidents.



Staff at all levels are continually encouraged to report accidents, incidents and near misses via the [health and safety portal](#) in a timely manner.

Fire Safety

Unwanted fire alarms have increased to **23**. This is due to a spate of contractor activations in the first quarter. Reports of fire safety breaches have also risen to **34**. This, however, could be explained by increased awareness and diligent reporting.



The fire safety risk assessments have been reviewed in July 2024 for each campus. Overall, the standard of fire safety was good. The points identified have been reported to those responsible for actioning and included in the health and safety tracker.

Communication:

Over the reporting period **4** Health and Safety Committee meetings have taken place allowing trade union safety representatives an opportunity to review monthly health and safety reports, policy documents and formally report any concerns that they or the staff members they represent have identified.

Bi-monthly local campus meetings have also taken place. This allows members of staff, including trade union safety representatives, the opportunity to voice any health and safety concerns at campus level. Over the year **6** meetings were provided for each campus.

A monthly report is published providing information on accidents, incidents, reviewed documentation and guidance on improving the health and safety culture within Edinburgh College. This is provided to the Executive and Senior Management Teams (SMT), middle managers and trade union representatives. Recipients are encouraged to disseminate the report.

Regular all-staff communication emails are also provided for relevant updates, including winter communicable disease procedures, the requirement for Display Screen Equipment (DSE) assessments, the findings of the fire safety risk assessment review and evacuation practices.

A quarterly report is now produced for the Planning & Resources Committee.

Risk assessments:

The process of transferring the College's risk assessments to [SharePoint](#) has continued. This will allow increased granularity for access, control and on-line collaboration. Over the reporting period all 57 department risk assessments were reviewed by their owners.

15 [fire risk assessments](#) covering all four campuses were also reviewed.

Staff completing DSE assessments has fallen to **23** from the previous year's 32.

Training

Staff mandatory training – As of 01 September 2024, **87%** of staff have completed the biennial health and safety training package which covers DSE, fire safety, manual handling, workplace stress and accident reporting.

First Aid - **3** courses have been completed within the reporting year, re-training **9** and acquiring **17** new first aiders. This brings the total number of first aiders to **80** as of 31 July 2024.

Risk assessment - off-site activities - was completed by **4** staff members.

Risk assessment training – was completed by **30** staff members.

Health and safety for managers - was completed by **23** staff members.

Fire Training – **31** members of staff were trained as fire wardens which included the requirements and process for Personal Emergency Evacuation Plans (PEEPs).

Practice evacuations – have been carried out in August and February to allow staff and new students an opportunity to identify the nearest escape routes, final exit points and assembly areas.

Audits and Inspections

Over the reporting period **6** internal audits and inspections have been completed. These include inspections on Marine Drive, the Forthside to Granton move, indoor public areas and traffic routes and walkways.

2024/25 Annual Objectives (Included in the team's Operational Plan)

The Health and Safety Team will continue to reduce the risk of injury or ill-health by maintaining and monitoring the health and safety management system required under

Regulation 5 of the Management of Health and Safety Regulations 1999. The performance indicators identified in the Health and Safety Team's operational plan will also contribute to the College's strategic plan.

Health and Safety Policy review

As required under the Health and Safety at Work etc. Act 1974, Section 2(3), the draft health and safety policy for 2024/25 is attached for comment, review and approval.

Once approved by the Board and ratified by the Health and Safety Committee, the policy will be signed and released. Changes to the 2024/25 Occupational Health Safety and Welfare Policy are highlighted based on previous years comments on the pages below.

Paragraph 28 page 13 – responsibilities for the Board of Management have been clarified.

The Board are respectfully requested to provide any comments or suggestions on the current policy as part of the review process.

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.

Financial implications - If health and safety is not controlled adequately there is potential of criminal charges and civil claims. Both of which could incur financial penalties.

Legal implications - Failure to control health and safety has legal implications.

Workforce implications - To maintain a safe learning and working environment for students, staff and visitors to the College.

Reputational implications - To manage any possible negative media around an incident/accident.

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 checked="" 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 checked="" type="checkbox"/>	Credit Target	<input 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 checked="" type="checkbox"/>
Student Retention	<input checked="" type="checkbox"/>	Non-SFC Income	<input type="checkbox"/>	Staff Engagement	<input checked="" type="checkbox"/>

Student Enrolments	<input type="checkbox"/>	Gross Carbon Footprint	<input type="checkbox"/>	Partner Engagement	<input 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*		
(35) PUBLIC HEALTH RISKS Management Lead: Vice Principal Corporate Development Lead Committee: Planning & Resources Strategic Pillar: People	Inherent (Gross) Risk		
	Probability	Impact	Score
	4	4	16
	Residual (Net) Risk		
	Probability	Impact	Score
	3	3	9
	Movement		↔
(15) HEALTH & SAFETY NON-COMPLIANCE Management Lead: Chief Operating Officer Lead Committee: Planning & Resources Committee Strategic Pillar: People	Inherent (Gross) Risk		
	Probability	Impact	Score
	4	4	16
	Residual (Net) Risk		
	Probability	Impact	Score
	2	4	8
	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](#)]

EDINBURGH COLLEGE

HEALTH, SAFETY AND WELFARE STATEMENT

1. As the Principal and Chief Executive of Edinburgh College, I am responsible for the health, safety and welfare impact of the College. This policy statement reflects the importance I attach to those issues to protect College employees, students and those who are affected by our activities, in order to create the framework for our staff to provide a high standard of education to our students.
2. The College Board is fully committed to compliance with all relevant health, safety and fire legislation. This policy will apply to all Edinburgh College employees and students alike. The measures outlined in this policy and subsequent guidance documents are the minimum standards and values expected and should be adhered to. The policy consists of 3 parts. The first, this policy statement is designed to provide all College employees and students with a general indication of my views and beliefs on occupational health, safety and welfare. The second will outline the responsibilities that I place on individuals and the organisational structure implemented in order to achieve those duties. The third is in the form of procedural guidance documents that will act as an extension of this policy to provide greater detail on how those responsibilities will be implemented.
3. All foreseeable hazards and risks must be identified and assessed in order to eliminate or reduce the likelihood of accidents, incidents and cases of occupational ill health. Equipment, premises, people and systems of work will be, as far as is reasonably practical, safe and without risks to safety and health. Each Head of School or Department Manager holds responsibility for the safety, health and welfare of their staff and students. This should be achieved by creating and maintaining a positive health and safety culture where everyone can contribute by identifying and mitigating risk. Consultation with health and safety representatives, employees, trade union representatives and other interested parties must take place in order to achieve this.
4. All College staff must be made aware of their legislative duties and to be responsible for the safety of themselves and others through their acts and omissions. Our responsibilities also extend to others such as students, visitors and contractors, who must be provided a safe environment.
5. I am committed to the continual improvement of occupational health and safety standards. The Health and Safety team are charged with monitoring and reviewing health, safety, and welfare performance. These objectives will be achieved through their operational plan.
6. This policy will be reviewed annually and will remain extant unless amended by changes in legislation or other times as deemed necessary by the College Board. Any amendments or alterations will be subject to full consultation with the recognised trade unions and communicated via the intranet and health and safety notice boards for all employees, students, visitors, contractors and service providers.
7. In summary, if we are to achieve our ambition of making Edinburgh College a leading College by providing excellent education through a quality curriculum, it is vital that we maintain a safe working and responsible learning community. To inspire people and transform lives, we must maintain a consistent safety culture with strong staff and student-centred values which will enable us to thrive and contribute to the performance of the College.

Audrey Cumberford
Principal and Chief Executive
26 September 2024

PART 2

MANAGEMENT, ORGANISATION AND RESPONSIBILITIES

IN HEALTH, SAFETY AND WELFARE

AIM

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

INTRODUCTION

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

HEALTH AND SAFETY OBJECTIVES

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

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

HEALTH AND SAFETY MANAGEMENT SYSTEM

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

POLICY AND PLANNING

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

06. In the event of any emergency or incident, Edinburgh College also has processes in place that will assist in mitigating the effects upon staff, students, contractors, members of public, property and

the environment. Examples of processes include those described in the critical incident management policy.

IMPLEMENTATION AND OPERATION

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

Safe Environment

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

Safe People

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

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

Safe Equipment

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

Safe Procedures

12. This covers the safe conduct of any event or activity carried out by Edinburgh College through thorough risk assessment and control implementation. The process of risk assessment is to identify any significant occupational health and safety hazards associated with the College's undertakings and control them to reduce any residual risk to a level as low as is reasonably practicable. Where hazards cannot be eliminated, the College shall ensure that appropriate and effective controls are provided to reduce risks to acceptable levels. Further information on assessing and controlling risk can be found in the relevant procedural guidance document (part 3 of this policy).

13. Arrangements have been established to ensure a thorough investigation of all accidents and near misses. The results of investigations shall be analysed and reviewed to identify common features and trends that might reveal areas for improvement across College operations. It is College policy that all accidents and incidents are reported immediately and investigated as required. Everyone is encouraged to report near misses and other events that could have caused injury or damage. This will

assist in improving the health and safety standards within the College. Further information can be found in G001 the management of health and safety procedural guidance document.

CHECKING AND CORRECTIVE ACTION

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

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

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

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

MANAGEMENT REVIEW

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

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

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

19. The outputs from the management review mechanisms shall be documented and include any decisions and actions related to possible change to policy, objectives and other elements of the safety management system, consistent with the commitment to continual improvement. This provides visibility of issues raised and the identification of the required corrective and preventive action necessary to ensure their subsequent verification and closure. The management review is made up of a number of elements, which are as follows:

- a. An annual occupational health and safety report to the Board of Management, or sooner should there be any significant change.
- b. A quarterly review by the Health and Safety Committee regarding developments.
- c. A quarterly operational plan update and end of year review.
- d. A quarterly report the Board of Management on any RIDDOR incidents.
- e. The publication of a monthly report to the Executive Team, Heads of School / Departments, middle managers and Trade Union Safety Representatives.

Records

20. Edinburgh College will ensure the effective maintenance and storage of records in a manner that prevents their loss or deterioration until their final disposal. Records shall be maintained as necessary to demonstrate compliance with legal and other best practice requirements and to ensure retention of appropriate occupational health and safety knowledge. Arrangements shall be implemented

to ensure that occupational health and safety documentation is up to date, applicable to the purpose for which it is intended, considers the requirements of data protection legislation and is available to all those who require it.

Communication, Participation and Consultation

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

ORGANISATION AND RESPONSIBILITY

22. The organisational chart below demonstrates the managerial levels in which health and safety responsibilities are laid out.



RESPONSIBILITIES

Lines of Responsibility

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

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

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

26. The responsibilities for health, safety and welfare are mirrored to the general management structure of the College with each level of management being responsible for those below, to the extent

that those who have control of the risk, hold the responsibility for it. This is so that the responsibility for ensuring high standards of health, safety and welfare performance remains with those who design, arrange or direct the operational activities of the College.

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

- a. Creating, maintaining and developing a positive, fair and accountable health and safety culture that secures the commitment and participation of all employees and students.
- b. Meeting its responsibilities to employees and students in a way which recognises that legal requirements are the minimum acceptable standard.
- c. Ensuring articles and substances are used, handled, stored and transported safely (so as far as is reasonably practicable) and consider risks to health.
- d. Adopting a planned and systematic approach to the implementation and operation of the EC Board's Health and Safety Policy to ensure, so as far as is reasonably practicable:
 - i. The provision and maintenance of plant, machinery and systems of work that are safe and without risks to health.
 - ii. The provision of information, instruction, training and supervision as is necessary to ensure the health and safety at work of its employees and the learning of its students.
 - iii. As regards any place of work under the EC Board's control, the maintenance of it in a condition that is safe and without risks to health and the provision and maintenance of a safe means of access and egress.
 - iv. The provision and maintenance of a working environment for all that is safe, without risks to health, and adequate as regards facilities and arrangements for welfare at work.
 - v. The suitable and sufficient identification, assessment, monitoring and review of risks associated with all activities of EC with the aim of eliminating or controlling these risks according to the hierarchy of control.
 - vi. The allocation of resources to meet the requirements of the Health, Safety and Welfare Policy.
 - vii. Planning for health, safety and welfare - including the setting of realistic short, medium and long-term objectives - deciding priorities and establishing adequate performance standards.
 - viii. Measuring and evaluating health and safety performance through monitoring and audit review on a regular basis to ensure standards are maintained and developed in accordance with the management system.
 - ix. A coherent and robust system of consultation with trade union health and safety representatives and representatives of employee and student safety and to provide them with facilities and assistance to enable them to carry out their functions effectively.

Edinburgh College Board of Management

28. The Board recognises that it has responsibility for health, safety and welfare matters and will:

- a. Authorise and approve the Health and Safety Policy document.
- b. Support the effort of all levels of management in achieving policy objectives.
- c. Allocate sufficient resources to allow the safety management system to operate effectively.

Principal and Chief Executive

29. The Principal and Chief Executive is accountable for health, safety and welfare within Edinburgh College. This will include providing and maintaining adequate workplace health, safety and welfare provisions and standards to safeguard all employees, students and others, such as visitors and

contractors. The Principal and Chief Executive, in conjunction with the Board, is responsible for approving the Health and Safety Policy document and will:

- a. Monitor the overall effectiveness of the Health and Safety Policy, ensuring the policy is reviewed at least annually and is revised where necessary.
- b. Ensure adequate resources are made available to comply with health and safety requirements.
- c. Delegate responsibilities both general and specific to appropriate staff as identified in the following sections.
- d. Ensure the implementation of this policy by active management and review of health and safety within the organisation.
- e. The Principal and Chief Executive will actively promote high health and safety standards and set a good personal example.

Executive and Senior Managers

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

- a. Be responsible for the health and safety management of all staff, contractors and students within their areas of control and actively promote and encourage the development of a culture of health and safety awareness.
- b. Make arrangements for the investigation, analysis and reporting of all notifiable accidents and incidents with a view to preventing similar occurrences in the future.
- c. Ensure regular health and safety inspections are completed and that any necessary remedial works are identified and carried out where applicable.
- d. Ensure managers and nominated employees carry out risk assessments and implement safe systems of work where necessary. They must ensure that risk assessments are monitored and regularly reviewed when necessary.
- e. Consult with their employees and students on health and safety matters.
- f. Consider the health and safety implications of any materials, plant or equipment purchased on behalf of the College, consulting with the Estates or the Health and Safety team where necessary.
- g. Ensure that any premises and equipment under their area of control are suitable, safe and without risks to health.
- h. Appoint a nominee(s) who will be responsible for the day-to-day management of their areas of control in their absence.

Middle Managers

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

- a. Carry out suitable and sufficient risk assessments, which take account of all significant hazards inherent in the activities within their area of responsibility and to annually review those assessments as detailed by the health and safety management system.
- b. Ensure that all employees, students, visitors and contractors are made aware of any significant hazards (identified through risk assessment), safety rules or procedures that may be encountered within their areas of control, including the precautions to be taken against these hazards. This will include procedures to be followed in the event of a fire or emergency situation.
- c. Ensure that the organisation of health and safety duties within their area of responsibility is clearly defined, documented and communicated.

- d. Nominate competent personnel within their area of control to train and act as emergency staff e.g. fire wardens, first aiders and evacuation chair operators. These staff members can also attend the local campus health and safety meetings.
- e. Empower members within their area of responsibility to suspend or stop any activity that is not being carried out correctly and which could cause harm to others or damage to property.
- f. Enforce the use of identified protective measures including engineering controls and the wearing of personal protective equipment or clothing in designated areas.
- g. Ensure all equipment, plant and substances used are assessed, suitable for the task, handled, stored and distributed correctly. Equipment is to be kept in good working condition through regular inspection, maintenance and servicing where required, with appropriate records maintained.
- h. Assess the health and safety training needs of employees under their control and provide all necessary instruction, training, information and supervision as appropriate to enable employee duties to be conducted safely. This includes ensuring that procedures are in place for the induction of new employees and students and that mandatory training packages are completed.
- i. Ensure all accidents and incidents are properly recorded via the online portal, and that they are effectively investigated where applicable to ensure that suitable preventative measures are put in place to prevent reoccurrence.
- j. Enforce disciplinary procedures where appropriate when non-compliance with health and safety procedures have been identified.
- k. Ensure the requirements of high-risk and additional support need workers and students (e.g. disabled, pregnant, lone workers, young/vulnerable persons, home workers) are assessed and that adequate measures are taken to ensure their health, safety and welfare e.g. nominating for health surveillance.
- l. Ensure regular safety inspections are carried out and recorded within their area of responsibility where applicable.
- m. Consult with employees and students under their control on health and safety matters and ensure that health and safety is a regular agenda item at team meetings.
- n. Actively participate in fire drills, ensuring that they report to the incident control point and make themselves known to the incident controller.
- o. Safely identify and control all external contractors brought into Edinburgh College for any work purposes.
- p. Safely organize, approve and execute any planned event whether on or off the College estate.
- q. Make themselves familiar with additional responsibilities described in specific guidance documents available in part 3 of this policy.
- r. Promote a culture of health and safety awareness and set a good personal example on health and safety.

Employees

32. Every College employee is expected to comply with the health and safety arrangements that are in place. Staff are under a legal obligation to take reasonable care for the health and safety of themselves and others through their acts or omissions. Edinburgh College has disciplinary policies to deal with contravention of the arrangements. All employees, regardless of the position held, must familiarise themselves with and conform to the College's Health and Safety Policy and will:

- a. Assist the College in fulfilling its health and safety obligations by taking reasonable care for the health and safety of themselves and others who may be affected by their actions and understanding the risk and control measures relevant to them.
- b. Observe the safety rules, codes of practice, safe systems of work or instructions devised for their health and safety and cooperate fully with managers in the investigation of accidents, incidents and near misses.
- c. Work safely and not remove or interfere with any safety device or guard provided for the purpose of safety.

- d. Report all significant hazards, potential dangers, accidents, incidents, near misses and damage that may occur in the course of their work to their line manager and to the Health and Safety Team via the reporting portal, without delay.
- e. Ensure that all required safety equipment is used or worn in the designated areas and that it is stored and maintained in line with the manufacturer's recommendations. In addition, report any defects in safety equipment to their line manager.
- f. Employees are encouraged to voice their opinion and provide recommendations on safety, welfare or health issues and to participate in the risk assessment process.
- g. When bringing vehicles onto College property, adhere to and obey all speed limits, directional and warning signs, other safety and traffic signs, at all times ensuring that vehicles are parked safely in designated parking spaces.
- h. Use designated walkways, avoiding traffic areas where possible.
- i. Ensure that their own areas of work are at all times kept clean, tidy and free from significant hazards.
- j. Upon hearing the fire alarm, evacuate the area encouraging those in the area to do likewise. Public areas on-route to the assembly point should be checked with students and other visitors made aware of the actions to be carried out.
- k. Work strictly within their personal level of competence and in a manner that should not give rise to danger. Where necessary, seek expert advice for issues outside of personal competency. Every employee is encouraged to continually assess and evaluate the risk within their working environment.

Students

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

- a. Follow any health and safety rules, policies and signs that apply in their course areas and the College campuses. Furthermore, individuals must conduct themselves in a way that does not endanger themselves or others.
- b. Ensure that where they are instructed to wear or use safety equipment it is done so in the designated areas in line with manufacturer's recommendation, with any defects being reported to staff.
- c. Not to misuse, damage or remove any equipment provided in the interest of health and safety, e.g. fire alarms, fire extinguishers, guards, personal protective equipment, etc.
- d. Report all accidents, incidents or anything they consider may be a risk to health and safety to a member of staff or via the student online reporting portal.
- e. To undertake any training provided for them by EC, including the Moodle training package and specific health and safety training provided by staff.
- f. Use designated walkways, avoiding traffic areas where possible.

Visitors, Contractors and Members of the Public

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

- a. All visitors, contractors and others invited to or expected to work or learn on College property are required to comply fully with this College policy and any other specific rules and conditions applicable to them throughout their visit.
- b. On no account should any work be conducted by a contractor until they have received clear instruction regarding the College's rules for contractors and have provided documented risk assessments, safe systems of work and insurance.
- c. They must comply with all relevant health and safety instructions, guidance and safe working practices appropriate to their area of work.

Health and Safety Team

35. The Health and Safety Team have key responsibilities for supporting the development of a safe and healthy working environment. Performance indicators will be outlined in the Operational Plan. They shall also act as the competent persons for advising on health and safety matters to the College by:

- a. Assisting with the coordination of health and safety support services whilst giving advice and guidance to all. In addition, assist management with the monitoring and review of health and safety performance and documentation.
- b. Assisting with the investigation of accidents, incidents and near misses, in addition to the preparation and maintenance of formal reports and records.
- c. Assisting with the coordination, organisation and monitoring of fire drills and emergency evacuation procedures, and ensuring records of these activities are kept.
- d. Providing advice and assistance to all levels of management, staff and students on health and safety issues on aspects such as working practices, equipment, protective clothing, plant, risk assessments and inspections.
- e. Representing the College in dealings with any enforcing authority.
- f. Ensuring fire risk assessments and safety audits are carried out when required.
- g. Providing regular reports, updates and communications to managers and staff at all levels to increase awareness of health and safety issues.
- h. Providing a suitable training programme to allow those with health and safety responsibilities the knowledge and competencies to create a safe and healthy working environment.
- i. Providing a competent occupational health service to monitor and provide advice on preventing ill health.

PART 3 - DETAILED ARRANGEMENTS FOR HEALTH, SAFETY AND WELFARE

The detailed arrangements for implementing the health and safety management system is done so in a series of procedural guidance documents. These live documents will act as an extension of this policy and the contents treated in the same manner as the contents of this policy. All procedural guidance and administrative documents can be found on the [Health and Safety Portal](#) and [SharePoint](#).

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

Title	Memorandum Of Understanding - The Edinburgh College Development Trust And The Board Of Management 2024/25
Appendices	Appendix 1: Draft EC Development Trust and the Board of Management of Edinburgh College - Memorandum of Understanding 2024/25
Disclosable under FOISA	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>
Primary Contact	Mike Jeffrey, Vice Principal Corporate Development
Date of Production	13.09.24
Action Required	For Approval <input checked="" 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

It is recommended that the Board CONSIDER and APPROVE the Memorandum of Understanding between the Edinburgh College Development Trust and the Board of Management of Edinburgh College for 2024/25.

2. PURPOSE OF REPORT

This report seeks approval for an refreshed Memorandum of Understanding (MOU), between the Edinburgh College Development Trust (ECDT), and the Board of Management of Edinburgh College, for academic session 2024/25.

The MOU defines the way forward for ECDT and Edinburgh College partnership working, which will benefit students and staff at the College. The MOU also provides for improved clarity of respective roles and responsibility between ECDT and the College.

3. KEY INSIGHTS

The purpose of the MOU is to *'define the key principles on which the relationship between Edinburgh College and the Edinburgh College Development Trust is based. It also outlines the key strategic responsibilities of both parties to ensure good governance, and efficient and effective partnership working'*.

The final draft, for Board of Management consideration and approval, is attached at Appendix 1.

The Vice Principal Corporate Development, Mike Jeffrey, currently acts as Executive Lead to the ECDT. The Vice Principal will present the 2024/25 MoU to the Board of Management and provide a brief update on Trust's activity over the past year.

4. IMPACT AND IMPLICATIONS

A central ambition of the MOU is to enable more focussed and effective fundraising activities between the two organisations, in line with College ambitions to grow alternative income sources to benefit staff and students.

As the ECDT is a separate legal entity to the College, recognised under Scottish charity law, it is important that the College does not engage in activity to 'unduly influence' the business of the ECDT and its Board. The MOU provides for a clear distinction with regard to respective roles and responsibilities between the two organisations, specifically on matters of governance and grant making, that negates the risk of 'undue influence'.

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 checked="" type="checkbox"/>	Credit Target	<input 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 checked="" type="checkbox"/>
Student Enrolments	<input type="checkbox"/>	Gross Carbon Footprint	<input checked="" 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 (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](#)]

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE BOARD OF MANAGEMENT OF EDINBURGH COLLEGE
AND
EDINBURGH COLLEGE DEVELOPMENT TRUST
Session 2024/25

1. PURPOSE

The purpose of this Memorandum of Understanding is to define the key principles on which the relationship between Edinburgh College and the Edinburgh College Development Trust (ECDT) is based. It also outlines the key strategic responsibilities of both parties to ensure good governance, and efficient and effective partnership working.

2. THE PARTIES

- I. Edinburgh College (the College) is an incorporated college under the 1992 Further and Higher Education (Scotland) Act, accountable to the Scottish Government through the Scottish Funding Council for the use of public funds to advance education in the Edinburgh region. It is a registered charity in Scotland (SC021213).
- II. Edinburgh College Development Trust (the Trust, represented by Trustees) is a company limited by guarantee and a registered charity in Scotland (Scottish Charity No.SC044657) the objects of which are the advancement of education generally, and the support of learners at Edinburgh College, including the provision of physical buildings and facilities, and improvement of the learning environment (campuses, classrooms and associated physical spaces) of the Edinburgh College campuses.
- III. In line with the charitable status of both parties and the recommendations of the Joint Working Group that were AGREED at the College Board of Management of 10 December 2019, the Parties will collaborate on 4 pillars of activity (1. Fundraising, 2. Alumni Relations – Friends of Edinburgh College / EC History Project, 3. Grant Making, 4. Governance) whilst remaining independent and separate legal entities.
- IV. The Trust is the charitable body appealing for and receiving philanthropic funds for agreed purposes, providing actual and perceived protection to donors and leveraging other funding opportunities.
- V. The College is the body ensuring the delivery of funded projects as agreed with donors and the Trust.

3. RELATIONSHIP BETWEEN THE PARTIES

The Parties agree that meaningful philanthropy and relationship building with the College's key stakeholders and wider community, can deliver projects and initiatives to further the learning,

teaching, assessment, support, personal development, and extra curricula opportunities open to the students and staff of Edinburgh College.

To this end the Parties agree to work together on four key areas of activity, (i) fundraising, (ii) alumni relations – Friends of Edinburgh College and EC History Project, (iii) grant making and, (iv) good governance.

3.1 Fundraising

- I. The College will work in partnership with the Trust to develop project ideas to benefit the College, students or staff, which may be subject to fundraising activities. Such benefits could include improved student experience and outcomes, staff development, and campus developments,
- II. The College will work with the Trust to generate funds from the Friends of Edinburgh College network and through opportunities that arise from the EC History Project.
- III. College will lead on undertaking fundraising activity aligned to Trust objectives, alongside its other fundraising activities (but not preclude the Trust from independently or in collaboration with a third party undertaking such activity from time to time).
- IV. The purposes of such fundraising will be discussed in advance with the Trust and the College. For any such funds received by the Trust, the Trust will ensure good governance on the receipt and disbursement of such funds for the benefits of students, and staff and the wider college as stated above.
- V. In the application for funds, and other related fundraising activity processes, the Trust could be presented as either the fundraising body, or the steward of donated funds in the appeals or applications for funds.
- VI. The Trust will support College led fundraising activity through developing networks, feeding into donor research, assisting with the stewardship of donors, providing supporting statements for funders, whilst adhering to the policies and principles of responsible fundraising. The Trust may award funds to the College to assist in such fundraising.
- VII. The College will retain all fundraising data, which will be shared at Trust Board meetings. All Trust Trustees will adhere to confidentiality regarding donors, and potential donors, identity, contributions made etc, and they will adhere to data protection legal responsibilities. The Trust will not store or retain any personal data relating to fundraising. If any regulator, auditor or other relevant body requires donor's data from the Trust, they will be referred to the Trust Company Secretary and / or Trust Board Secretary who work for the College.
- VIII. The Trust will, where possible and appropriate, claim Gift Aid on all eligible donations and ensure that all legal steps are taken to maximise the benefit of donations.
- IX. The College may donate funds to the Development Trust, only if approved by the College Executive Team and / or Senior Managers, and / or the College Board of Management.

3.2 Alumni Relations – Friends of Edinburgh College Network

- I. The College will lead on the development of a Friends of Edinburgh College (FoEC) network and EC History Project, in partnership with ECDT.
- II. The FoEC network will be comprised of former college students and staff, former board members, key stakeholders including business, public and third sector partners, international partners and students and political stakeholders, as part of its Events and Stakeholder Engagement Team activities, and Commercial Team activities.
- III. The College will ensure that all GDPR / data protection legal requirements regarding network personal data storage and use are met.

- IV. The work of the FoEC network will include appeals and requests for support and funding of projects in line with paragraph 3.1.1 above.
- V. The Trust will be represented to the FoEC network, in any communication or marketing materials, as an independent separate legal entity from the College, working in partnership with the College, and supporting the projects and initiatives for which funding or other support may be required.
- VI. The Trust will be consulted on opportunities regarding network member recruitment, engagement, and other network activities, in order to maximise the outcomes of these activities.
- VII. The Trust will support networking activities to help support the development of the FoEC network.

3.3 Grant Making

- I. The Trust will provide oversight of the disbursement of donated funds ensuring that monies are used for the purposes for which they are given, be that restricted to a certain project or unrestricted but donor-approved for the objectives of the Trust.
- II. The approval of any fund or grant or donation disbursement will take place at Trustee Board meetings as a standard agenda item, or via email from the Board Secretary, with majority approval from Board Trustees applying in all instances.
- III. The Trustees will liaise with the Board Secretary, Company Secretary, or other identified College staff that are leading on ECDT funded projects to ensure timely and appropriate reporting to beneficiaries and donors.
- IV. The Trustees will report annually to Office of the Scottish Charity Regulator (OSCR) and to Companies House on the financial and grant making activity of the charity in line with good governance practice relating to annual account reporting. The Company Secretary will produce the annual accounts for these purposes, seeking approval from the Board and working in partnership with the appointed auditor of annual accounts for the Trust.

3.4 Governance

- I. The governance of the Trust is independent of the College for the purposes of protecting donors' interests and reputations, and as well as providing a separation of statutory and earned income from philanthropically derived income. This is in accordance with best practice reiterated in policies and procedures of both parties. The College and Trust AGREE, therefore, to make all efforts to ensure that they do not engage in practices likely to lead to 'indirect control' or 'undue influence' by one party over the other.
- II. Up to two of the ten Trust Trustees may also be members of the College Board of Management. The Trust and the College agree that such members must always be in a minority in relation to decisions made by the Trust.
- III. A Trustee who is also a member of the College Board of Management may not be appointed as Chair of the Trust, or in any other position of authority, and must declare the relevant conflicts of interest that arise at Trust Board meetings.
- IV. Representatives of the Trust will be invited to attend College Board of Management Meetings to report on progress or participate in relevant discussions as required.
- V. The annually revised MOU will describe the main tenets of the relationship between the Trust and the College, and all relevant and related governance matters,
- VI. In the event of dispute regarding the MOU, resolution will be sought via the respective chairs of the Trust and College Boards.

4. DELIVERY

- I. Detailed arrangements regarding project development, funding and delivery that take place between the Trust and the College, and their respective accountabilities and objectives, will be held by the College and made available to the Trust when they request or require them.
- II. The College will ensure that when delivering all ECDT funded projects, they will be managed in line with donor [and trustee] expectations, and the principles of the College's Project Management Guidance. The College will ensure regular reporting back to the ECDT Trustees on project delivery matter
- III. The College undertakes to provide the personnel and resources required to deliver project activity associated with fundraising, and the FoEC / alumni engagement and relations programme. In addition, the College will provide suitable support for the governance, grant making and financial accounting activity of the Trust, recognising the commitment of the Trustees is voluntary. The Trust shall cover its own governance costs which will be billed directly to the Trust or by the College.

5. REVIEW

- I. This MOU is scheduled to cover a one-year period for the academic session 2024/25.
- II. The MOU will be reviewed by the College Board of Management and the ECDT Board of Trustees in July / August 2025, any material changes to the MOU will be reported to the Board of Management as part of the Principal's report.
- III. In the event of a major dispute about the MOU, regarding the arrangements, objectives and activities described there in, the ECDT Board Chair, and the College Board of Management Chair, will meet to try and collectively aim to resolve. Any unresolved major disputes can then be reported to the ECDT Board and Edinburgh College Board of Management to attempt resolution at that level. If resolution cannot be achieved at that level, independent arbitration from an external third party maybe sought in order to achieve resolution. If resolution cannot be achieved by the intervention of an independent third party, then either party may choose not to sign up to the MOU.

SIGNED:

On behalf of the Chair of the Edinburgh College Board of Management

Signed _____ Date _____

Print _____

On behalf of Chair of the Edinburgh College Development Trust Board

Signed _____ Date _____

Print _____

Title	Principal & Chief Executive Report
Appendices	Appendix 1 : Collective Action Programme (CAP) Overview Doc.
Disclosable under FOISA	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>
Primary Contact	Trish Hanlon, Executive Development Manager
Date of Production	19.09.24
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 members are asked to NOTE the content of the paper and DISCUSS - as required.

2. PURPOSE OF REPORT

To provide the Board of Management an update on College developments not covered elsewhere on the agenda.

3. KEY INSIGHTS

3.1 Introduction

As always, the first report of the academic year gives me the opportunity to thank all the staff who have worked tirelessly to get the College ready for the new session and to welcome new and returning students.

Our Estates team and others across the College have been getting ready for the new academic session, carrying out some changes and updates across our campuses. Here's a short summary of some of the activity which has taken place

Sighthill: EC Student's Association has moved into the Atrium classrooms, creating a 'one-stop' shop for all things student-related. The team has created a fantastic space where students can drop in for advice and enhancing the visibility of our Student Association.

Midlothian: Skills Development Scotland (SDS) has moved its Midlothian Base to our Midlothian Campus and will offer its careers and guidance service to pupils and students across Midlothian from our campus.

The air source heat pump heating project at Midlothian is ongoing.

Milton Road: A boiler system project is ongoing at Milton Road Campus.

Granton: The Construction department's move from Forthside into the main campus building at Granton has now been complete. This has ensured that our apprentices and students are learning in a cleaner and higher quality environment at the heart of the campus. Thanks to all teams across the College who supported this huge project.

3.2 CES Update

Over recent weeks, a number of meetings have taken place between representatives of management and EIS-FELA and progress had been made, including a meeting with the Minister. Employers improved their pay offer to lecturers and EIS-FELA accepted a 4.14% pay rise for Academic Year (AY) 2025/26. This increase is up from the 3% pay rise previously tabled for 2025/26 and is in addition to the full and final offer of a £5,000 pay increase across AYs 2022/23, 2023/24 and 2024/25.

An EIS-FELA ballot of members overwhelmingly accepted the offer. Industrial Action has stopped and remaining outstanding results are being processed.

3.3 Funding

3.3.1 Recent Engagement

The Chair recently wrote to Graeme Dey, Minister for Higher and Further Education; and Minister for Veterans highlighting the significant funding issues facing Edinburgh College. This letter can be viewed on the Board Portal [here](#).

The Minister has responded offering a meeting – a date has yet to be confirmed.

Members will recall that I met with and wrote to the Chief Executive of the Scottish Funding Council expressing similar concerns, and met the Interim Chief Executive, Martin Boyle on 21 August.

THE SFC requested a meeting with the College principals Group week commencing the 9th September to discuss early thinking on how colleges might be supported to create some capacity for transition, for example towards future growth areas.

A selection of recent funding articles - for information – can be viewed on the Board Portal [here](#).

3.3.2 Ministerial Statement: Scottish Government Pre-Budget Fiscal Update

In advance of the Programme for Government announcement, the Deputy First Minister and Cabinet Secretary for Finance, Shona Robison MSP, provided an [update](#) to the Scottish Parliament (Tuesday, 3 September 2024) regarding the in-year savings that the Scottish Government has been required to make in order to reach an in-year balanced budget for 2024/25.

The Programme for Government focuses on growing the economy, eradicating child poverty, investing in Scotland's public services, and tackling the climate and nature emergencies.

The Green Industrial Strategy has now been published [Growing Scotland's net zero economy - gov.scot \(www.gov.scot\)](#) to ensure that Scotland and its communities benefit economically from the global transition to net zero, including the creation of good, well-paid jobs. It highlights the need to promote investment, attract and develop a skilled workforce. The strategy also identifies the importance of innovation to transform the economy, and the need to accelerate the transition to net zero.

This is a timely publication in the context of our longer-term ambition to specialise and lead technical qualifications, upskilling and reskilling with a particular focus on STEM.leges. There are two main points to note in the programme for Government that relate specifically to the college sector:

HE Student Support has been reduced by £6m. In discussions at the Education, Children and Young People Committee today with the Minister for Higher and Further Education; and Minister for Veterans Graeme Dey MSP, (available to view [here](#)) it was advised this fund had been reduced in line with projections of expected demand and uptake for this funding, so this resource can be “released for other funding requirements” by the Scottish Government.

Mental Health Services are reduced by £18.8m including “Student Mental Health Services”. Colleges Scotland, in discussions with senior Scottish Government officials, has confirmed that there will be no reduction in funding for colleges as the existing funding commitments for counselling and transition funding had already been delivered. When questioned on this topic in Committee, the Minister also advised he would seek further clarity on this element.

3.4 People & Culture

We held an All staff day on 19 August - *For the future we want* at Sighthill Campus. Over 600 staff attended and I was able address staff and reflect on the previous year, consider the external and internal challenges, celebrate our success and look forward to the new year – highlighting our priorities, and emphasising our success, our strong foundations and our potential.

The primary focus for the day was on People & Culture with staff engaged in a series of session reflecting and focusing on the outcomes of the all-staff survey. The input from staff will be captured and used to inform our ongoing Culture Programme. Almost 100 staff from across the College have volunteered to join Collective Action Planning (CAP) groups at each of our four campuses to support and drive action for change.

The first round of CAP meetings will take place on 19 September. The attached document (Appendix 1) has been designed to set out the background and context of the CAP groups.

On 12 September, I hosted, along with Alan Williamson an online staff Q&A session. This followed the All-Staff Day where a number of staff highlighted they would like to hear more information about the College funding model and finances in general. Over 120 staff logged in live and staff were given the opportunity to post questions beforehand if they were unable to join. The full Q&A session is on the staff intranet for anyone who missed it.

3.5 Consultations

Over the summer, several key consultations have been launched:

Post-School Education and Skills Reform

As part of the reform of post-school education and skills, the Scottish Government has launched a consultation seeking views on proposals for changes to the roles of the three funding bodies in the post-school system: Student Awards Agency Scotland, the

Scottish Funding Council, and Skills Development Scotland. [Post-school education and skills reform legislation: consultation - gov.scot \(www.gov.scot\)](https://www.gov.scot/resources/consultation-papers/collections/documents/Post-school_education_and_skills_reform_legislation_consultation.pdf)

The purpose of the proposed changes is to simplify responsibilities for apprenticeships and student support, to improve outcomes and increase efficiency.

- Proposal 1: Business as usual.
- Proposal 2: Consolidate all provision funding within SFC and all student support funding within SAAS.
- Proposal 3: Consolidate all provision funding and all student support funding within SFC.

Tertiary Quality Enhancement Review

The Tertiary Quality Enhancement Review (TQER) method has been commissioned by the Scottish Funding Council (SFC) as part of developing the new [Tertiary Quality Enhancement Framework \(TQEF\)](#) for provision delivered by colleges and universities in Scotland. The TQEF vision is for a more coherent and streamlined tertiary education system that supports institutions in delivering the best learning experience for students.

Glasgow and Lanarkshire college regions - Regional Strategic Bodies Review

The Scottish Government is consulting on a proposal to review and reform the role of Regional Strategic Bodies within the Glasgow and Lanarkshire college regions. [3. Responding to this consultation - Glasgow and Lanarkshire college regions - Regional Strategic Bodies review: consultation - gov.scot \(www.gov.scot\)](#). The purpose of this consultation is to ask for views on plans to change the college regionalisation arrangements in Glasgow and Lanarkshire college regions.

Edinburgh College will be responding to all three consultations.

3.6 Colleges Scotland update

In Jun 2024, Shona Struthers, Chief Executive of College Scotland announced her resignation. The Colleges Scotland Board announced that it would appoint an Interim CEO for Colleges Scotland..

There will be a strategic CPG session taking place on 11 September to explore what Colleges are seeking from Colleges Scotland and to provide collective input ahead of the CS Board development session on the 19 September. A verbal update will be provided at the meeting.

Further to recent discussions at Board of Management, Edinburgh College served official notice on our CS membership in July 2024.

Following the General Election on 4 July, Colleges Scotland has written to the new Secretary of State for Scotland, Ian Murray, and will be meeting with the Under Secretary of State for Scotland, Kirsty McNeill, in due course to discuss the role of the college sector in delivering UK Government policy priorities in Scotland.

The [King's Speech](#), delivered at Westminster on 17 July, provided a number of key announcements relevant for the college sector in Scotland including the reform of the Apprenticeship Levy, the establishment of Great British Energy to be headquartered in Scotland, and a Skills England Bill which will set up a new arms-length body of the same name to boost and regionalise training.

I recently attended a Colleges Scotland roundtable event with the Commissioner for Fair Access, Professor John McKendrick, to discuss the role of the sector in supporting the delivery of the Scottish Government's widening access agenda. This event is to follow up on the recommendation in the Commissioner's latest [annual report](#) for the Scottish Government to consider strengthening the remit of the Commissioner for Fair Access to assume responsibility for advising on fair access to the whole of tertiary education and also builds on the session held with the Commissioner as part of the Colleges Scotland Conference held in April 2024

3.7 Scottish Funding Council

SFC has recently welcomed [five new members](#) to its board and Mike Cantlay, SFC Chair, has written to College and University Principals to arrange a series of engagement visits.

The visits will provide a forum for senior leaders to talk to members of the SFC board about their goals and ambitions, and about the risks and challenges they face. They will also include an element of interaction with learners through student associations.

The format for a Board engagement visit will be:

- A two-hour session with the senior leadership team to discuss strategic ambition and challenges.
- A 45-minute session with student association representatives to understand the student experience.
- An hour's tour of the institution to learn about current projects or to visit teaching spaces and/or research facilities. The tour will be a chance for further engagement with staff.

I will update Board members when we have more information and a date for the visit.

3.8 Kings College London

In March this year, I participated in a round table discussion with Kings College London Policy unit on the back of a roundtable meeting chaired by Baroness Wolf. The Principals University of Edinburgh and University of the West Scotland also attended along with colleagues from across the UK. I attended as a College expert as did another college colleague from England.

On the back of that meeting, I was asked to write an article with a view to a publication KCL and the Policy Unit. [Leaders call Scottish university funding model into question | The Herald \(heraldscotland.com\)](#)

3.9 City Deal

In addition to the above publication, an [open letter on behalf of the 4 University Principals and 4 College Principals](#) was published in The Times. This letter emphasised the importance of the City Deal drawing attention to the achievements of our regional collaboration and expressing determination that the gains will not be lost when the initial City Deal funding ends.

3.10 Industry Leadership Group

Scotland's first Industry Leadership (ILG) Symposium will now take place on Wednesday 25th September 2024 at the Edinburgh International Conference Centre (EICC). I will be chairing a panel on Skills and Future Needs.

The day long programme has been designed by the ILG Chairs working group and includes a combination of presentations and ILG videos that will provide the audience with insights into the priorities and focus for Scotland's 15 key business sectors. It will also feature presentations and panel discussions with politicians and business leaders from across Scotland's economy.

The overarching core purpose of the symposium is to:

- Enhance knowledge: exchange information with fellow ILG sectors.
- Showcase best practice/innovative thinking: sharing knowledge across sectors.
- Collaborate: create a network across the ILG sectors.
- Identify clear actions: what can the industry do for itself and working collectively, towards maximising and unlocking potential.

4. IMPACT AND IMPLICATIONS

Details contained in the report impact on staff and students and being addressed at Executive and Senior management levels on a regular basis.

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 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 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 checked="" type="checkbox"/>
Student Retention	<input checked="" type="checkbox"/>	Non-SFC Income	<input type="checkbox"/>	Staff Engagement	<input checked="" 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*		
1) National bargaining impact on college operations Executive Lead: Chief Operating Officer Lead Committee: Planning & Resources Committee	Inherent (Gross) Risk		
	Probability	Impact	Score
	5	5	25
	Residual (Net) Risk		
	Probability	Impact	Score
	5	5	25
	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](#)]



Collective **Action** Programme

For the future **we** want





Background and context

Earlier this year, we worked with Hive to undertake a staff survey to help shape the culture and future of our College. 76% of you had your say meaning we can be confident that our findings give us a clear sense of what matters to you, our Collective workforce.

What is CAP?

CAP is our response to the survey results. Our Collective Action Programme, brings together staff across our four campuses to influence real and effective change for our College.

What's happened so far?

Since publishing the staff survey results in April, we've worked collaboratively with Hive to gain a better understanding of what our results mean and form a clear roadmap for where our focus should be and how our culture should evolve.

We know where we are now and we know where we want to be!

The main survey themes on what really matters to you were:

- Confidence in the Future of the College
- Work-Life Balance
- Inclusivity

During the all staff event in August, we gained further insight from you on these themes as well as ideas on how we can work collectively to influence change. Other key areas of focus will include communication, collaboration, visibility, career progression, sense of belonging, values and behaviours, decision making and trust.

To help focus our efforts and ensure your voices are heard, we've set up a CAP group at each campus made up of volunteers from across departments. These groups will drive this important work, meeting regularly to develop ideas, create solutions and provide recommendations to be taken forward.

How will CAP work?

The key to CAPs success will be you, our staff. CAP groups are made up of volunteers from all departments and levels across the College, who will provide valuable input into effective changes that will have a real impact on our College. The groups will be led by Senior Management representatives and will meet monthly in person. By working together, we all have an opportunity to influence the present, and shape the future, of Edinburgh College.

What's next?

CAP will be a regular feature throughout session 2024/25 and will be the driving force behind our Action planning. The first meetings will take place during September and will focus on the key survey themes and feedback provided at the all staff event. We'll make sure you're kept up to date with all of the latest developments, through a variety of You said, We did updates, as well as opportunities for two-way engagement and conversation. It's important that we all contribute to the future we want, so please take the time to join a CAP group if you can.

Key Discussions Themes

Confidence in the Future of the College



You said:

- There is a need for more clarity and effective communication about the College's strategy and vision
- There is a lack of visibility, communication and consultation from senior managers
- The College isn't future-focused or seeing 'the bigger picture'
- There is a need for greater inclusion in decision-making across the College
- There is a lack of empowerment and career development opportunities

Inclusivity



You said:

- There is a need for enhanced trust and more open communication
- There is a need for a culture of ownership and creativity across the College
- More support and resources are needed to address challenges
- It is important that the employee voice is heard across the College
- There is a lack of cooperation and collaboration between departments

Work-Life Balance



You said:

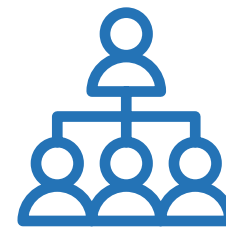
- Heavy workloads are impacting on mental wellbeing
- Workloads are often unmanageable resulting in people taking work home to do in the evening
- Unnecessary additional administration tasks add to the workload
- Protected time is needed to recharge and ensure a good day at work

Action Planning

Confidence in the Future of the College



How do we better communicate our strategy and vision?

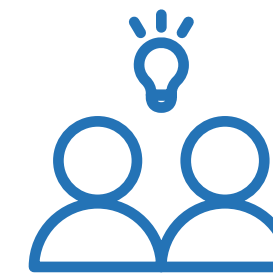


What does visible leadership mean? How do we implement effective engagement from the top down?

Inclusivity



How do we enhance trust through promoting open communication?



How do we encourage a culture of ownership and creativity and provide support to address challenges?

Work-Life Balance



How do we make workloads more manageable for our staff?



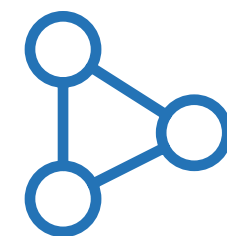
How can we support staff with ensuring a positive work-life balance?



How do we create a collaborative approach to decision making across the College?



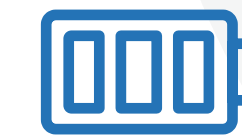
How do we provide improved career development opportunities for our staff?



How do we create greater collaboration and cooperation between departments?



How do we ensure the employee voice is heard across the organisation?



How do we create space for people to take time to interact with colleagues and recharge?



How might we take a tailored approach to supporting individual's wellbeing?

Title	EC Students' Association Report
Appendices	None.
Disclosable under FOISA	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>
Primary Contact	Adam Lowe, President
Date of Production	11.09.24
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"/> <i>(If 'yes' please complete Section 5.3)</i>

1. RECOMMENDATIONS

The Board are asked to NOTE the information provided in the EC Students' Association Report.

2. PURPOSE OF REPORT

To update the Board on the various activities of EC Students' Association for the months of July, August and September 2024.

3. KEY INSIGHTS

3.1. RECENT EVENTS AND PROJECTS

3.1.1. Summer training & induction Programme

EC Students' Association Residential Training

Adam, Charlie and Sukinder began their new roles on 1st July 2024. With all three being new to their Full-Time Officer roles, this summer's training programme was crucial to reset and focus on the year ahead.

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 and staff, 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 (see 3.1.2) are a testament to the productivity of this annual event.

NUS Scotland Lead & Change event for college officers

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 by the Scottish Funding Council to help College SAs be as effective as possible. The event 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 funded by the Scottish Funding Council. 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 and our Representation & Impact Coordinator attended this event at Queen Margaret University in August, alongside education-focussed Full-Time Officers from across the country.

CDN Student Board Member induction training

Adam (President) and Charlie (VP Activities) attended the above event, which was hosted online by the College Development Network. 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.

Training from Edinburgh College staff

We were delighted that for the first time, training sessions with college staff were embedded into the Full-Time Officers' induction schedule. These included meetings with Organisational Development, Wellbeing and Safeguarding Training, Introduction to Equality, Diversity and Inclusion and sessions with the Secretary of the EC Board of Management. Induction meetings were also arranged between the Vice Principal of Innovation, Planning and Performance and the Assistant Principal of Student Experience. The opportunity to meet with, and receive training from, key college contacts has made onboarding process to the college smoother than ever.

3.1.2. Priority Objectives 2024-25

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:

1) Improving comms between lecturers and students

To create an efficient communication system and improve networking in Edinburgh College. This will have a great impact on the communication between lecturers and students will also be able to provide efficient support to students.

2) Reverse shadowing 2.0

Work with Class Reps, Board members, and Senior Managers to share experiences and feedback in order to enhance the student voice with decision-makers and to improve the overall student experience, based on what is actually happening in classrooms.

3) Getting to know teaching staff to improve Class Rep effectiveness

Build relationships directly with curriculum staff in order to improve the overall experience and effectiveness of Class Reps working towards constant enhancement of the student experience.

4) Developing social spaces on campus

Enhance the sense of community for students by developing the social spaces on campus.

5) Promotion and support of on-campus opportunities

Build on the opportunities available for students in order to create a sense of belonging and pride in the Edinburgh College student community.

6) Improving the experience of LGBTQ+ students

Adjust and expand on last year's LGBTQ+ friendly classrooms initiative in order to make all LGBTQ+ students feel comfortable and welcome at Edinburgh College.

7) Community Fridge Plus Community Larder

Increase access to quality food and prevent student hunger by removing barriers, providing access to food staples and increasing knowledge of healthy cooking.

8) Wellbeing Fairs & Events as part of Student Mental Health Agreement

Develop and host wellbeing events on campus by partnering with external charities and promoting resources to ensure that all students have access to resources to support their mental health.

9) Making pals on campus

Countering loneliness by creating opportunities for students to connect with each other and form a community.

3.1.3. Sighthill Office move – New HQ in Atrium

Over the course of the summer, we moved offices at Sighthill and now have a Students' Association HQ Hub in the Atrium (formerly the Atrium Classrooms). We have transformed these spaces into a welcoming area, branding the space and providing a vibrant first point of contact for people entering the building. Since then, the number of students and staff who have engaged with us, whether to seek advice or meet our new Full-Time Officers, has increased significantly. We have relocated our community fridge into our office, and have also created a cosy 'chill zone' where we are planning to host small events in the coming weeks.

3.1.4. Freshers' Week 2024

This year's Freshers' Week saw us host four events, covering each of the campuses during the first teaching week of term. We worked in collaboration with external charity partners including Lothian Busses, Unilife, Girl Guides, local sports teams and stalls from NHS Lothian and Chalmers Sexual Health Centre. We were also very grateful to be joined by Edinburgh College Counselling, Wellbeing, Comms teams and the college's Active Campus Coordinator.

At the EC Students' Association stall, we ran games and activities and promoted the services we offer to students, such as our community fridge. 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. Over the course of the week, we estimated that we engaged with over 1000 students.

3.2 CURRENT & UPCOMING EVENTS

3.2.1. Reverse Shadowing

We are delighted that our Reverse Shadowing Scheme that was launched last year is now continuing in this academic session. We are now inviting Board Members who wish to take part to get in touch with us [via our register interest form](#). This is a great opportunity to spend a day or half-day with the Students' Association President and

gain a unique perspective on student life at Edinburgh College. We are also extending the scheme for the first time to the Senior Management Team at the College.

3.2.2. Student engagement events

In contrast to last year where we set up specific clubs and societies that aimed to take place regularly but didn't get much consistent engagement, this year we are offering a series of events on different campuses as a chance for people to socialise but without asking students to commit to regular sessions. This includes: Board Games Lunchtime at Sighthill (11th September), Crafternoon events at Sighthill (18th September) and Granton (19th September), and a Video Games social in the afternoon at Sighthill. Some clubs and societies are still ongoing, such as the LGBTQ+ society and there is a new Creative Writing group which is based at Milton Road which we are helping to promote to students.

3.2.3. Community Fridges & SwapShops

Our Community Fridges continue to be an important part of our sustainability work, as well as being an important part of countering the cost-of-living crisis for students. Each campus gets a delivery every week, and we tailor stock based on what is most popular with students at different campuses. We made the decision to discontinue our SwapShops at Sighthill and Midlothian, due to lack of use and the poor quality of clothing we were receiving in these hubs. At Milton Road and Granton our SwapShops continue to be well-used, saving books, clothes and accessories from going to landfill. Later in the semester we hope to have a targeted approach which can be rolled out across all four campuses, e.g. winter coat drive.

3.2.4. Comms to students

As well as running our social media channels, we also send out a fortnightly 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.

3.2.5. Class Rep recruitment

Our President Adam has produced 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.

4. IMPACT AND IMPLICATIONS

The Board retains an overview of Students' Association activity in the interests of good governance. The Board approved the 2024/25 EC Students' Association funding bid in June 2024. The Students' Association's funding for the academic year was subsequently finalised in the College Budget 2024/25.

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 checked="" 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 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 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*		
	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](#)]

Title	Management Accounts to July 2024
Appendices	Appendix 1: Management Account to July 2024 - with Commentary
Disclosable under FOISA	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>
Primary Contact	Alan Williamson, Chief Operating Officer
Date of Production	30.04.24
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 2024.

2. PURPOSE OF REPORT

The Planning & Resources Committee are asked to review the management accounts at each meeting, to assess the college's current financial position.

3. KEY INSIGHTS

Detail contained with Appendix 1. Additionally, a *Month 11 Financial Performance Summary* can also be viewed on the [Board Portal](#).

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)	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](#)]



FINANCIAL REPORT

12 MONTHS TO 31 JULY 2024

CONTENTS

Report from Chief Operating Officer

1. Executive Summary
2. Student Activity
3. Income Analysis
4. Expenditure Analysis
5. Staff Costs Analysis
6. Trading Department
7. Cash-flow
8. SFC Reporting
9. Balance Sheet
10. Key Performance Data

Appendices:

1. Income and Expenditure Account Summary and Detail.
2. Balance Sheet
3. Cash-flow

DISTRIBUTION

Executive Team
Board of Management P&R Committee
Senior Management Team

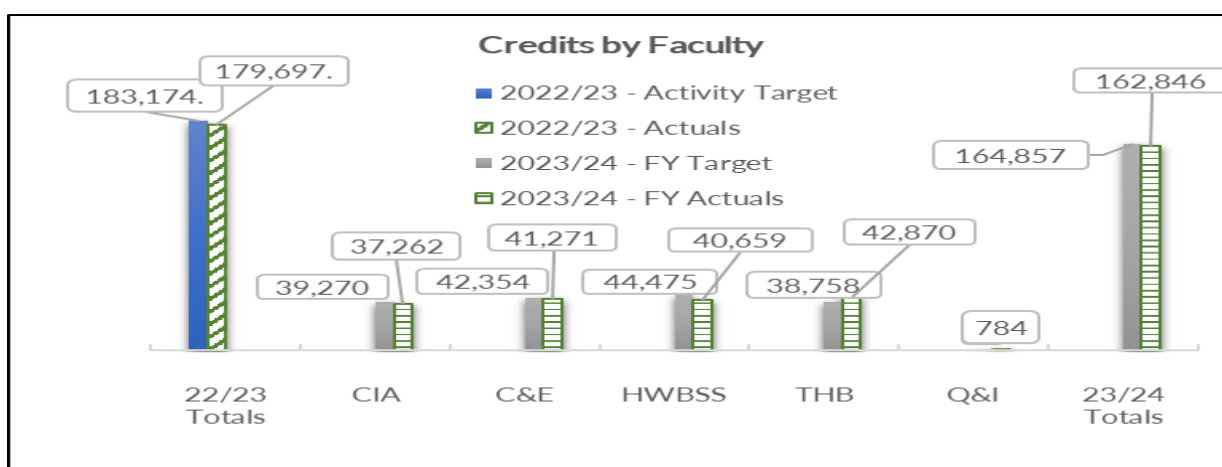
1. EXECUTIVE SUMMARY

Credits and SFC Grants

- 1.1 Edinburgh College's core activity target for academic year 2023/24 totals **164,857 credits** (18,317 credits lower than 2022/23) which includes European Social Funding (ESF) places subsumed within core activity. Also incorporated is an indicative target of 692 credits for foundation apprenticeships.

Although total credits were decreased by 10% from 2022/23 across the sector by the SFC, the core grant funding level remains the same overall, which has resulted in a small increase in the average price of a credit (Edinburgh College still has the lowest credit price in the sector).

The College has achieved (subject to final audit) its 2023/24 core credit targets, with actual credits achieved to date (as at 21st August) of **162,846** 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.



1.2 Adjusted Operating Position (AOP)

As per SFC Measurement	<u>Annual Budget</u> <u>2023/24</u>	<u>Full Year Actuals</u> <u>2023/24</u>	<u>Full Year Actuals</u> <u>2022/23</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
I&E Operating Position	(3,059)	(2,963)	(2,563)
Add:			
Depreciation net of deferred capital grant release	3,249	3,408	3,271
Deduct:			
Loan repayments and payments against provisions	894	890	842
AOP	(704)	(445)	(134)

The College has focused on cost reduction and revenue growth throughout the year, with the aim of delivering a balanced adjusted operating position (AOP). 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 Scottish Government set a college sector resource (revenue) budget for 2024/25 of £643m, a decrease of £32.7m (4.8%) from 2023/24. However, the SFC's final college funding allocations for 2024/25 confirmed that a rebasing of the sector's student support funding has allowed the core teaching funding to be maintained at the same level as 2023/24.

The SMT continue to focus on savings in relation to future financial forecast deficits (due to underfunding and unaffordable pay awards) for the 2024/25 to 2026/27 budget years.

1.3 Income and Expenditure

	<u>Annual Budget</u> <u>2023/24</u>	<u>Full Year</u> <u>Actuals</u>	<u>Full Year</u> <u>Variance</u>	<u>Full Year</u> <u>Actuals</u> <u>2022/23</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Funding Council Grants	52,612	52,721	109	53,985
Tuition Fees, Commercial & Other Inc	15,544	14,503	(1,041)	15,945
Deferred Income	2,897	3,177	280	2,845
Total Income	71,053	70,401	(652)	72,775
Staff Costs	50,976	49,704	1,272	51,003
Other Costs	16,982	16,475	507	16,916
Depreciation	6,146	6,584	(438)	6,116
Exceptional Support Costs	8	601	(593)	1,302
Total Expenditure	74,113	73,364	749	75,338
Operating (Deficit) / Surplus pre SSAP24 & pension revaluation adjustments)	(3,059)	(2,963)	97	(2,563)

The College's annual budget operating position is a deficit of £3,059k, which results in an adjusted operating **deficit** budget of £704k for the year (refer para 1.2).

The operating deficit for the year settled at £2,963k (an improvement of £97k on the starting budget), resulting in an **AOP deficit of £445k**, which is a respectable out-turn, given the mid-year withdrawal of FWDF income from the sector (with no equivalent in its place – net £0.8m income loss), the unfunded £0.78m cost of VS payments (including PILON, holiday pay, COL entitlements and strain) together with the monies identified and then ring-fenced for COL awards.

A reconciliation of the movement between June 2024's forecast AOP deficit and the deficit out-turn for the year is shown below:

	AOP - (Deficit) / Surplus
	£k
June 24 AOP Projection:	(704)
July 24 AOP Final Out-turn:	(445)
Movement - Fav / (Adv)	260
Represented by - Fav / (Adv):	
Untaken annual leave movement	268
Lower commercial income (SDS & HoR)	(37)
Higher net staffing	(31)
Higher net other income (largely SPLD & technology assessments)	28
Higher managing agents income (CITB backdated claims)	19
Higher net international income	13
	260

The full year favourable movement of £260k, at an AOP level, compared to the starting budget deficit of £704k comprises the following (excluding associated offsets):

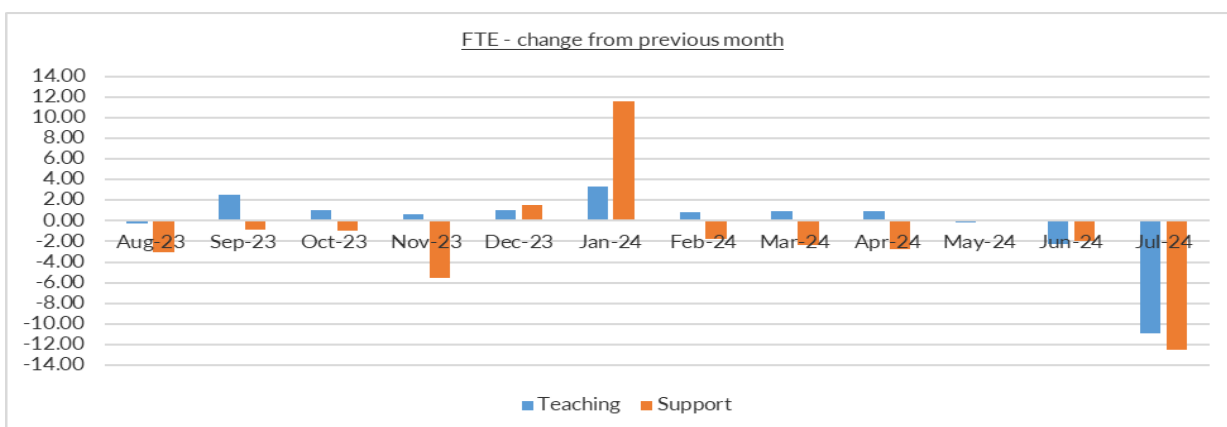
	<u>£k - Fav /</u> <u>(Adv)</u>
FWDF income (yr 7)	(1,282)
Staffing (non-required vacancy removals / churn / strike action / holiday pay movement)	1,272
VS costs (including PILON, holiday pay, COL entitlements and strain)	(768)
FWDF associated expenditure (associate trainers)	517
Tuition fees (managing agents - CITB / associate degrees)	362
Tuition fees (largely SAAS / HEFT self & employer payers)	(329)
Net other operating income / expenses (inc telecoms, H&S, marketing)	173
Training restaurants, hair & beauty salons, sports income, net secondments	166
Other SFC Grants (Indicative SPPA pension rate uplift funding)	151
Residencies	(150)
International income	146
Bespoke, scheduled & SDS contracts	(123)
Nursery income	(113)
Net interest income	101
Exam fees	85
Commercial UK other contracts (largely UK SPF 'Multiply' activity)	52
Total ytd movement affecting cash:	<u>260</u>

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 2024.

1.4 Staff (Full Time Equivalent)

FTE	31/07/23	31/07/24	FY Movement
Teaching	406.9	404.5	(2.4)
Support	488.0	469.4	(18.6)
	894.9	873.9	(21.0)

Staff numbers have decreased by 21 FTE (overall) since the beginning of the academic year, primarily driven by VS leavers in June & July 2024 (27). The monthly FTE staff movements are shown below:



1.5 Cash

Opening cash	Year-end cash	Comments
01/08/2023	31/07/2024	The July cash balance is driven by c.£3.7m still being held for the lecturing staff 2022 and 2023 cost of living pay awards backdated to 1st September 2022. There remains no 'free' cash.
£'m.	£'m.	
5.7	4.2	

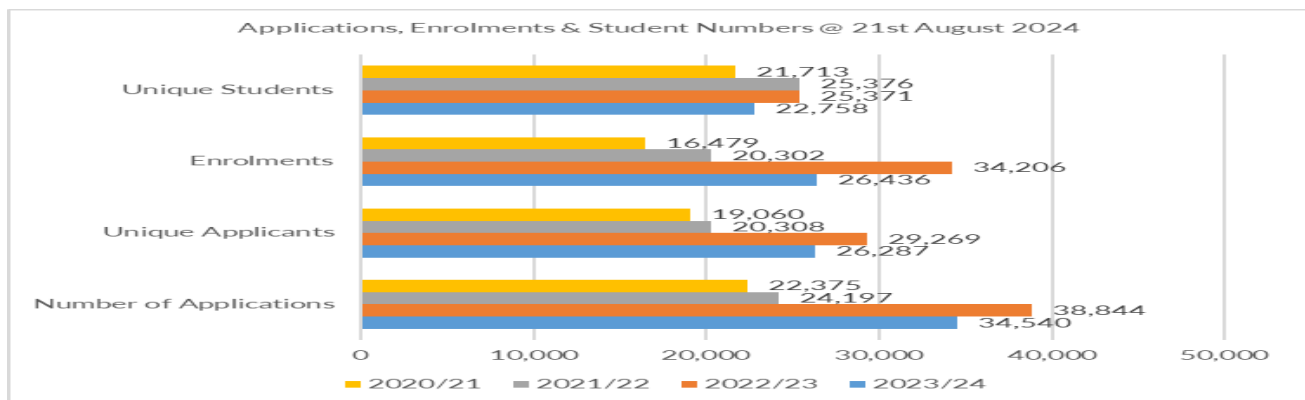
1.6 Capital Expenditure

Opening Fixed Assets	Additions	Dep'n	Closing Fixed Assets	Comments
01/08/23	31/07/24	31/07/24	31/07/24	
£'m.	£'m.	£'m	£'m.	Capital funding for 2023/24 is allocated as follows: (1) £0.8m estate lifecycle maintenance (I&E budget) (2) £2.8m for condition survey backlog /high-priority maintenance (3) £0.3m for digital poverty (4) £0.5m high priority funding and (5) SG energy efficiency funding of £2.3m. Capital funding for 2024/25 is allocated from 1 st April 2024 as follows: (1) £0.8m estate lifecycle maintenance (I&E budget) (2) £2.8m for condition survey backlog / high-priority maintenance. To date £5.8m of 'work in progress' and fixed asset capitalisations have been incurred since the beginning of the academic year on building fabric; IT, and curriculum projects; environmental and energy efficiency initiatives. A further £0.9m of 2024/25 funding is also committed. As part of the year-end review, £1.05m of capital spend has been allocated to expenditure in line with the College's accounting policies.
179.6	5.8	(6.6)	178.8	

2. STUDENT ACTIVITY

2.1 The College's core activity target for 2023/24 is 164,857 credits (refer para 1.1 for more detail).

2.2 The table below shows Applications, Enrolments and Student Numbers from 2020/21 to 2023/24.



3. INCOME ANALYSIS



Income Expanded Account Detail for the 12 Months to 31st July 2024

	Original Annual Budget £000s	Revised Annual Budget £000s	Full Year Actuals £000s	Variance £000s	Full Year Actuals 2022/23 £000s
INCOME					
Funding Council Grants	54,833	55,509	55,898	390	56,830
Tuition Fees & Education Contracts	6,205	6,205	6,238	33	6,159
Commercial & International	6,041	6,041	4,779	(1,262)	7,066
Other Income	3,109	3,299	3,487	188	2,720
TOTAL INCOME	70,187	71,053	70,401	(652)	72,775

- 3.1 Total income for the year is £70.4m, which is £0.6m lower than the full year budget of £71.1m. This is mainly due to lower commercial income (FWDF funding withdrawn) partly offset by higher 'other SFC grants' (indicative funding for SPPA pension rate increase), higher deferred capital grant releases (to match associated depreciation) and improved other income (Innovation Vouchers / secondments / other Commercial contracts - UK SPF 'Multiply').
- 3.2 Total SFC grant income (excluding deferred grant releases) settled the year at £52.7m, which is £0.1m higher than budget (net 'other SFC grants' as per above). This follows the 98% achievement of our core SFC credit targets (against the SFC threshold); however, a small amount of Foundation Apprenticeship (FA) credits income, £64k (622 credits achieved against target of 692 credits) has been deferred awaiting potential clawback by the SFC. This funding is received from a different government department.
- 3.3 Tuition fees settled the year £33k higher than budget, mainly due to SAAS / HEFT fees (minus £0.37m in total), wholly offset by higher managing agent income (+£0.32m), together with higher PT self-payers (+£0.06m) and associate degree students (+£0.04m).
- 3.4 Commercial income (excluding International) finished the year at £3.1m, which is £1.4m lower than budget due to withdrawal of FWDF funding from the sector. Accommodation income was impacted due to the cancellation of a contract for 25 rooms by Edinburgh University and limited room booking options for accommodation on the same floor as the Dnipro families.

FWDF income settled the year at £0.7m which is £1.3m lower than fy budget (yr7 income withdrawn), partly offset by savings of £0.5m within associate trainers. Bespoke income settled the year at £0.62m against a fy budget of £0.61m, whilst scheduled short commercial courses recorded income of £0.35m (fy budget of £0.43m). SDS income for the year settled at £0.53m (fy budget £0.6m).

Approximately £0.15m of income was generated from commercial facility hires (fy budget £0.32m). Although enquiries regarding room availability from community groups and creative industries organisations remain encouraging, this revenue stream was adversely affected by the lack of a large Summer School (due to difficulties agreeing a mutually acceptable price-point).

Aside from accommodation revenue, Milton Road 'Club' activity has been strong, with fy income for the MR gym settling at £0.3m (£0.07m higher than budget), whilst income from the hair & beauty salons and training restaurants settled the year at £0.2m (£0.07m higher than budget), although this favourability was offset by higher than budgeted associated catering costs. Income from our Milton Road residencies settled the year at £0.39m (£0.15m lower than budget, due to the aforementioned reasons).

International income settled the year at £1.69m, against a full year budget of £1.54m, driven by higher student recruitment at the start of each semester, together with contracts with Panama IFARHU, a Madrid CLIL Teacher Training group and various British Council overseas partners, which helped generate a trading contribution towards College overheads of £0.2m (£0.07m higher than budget).

4. EXPENDITURE ANALYSIS



Expenditure Expanded Account Detail for the 12 Months to 31st July 2024 (Ex Staff Costs)

	<u>Original</u> <u>Annual</u> <u>Budget</u> <u>£000s</u>	<u>Revised</u> <u>Annual</u> <u>Budget</u> <u>£000s</u>	<u>Full Year</u> <u>Actuals</u> <u>£000s</u>	<u>Variance</u> <u>£000s</u>	<u>Full Year</u> <u>Actuals</u> <u>2022/23</u> <u>£000s</u>
Other Operating Expenses	15,651	16,467	15,948	520	16,378
Depreciation for the year	6,146	6,146	6,584	(438)	6,116
Debt Interest & Other Finance Costs	515	515	527	(12)	538
Exceptional Support Costs		8	601	(593)	1,302
Total Expenditure (Ex Staff Costs)	22,312	23,136	23,660	(523)	24,334

- 4.1 Total expenditure for the year is £73.4m, which is £0.7m lower than the full year budget of £74.1m due to higher than budgeted exceptional support costs of £0.6m and higher depreciation of £0.4m, wholly offset by staff savings of £1.27m and by other savings across operating expenditure lines of £0.5m (largely FWDF associate trainers).

Significant efforts were made throughout the year to reduce expenditure (whilst ensuring that any adverse impact on the student experience was minimal).

5. STAFF COSTS ANALYSIS



Staffing Expenditure Account Detail for the 12 Months to 31st July 2024

	<u>Original</u> <u>Annual</u> <u>Budget</u> <u>£000s</u>	<u>Revised</u> <u>Annual</u> <u>Budget</u> <u>£000s</u>	<u>Full Year</u> <u>Actuals</u> <u>£000s</u>	<u>Variance</u> <u>£000s</u>	<u>Full Year</u> <u>Actuals</u> <u>2022/23</u> <u>£000s</u>
Staff Costs					
Senior Management	1,804	1,804	1,633	172	1,617
Academic Departments	23,726	23,726	22,433	1,293	24,398
Academic Services	4,559	4,631	4,849	(219)	4,293
Admin & Central Services	14,660	14,629	14,280	350	13,942
Premises	1,593	1,593	1,927	(334)	1,697
Catering & Residences	40	40	40	(1)	21
Temporary, Agency & Staff Bank Costs	2,269	2,269	2,304	(35)	2,526
Other Staffing Expenditure	2,285	2,285	2,238	47	2,509
	50,935	50,976	49,704	1,272	51,003

5.1 Staff costs for the 2023/24 academic year settled at £49.7m, which is £1.3m lower than the gross salary budget. The table below explains the reasons for this favourable movement.

	£m
Gross salary budget	50.98
Year-end out-turn (excludes VS costs & associated strain / PILON)	49.70
Net favourable variance	<u>1.27</u>
Represented by:	
Vacancy churn (inc savings from VS leavers) / strike action / posts & hours removed from the establishment	1.00
Untaken annual leave movement	0.27
	<u>1.27</u>

The total staff cost of £49.7m is lower than June's forecast by £0.2m, primarily due to a favourable movement in the College's untaken annual leave provision of £0.27m (2022/23: favourable by £0.2m), which was excluded from June's forecast, as the underlying figures could not be quantified until now. The number of "days" used in the underlying annual leave calculations has been amended this year (from 1/260 to 1/365), per NJNC guidance and this accounted for £0.15m of the overall favourable movement.

The College's 2023/24 VS scheme cost £0.78m (including PILON, holiday pay, COL entitlements and strain totaling £0.17m) and will result in recurring savings of £1.4m, in total, from 2024/25.

6. TRADING DEPARTMENT

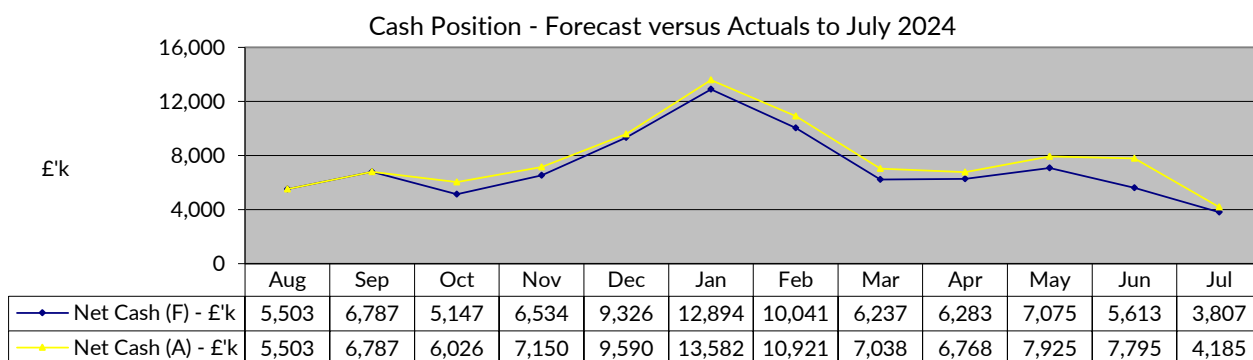
	Nursery	
	YTD July 24	
	FY Budget (£000)	FY Actuals (£000)
Total income	1,368	1,255
Staffing expenditure (inc agency)	(1,206)	(1,312)
Non staffing expenditure	(37)	(59)
Net surplus / (deficit) contribution pre associated premises costs	124	(116)

6.1 The above table provides an overview of the Nursery trading position for the year.

The contribution from the Nursery, over the course of the year, has declined, moving from a starting budget surplus of £124k (which includes the effect of a 10% rise on 2022/23 prices) to a deficit of £116k for the year (lower income / higher agency costs and overtime). This is an adverse movement against forecast, and is before associated premises costs (which total £93k for the year, covering maintenance, cleaning, rates and utilities costs). The out-turn for the year includes a grant of £0.6k from Edinburgh Council (within total income) which was used to fund Nursery refurbishments.

7. CASH-FLOW

- 7.1 The cash balance at the end of June is £4.2m (explanations above in paragraph 1.5). January's cash balance increased following receipt of £2.6m SAAS fee funding. Back-dated pay awards (for support staff) of £2.8m were paid in June 2024 (employer tax element paid in July), whilst a balance of £3.7m has been retained (for lecturing staff) and will be paid out upon conclusion of the ongoing negotiations with unions.



8. SFC REPORTING

- 8.1 The most recent cashflow return was submitted to the SFC in mid-June 2024, for the year to 31 May 2024. The next cashflow return is due to be sent to the SFC in August 2024 and will cover the full year to 31 July 2024. The 2024 Financial Forecast Return was submitted to the SFC at the end of June 2024.

9. BALANCE SHEET

		<u>At 31 Jul</u> <u>2024</u> <u>£'000</u>	<u>At 31 July</u> <u>2023</u> <u>£'000</u>	<u>YTD Mvmt</u> <u>£'000</u>
Fixed Assets	Land and Buildings	168,415	172,248	(3,833)
	FFE & Intangibles	<u>10,364</u>	<u>7,371</u>	<u>2,993</u>
		178,779	179,619	(840)
Current Assets	Stock	88	87	1
	Debtors	7,347	8,480	(1,133)
	Cash - Main	3,734	4,850	(1,116)
	Cash - Student Support	<u>451</u>	<u>856</u>	<u>(405)</u>
Total		<u>11,620</u>	<u>14,273</u>	<u>(2,653)</u>
Creditors		(69,608)	(69,251)	(357)
Bank Loans		(7,239)	(7,840)	601
Provisions		<u>(2,431)</u>	<u>(2,717)</u>	<u>286</u>
		<u>111,121</u>	<u>114,084</u>	<u>(2,963)</u>
Funded by:				
Reserves		<u>111,121</u>	<u>114,084</u>	<u>(2,963)</u>
		<u>111,121</u>	<u>114,084</u>	<u>(2,963)</u>

- 9.1 The movements in Cash and Fixed Assets are shown in the sections above. At the end of July, debtors include trade and sponsor totaling £0.4m and £6.9m of prepayments and accrued income (including managing agents, international student fees and SFC grants (job evaluation accruals from 2018 to date)).

The debtor's days ratio (below) measures speed of cash collection from the College's debtors. **Sponsor** – Trade funded courses **Student** – Direct payment students **Trade** – Commercial activity.

	<u>Debtor Days</u>											
	<u>Aug 23</u>	<u>Sep 23</u>	<u>Oct 23</u>	<u>Nov 23</u>	<u>Dec 23</u>	<u>Jan 24</u>	<u>Feb 24</u>	<u>Mar 24</u>	<u>Apr 24</u>	<u>May 24</u>	<u>Jun 24</u>	<u>Jul 24</u>
Sponsor	1.5	2.4	6.2	14.8	108.3	105.8	36.4	68.3	150.2	34.7	31.3	32.7
Student	8.4	29.9	27.0	40.2	69.3	85.2	73.6	73.0	59.4	55.1	57.7	57.6
Trade	17.2	2.2	3.4	5.6	12.4	32.0	20.6	17.2	8.8	10.1	32.8	31.4
Total debtor days	4.8	8.0	6.5	13.3	59.0	73.9	32.4	42.8	93.3	28.0	32.4	32.9

10. KEY PERFORMANCE DATA

Financial Performance Monitoring Template

	2022/23 Annual Target			2023/24 Annual Target	2023/24 Annual Out-turn	(Under) / Over - achieved	2022/23 Year-End
Credits (2022/23 includes funding for FTE HE places previously funded by ESF)	181,328			164,857	162,846	(2,011)	177,967
Credits - Foundation Apprenticeships	692			-	-		576
Credits - Additional 1% fdg	1,154			-	-		1,154

	2022/23 Annual Budget	2023/24 Starting Budget	Revised Annual Budget	2023/24 YTD Budget	2023/24 Annual Out-turn	Variance	Previous YTD
	£k	£k	£k	£k	£k	£k	£k
Adjusted Operating Position	(1,051)	(704)	(704)	(704)	(445)	260	(134)

Commercial & International Contracts	6,270	6,041	6,041	6,041	4,779	(1,262)	7,066
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Income	70,028	70,187	71,053	71,053	70,401	(652)	72,775
Expenditure	73,108	73,247	74,113	74,113	73,364	749	75,338
Operating Surplus / (Deficit) pre SSAP24	(3,080)	(3,059)	(3,059)	(3,059)	(2,963)	97	(2,563)

Net Cash Inflow / (Outflow)	(4,193)	(5,108)	(5,108)	(5,108)	(1,521)	-	212
Bank Balance	1,301	598	598	598	4,185	-	5,706

Fixed Assets	173,275	173,473	173,473	173,473	178,779	-	174,596
Net Current assets / (liabilities)	(5,082)	(4,980)	(4,980)	(4,980)	(5,257)	-	(4,022)
Creditors and Provisions	(34,798)	(57,490)	(57,490)	(57,490)	(62,401)	-	(36,661)
Net Assets	133,395	111,003	111,003	111,003	111,121	-	133,913
Pay costs % of Income	75.9	76.9	75.5	75.5	74.6	(0.9)	73.7
Current Ratio					0.69		0.79
Cash Days in Hand					23		30
Borrowings as % of reserves	4.3	4.4	4.4	4.4	4.4	-	4.2

I&E Account for the 12 Months to 31st July 2024

	<u>Original Annual Budget</u> £000s	<u>Revised Annual Budget</u> £000s	<u>YTD Budget</u> £000s	<u>YTD Actuals</u> £000s	<u>YTD Variance</u> £000s	<u>Previous YTD</u> £000s	<u>Year End Projection @ end June 2024</u> £000s
Funding Council Grants	51,936	52,612	52,612	52,721	109	53,985	52,711
Deferred Capital Grant Releases	2,897	2,897	2,897	3,177	280	2,845	3,119
Tuition Fees and Education Contracts (inc SAAS)	6,205	6,205	6,205	6,238	33	6,159	6,220
Commercial and International Contracts	6,041	6,041	6,041	4,779	(1,262)	7,066	4,770
Other Income	3,109	3,299	3,299	3,487	188	2,720	3,396
Total Income	70,187	71,053	71,053	70,401	(652)	72,775	70,216
Staff Costs	50,935	50,976	50,976	49,704	1,272	51,003	49,941
Other Operating Expenses	15,651	16,467	16,467	15,948	520	16,378	15,882
Depreciation for the year	6,146	6,146	6,146	6,584	(438)	6,116	6,538
Debt Interest & Other Finance Costs	515	515	515	527	(12)	538	534
Exceptional Support Costs		8	8	601	(593)	1,302	550
Total Expenditure	73,247	74,113	74,113	73,364	749	75,338	73,445
Operating (Deficit) / Surplus pre SSAP24 Enhanced Pension Provision Charge	(3,059)	(3,059)	(3,059)	(2,963)	97	(2,563)	(3,229)
Adjusted Operating Position:							
Operating (Deficit) / Surplus pre SSAP24 Enhanced Pension Provision Charge	(3,059)	(3,059)	(3,059)	(2,963)	97	(2,563)	(3,229)
Add:							
Depreciation net of deferred capital grant release	3,249	3,249	3,249	3,408	159	3,271	3,419
Deduct:							
Loan repayments and payments against provisions	894	894	894	890	(5)	842	894
Adjusted Operating Position	(704)	(704)	(704)	(445)	260	(134)	(704)

	<u>Original Annual Budget £000s</u>	<u>Revised Annual Budget £000s</u>	<u>YTD Budget £000s</u>	<u>YTD Actuals £000s</u>	<u>YTD Variance £000s</u>	<u>Previous YTD £000s</u>	<u>Year End Projection @ end June 2024 £000s</u>
INCOME							
Funding Council Grants							
Recurrent Grant Inc Fee Waiver	49,812	49,812	49,812	49,812	0	49,314	49,812
Childcare Funds	1,067	669	669	572	(97)	723	573
Deferred Capital Grants	2,897	2,897	2,897	3,177	280	2,845	3,119
Other SFC Grants	1,056	2,131	2,131	2,337	206	3,948	2,326
	54,833	55,509	55,509	55,898	389	56,830	55,830
Tuition Fees & Education Contracts							
FE - UK & EU	30	30	30	9	(21)	26	9
HE - UK & EU	283	283	283	227	(56)	248	227
PT Self Payers	487	487	487	544	57	472	543
Examination Fee Income	14	14	14	15	1	13	16
SAAS	2,897	2,897	2,897	2,555	(342)	2,771	2,555
SAAS - Commercial				33	33	74	33
Associate Degree Fees	721	721	721	764	43	606	764
Managing Agents	1,773	1,773	1,773	2,092	319	1,950	2,073
	6,205	6,205	6,205	6,238	33	6,159	6,220
Commercial & International							
International	1,543	1,543	1,543	1,689	146	1,759	1,643
SDS	593	593	593	534	(59)	584	557
EH15 and The Apprentice Restaurants	55	55	55	134	79	93	137
Bliss SPA and Employability Salons	70	70	70	67	(3)	66	69
Gym	242	242	242	313	70	318	295
Residences	540	540	540	390	(150)	963	420
Bespoke Contracts for Employers	607	607	607	622	15	643	620
Scheduled Short Courses	428	428	428	349	(79)	424	348
Flexible Workforce Development Fund	1,963	1,963	1,963	681	(1,282)	2,217	681
	6,041	6,041	6,041	4,779	(1,262)	7,066	4,770
Other Income							
Catering	20	20	20	25	5	26	24
Nursery	1,368	1,368	1,368	1,254	(113)	1,185	1,265
Access Centre Provision	190	380	380	381	1	217	380
Other Income Generating Activities	1,481	1,481	1,481	1,653	172	1,218	1,557
	3,059	3,249	3,249	3,314	65	2,646	3,226
Endowment & Investment							
Bank Interest	50	50	50	173	123	75	170
	50	50	50	173	123	75	170
TOTAL INCOME	70,187	71,053	71,053	70,401	(652)	72,775	70,216
EXPENDITURE							
Staff Costs							
Senior Management	1,804	1,804	1,804	1,633	172	1,617	1,664
Academic Departments	23,726	23,726	23,726	22,433	1,293	24,398	23,168
Academic Services	4,559	4,631	4,631	4,849	(219)	4,293	4,616
Admin & Central Services	14,660	14,629	14,629	14,280	350	13,942	13,997
Premises	1,593	1,593	1,593	1,927	(334)	1,697	1,833
Catering & Residences	40	40	40	40	(1)	21	40
Temporary, Agency & Staff Bank Costs	2,269	2,269	2,269	2,304	(35)	2,526	2,049
Other Staffing Expenditure	2,285	2,285	2,285	2,238	47	2,509	2,575
	50,935	50,976	50,976	49,704	1,272	51,003	49,941
Other Operating Expenses							
Premises	5,623	6,570	6,570	6,926	(355)	6,441	6,940
Teaching Activity & Support	2,287	2,455	2,455	1,812	643	2,224	1,817
Childcare Costs	1,067	669	669	572	97	723	573
Transport Costs	124	124	124	147	(23)	117	143
IT Costs	1,298	1,398	1,398	1,327	71	1,112	1,293
Telecomms Costs	111	111	111	79	32	91	83
Equipment	60	60	60	67	(7)	81	63
Health & Safety	57	57	57	21	35	33	24
Travel & Subsistence	382	413	413	435	(22)	387	400
Admin Costs	150	125	125	121	4	119	132
Corporate, Consultancy, Professional	674	665	665	681	(16)	857	630
Staff Welfare	16	16	16	5	11	10	4
Catering	646	646	646	518	128	832	531
Training & Development	81	93	93	89	4	54	108
VAT	1,368	1,368	1,368	1,613	(245)	1,541	1,609
Marketing & PR	168	168	168	137	30	161	128
Partnership Costs	10	-0	-0		(0)	(25)	(0)
Overseas Agents Commission	427	427	427	399	27	541	395
Registration & Exam Fees	1,069	1,069	1,069	984	85	1,050	989
Bad Debt	34	34	34	16	18	29	21
	15,651	16,467	16,467	15,948	520	16,378	15,882
Depreciation	6,146	6,146	6,146	6,584	(438)	6,116	6,538
Depreciation for the year	6,146	6,146	6,146	6,584	(438)	6,116	6,538
Debt Interest & Other Finance Costs							
Interest On Bank Loans	490	490	490	503	(14)	516	510
Other Finance Charges	25	25	25	24	1	22	24
	515	515	515	527	(12)	538	534
Exceptional Support Costs							
		8	8	601	(593)	1,302	550
TOTAL EXPENDITURE	73,247	74,113	74,113	73,364	749	75,338	73,445
Operating (Deficit) / Surplus pre SSAP24							
Enhanced Pension Provision Charge	(3,059)	(3,059)	(3,059)	(2,963)	97	(2,563)	(3,229)
Adjusted Operating Position:							
Operating (Deficit) / Surplus pre SSAP24							
Enhanced Pension Provision Charge	(3,059)	(3,059)	(3,059)	(2,963)	97	(2,563)	(3,229)
Add:							
Depreciation net of deferred capital grant release	3,249	3,249	3,249	3,408	159	3,271	3,419
Deduct:							
Loan repayments and payments against provisions	894	894	894	890	(5)	842	894
Adjusted Operating Position	(704)	(704)	(704)	(445)	260	(134)	(704)

Balance Sheet

For the 12 Months to 31st July 2024

	<u>2023/24</u> <u>YTD Actuals</u> <u>£000s</u>	<u>2022/23</u> <u>Year End</u> <u>£000s</u>
Fixed Assets		
L&B	168,415	172,248
FFE	10,211	7,164
Intangible Assets	153	207
	178,779	179,619
Current Assets		
Stock	88	87
Debtors	7,347	8,480
Cash	4,185	5,706
	11,620	14,273
Creditors < 1yr		
Bank loans	(601)	(601)
Payments received in advance	(591)	(580)
Trade creditors	(153)	(577)
Taxes & social sec	(825)	(890)
Accruals, Def Inc & Other Creditors	(11,137)	(12,454)
Amounts owed to SFC	(883)	(503)
Deferred Capital Grants - Government	(2,688)	(2,944)
	(16,877)	(18,549)
Net current assets / (liabilities)	(5,257)	(4,276)
Total assets less current liabilities	173,522	175,343
Creditors > 1yr		
Bank loans	(6,638)	(7,239)
Deferred Capital Grants - Government	(53,332)	(51,303)
	(59,970)	(58,542)
Provisions		
Early retirement	(2,431)	(2,717)
	(2,431)	(2,717)
Net pension asset / (liability)	0	0
NET ASSETS	111,121	114,084
Reserves		
I&E account	40,776	41,739
Pension reserve	0	0
Revaluation reserve	70,346	72,345
RESERVES	111,121	114,084



Cumulative Cashflows (2023/24)

	Original Budget £000s Total	Revised Budget £000s Total	Aug 23 £000s Actuals	Sept 23 £000s Actuals	Oct 23 £000s Actuals	Nov 23 £000s Actuals	Dec 23 £000s Actuals	Jan 24 £000s Actuals	Feb 24 £000s Actuals	Mar 24 £000s Actuals	Apr 24 £000s Actuals	May 24 £000s Actuals	Jun 24 £000s Actuals	Jul 24 £000s Actuals	YTD Cumulative £000s Total	Annual Forecast £000s Total	Var From Budget - Fav /(Adv) £000s Total
SFC Grants - Core	49,967	49,967	2,177	4,099	4,099	4,599	6,599	4,599	2,099	2,598	4,493	4,493	4,793	4,193	48,842	48,842	(1,125)
SFC Grants - FWDF	1,963	1,963	183	183	183	155	24	0	0	(2)	0	0	0	0	726	726	(1,237)
SFC Grants - Other	4,899	4,899	269	807	439	1,118	540	524	431	361	70	92	492	25	5,167	5,167	268
SAAS Funds	2,897	2,897	0	0	0	0	0	2,656	0	0	0	0	0	0	2,656	2,656	(241)
Tuition Fees / Education Contracts	3,308	3,308	530	243	181	172	148	128	550	253	279	278	259	170	3,191	3,191	(117)
Commercial / International	4,078	4,078	355	630	133	375	496	220	507	100	143	191	313	285	3,748	3,748	(330)
Other Income	3,109	3,109	415	252	117	91	271	3,239	100	263	530	1,408	253	430	7,369	7,369	4,260
Operational Income	70,221	70,221	3,929	6,214	5,152	6,510	8,078	11,366	3,687	3,573	5,515	6,462	6,111	5,103	71,699	71,699	1,479
Staff Costs	50,935	50,935	3,692	3,625	3,459	3,565	3,729	3,752	3,783	3,260	4,344	3,835	4,716	6,253	48,012	48,012	2,923
Purchase Ledger / Other Expenditure	9,476	9,476	336	851	1,458	913	1,061	2,999	711	768	671	1,070	438	375	11,651	11,651	(2,175)
Childcare Expenditure	1,067	1,067	0	39	61	62	62	46	52	78	49	66	57	5	576	576	491
Premises Costs	5,623	5,623	469	490	498	525	517	576	525	483	495	440	541	1,367	6,926	6,926	(1,303)
Pension Strain Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff VS & Restructuring Costs	0	0	0	0	0	0	0	0	0	0	0	0	429	20	449	449	(449)
Operational Expenditure	67,101	67,101	4,497	5,005	5,476	5,065	5,369	7,373	5,071	4,589	5,559	5,411	6,181	8,020	67,615	67,615	(514)
Net Income Generated From Operations	3,120	3,120	(568)	1,209	(324)	1,445	2,709	3,993	(1,384)	(1,016)	(44)	1,052	(70)	(2,917)	4,084	4,084	964
Capital Expenditure	3,180	3,180	103	228	559	481	455	172	335	443	786	120	90	528	4,299	4,299	(1,119)
Pensioners (against enhanced provision)	293	293	24	24	24	24	24	23	23	23	24	26	24	24	287	287	6
Capital Loan Repayments	601	601	0	43	105	0	43	106	0	43	108	0	43	110	601	601	0
Non-Operational Expenditure	4,074	4,074	127	295	688	505	522	301	358	509	918	146	157	662	5,188	5,188	(1,114)
Net Income Generated From Op and Non-Op Activities	(954)	(954)	(695)	914	(1,012)	940	2,187	3,692	(1,742)	(1,525)	(962)	906	(226)	(3,579)	(1,104)	(1,104)	(149)
Student Funds Inflow	11,173	11,173	501	1,461	1,364	1,276	1,287	1,301	260	46	1,704	1,299	1,279	96	11,874	11,874	701
Student Funds Outflow	12,006	12,006	9	1,091	1,113	1,092	1,033	1,001	1,179	2,404	1,011	1,048	1,183	127	12,291	12,291	(285)
	(833)	(833)	492	370	251	184	254	300	(919)	(2,358)	693	251	96	(31)	(417)	(417)	416
Total Cash In	81,394	81,394	4,430	7,675	6,516	7,786	9,365	12,667	3,947	3,619	7,219	7,761	7,390	5,199	83,573	83,573	2,179
Total Cash Out	83,181	83,181	4,633	6,391	7,277	6,662	6,924	8,675	6,608	7,502	7,488	6,605	7,520	8,809	85,094	85,094	1,913
Net Inflow / (Outflow)	(1,787)	(1,787)	(203)	1,284	(761)	1,124	2,441	3,992	(2,661)	(3,883)	(269)	1,156	(130)	(3,610)	(1,521)	(1,521)	266
Opening bank balance	5,706	5,706	5,706	5,503	6,787	6,026	7,150	9,590	13,582	10,921	7,038	6,768	7,925	7,795	5,706	5,706	0
Closing bank balance	3,919	3,919	5,503	6,787	6,026	7,150	9,590	13,582	10,921	7,038	6,768	7,925	7,795	4,185	4,185	4,185	266
Ledger balances																	
Main accounts	3,919	3,919	4,143	5,057	4,045	4,985	7,171	10,863	9,121	6,994	6,449	7,539	7,313	3,734	3,734	3,734	(185)
Term Deposit accounts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Student Funds accounts	0	0	1,360	1,730	1,981	2,165	2,419	2,719	1,800	44	319	386	482	451	451	451	451
Subsidiary accounts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	3,919	3,919	5,503	6,787	6,026	7,150	9,590	13,582	10,921	7,038	6,768	7,925	7,795	4,185	4,185	4,185	266

Title	Recruitment, Retention & Credits Dashboard
Appendices	Appendix 1: Enrolments AY 2024/25
Disclosable under FOISA	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>
Primary Contact	Jonny Pearson, Vice Principal Education & Skills
Date of Production	20.08.24
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"/> <i>(If 'yes' please complete Section 5.3)</i>

1. RECOMMENDATIONS

The Committee is asked to NOTE current progress against the AY 2023/24 activity target. Further to this, Members are asked to NOTE current enrolments figures for AY 2024/25.

2. PURPOSE OF REPORT

The purpose of this paper is to:

- Outline progress against the activity target for AY 2023/24.
- Give a detailed update on recruitment and enrolment for AY 2024/25 including year on year comparisons.

3. KEY INSIGHTS

3.1 Progress Against Activity Target for AY 2023/24

Activity Target	98% of Target	Credit Total	% of Target
164,857	161,559	162,744	98.7%

The College has exceeded the 98% activity threshold for AY 2023/24 and therefore no risk of financial clawback.

For information, the AY 2024/25 Activity Target remains at 164,857.

3.2 Enrolment AY 2024/25

Further information on enrolment activity for AY 2024/25 for both full-time FE and full-time HE courses can be viewed in Appendix 1.

4. IMPACT AND IMPLICATIONS

4.1 Financial Implications

Failure to achieve 98% of the activity target could result in a clawback of approx. £300K for every 1% below the threshold, this would put additional financial strain on our budget moving forward.

The number of enrolments continues to indicate a decline in the number of full-time students which adversely affects our ability to achieve the activity target and reduces our fee income.

4.2 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 checked="" 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 checked="" 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
	Movement		
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	Inherent (Gross) Risk		
	Probability	Impact	Score
	4	5	20
	Residual (Net) Risk		
	Probability	Impact	Score
	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](#)]

Enrolment Comparison

		FT FE Enrolments						FT HE Enrolments			
		22/23	23/24	24/25	Difference			22/23	23/24	24/25	Difference
Construction & Engineering		941	762	723	5%			169	169	154	9%
	Construction	288	210	185	12%			23	23	26	13%
	Engineering	653	552	538	3%			146	146	128	12%
Creative Industries		772	813	875	8%			1276	1394	1303	7%
	Art & Design	236	251	272	8%			307	311	283	9%
	Computing	233	281	294	5%			186	240	244	2%
	Media, Music & Sound Production	170	154	179	16%			458	478	386	19%
	Performing Arts & Photography	133	127	130	2%			325	365	390	7%
Health, Wellbeing & Social Sciences		1498	1288	1254	3%			539	601	550	8%
	Childhood Practice & SVQ Provision	144	152	169	11%			77	90	88	2%
	Health Professions & Social Services	468	423	352	17%			134	145	124	14%
	Routes into Education & Employment	242	293	246	16%			0	0	13	0%
	Social Sciences incorporating ICS	339	202	240	19%			113	97	63	35%
	Sport & Fitness	305	218	247	13%			215	269	262	3%
Tourism, Hospitality & Business		1069	1285	1413	10%			497	354	299	16%
	Community Based ESOL & Modern Languages	18	21	20	5%			0	0	0	0%
	Enterprise & Commerce	177	180	110	39%			283	229	203	11%
	ESOL	389	502	691	38%			0	0	0	0%
	Hair, Beauty & Complimentary Therapies	199	238	219	8%			66	40	38	5%
	Professional Cookery, Hospitality, Travel & Tourism	286	344	373	8%			148	85	58	32%
	TOTAL	4280	4148	4265	2.8%			2481	2518	2306	8.4%

Title	Governance Report
Appendices	Appendix 1: Summary Top Level Risk Register to August 2024 Appendix 2: Board Improvement Plan to September 2024
Disclosable under FOISA	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>
Primary Contact	Marcus Walker, Board Secretary
Date of Production	17.09.24
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, which includes updates on Board membership, recruitment, development and training opportunities.

The Board are asked to NOTE and DISCUSS the following:

- The Top-Level Risk Register Summary (Appendix 1), as presented by the Chief Operating Officer.
- Progress against the 2024/25 Board Improvement Plan (Appendix 2), in response to actions raised from the 2024 Board Effectiveness Review.

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 Board Membership Update

3.1.1 Non-Executive

On 28 June 2024, Sue Cook (a Non-Executive Board Member and Chair of the Audit & Risk Assurance Committee) informed the Chair of the Board that she would be stepping down from the Edinburgh College Board of Management - with immediate effect - following her appointment by the Scottish Government as Chair of West Lothian College Board of Management.

Following notification of this departure, the Board of Management agreed, via email, that Bill Troup (Non-Executive Board Member with appropriate financial expertise) would act as Chair of the Audit & Risk Assurance Committee until 10 December 2024, at which point a decision on both the new committee structure and associated membership would be confirmed.

Both Stewart Darling and Kerry McCormack's initial tenures on the Board of Management will end on 16 December 2024. A verbal update on both members' tenure status will be provided on 26 September 2024.

3.1.2 Student Board Members

Both Adam Lowe (Student President) and Charlie Whitson (Vice President Activities) joined the Board of Management on 1 July 2024. New Student Members have received both a College and College Development Network (CDN) induction to support them in their Board roles.

For information, in terms of committee membership, Adam Lowe has joined both the Corporate Development Committee and the Remuneration Committee, whilst Charlie Whitson has joined both the Planning & Resources Committee and the Nominations Committee. All Student Board Members will also sit on the Learning, Teaching & Student Experience Committee.

3.1.3 Staff Board Members

The tenure of Bruce Cassidy, the Support Staff Board Member, will end on 2 December 2024. The Nominations Committee shall meet on 8 October 2024 to consider arrangements for a Support Staff Board Member Election commencing in late October 2024.

3.1.4 Elected Trade Union Members

The Edinburgh College UNISON Branch have again been invited to nominate a member to join the Board of Management. However, at the time of writing no nomination has been received.

3.2 Non-Executive Recruitment

In response to the departure of the former Chair of the Audit & Risk Assurance Committee (Paragraph 3.1.1 refers), the Board launched an open recruitment round on 30 July 2024 seeking at least one non-executive member with the following background: *“A professional qualification and/or equivalent experience in the fields of Accountancy, financial management, audit, risk management and internal controls, compliance and/or corporate governance”*.

Following a four-week advertising period and a shortlisting event held on 29 August 2024, a recruitment panel (endorsed by the Nominations Committee) shall hold interviews with several applicants on 24 September 2024. A verbal update on this recruitment round will be provided to the Board on 26 September 2024.

3.3 Top-Level Risk Register Summary

For Board members' consideration, a Top-Level Risk Register (TLRR) Summary is attached as [Appendix 1](#).

At its most recent meeting on 20 August 2024, the Risk Management & Assurance Group (RMAG) reaffirmed the following three top risks:

- (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.

Further to this, the RMAG agreed to increase the residual probability for risk (32) *Failure to meet SFC funded activity targets and fees (recruitment, credits, SAAS and fee income)*, elevating the residual risk to amber from green due to uncertainty in the new academic year around student enrolment/attendance. The RMAG will conduct a follow-up review once the enrolment period has closed.

For reference, a full version of the TLRR can be viewed on the Board Portal [here](#).

3.4 Board Improvement Plan 2024/25

Progress against the 2024/25 Board Improvement Plan, approved by the Board of Management at its last meeting, can be viewed as [Appendix 2](#).

Progress has been made against several recommendations contained within the 2024 Board Effectiveness Review. However, due to the Board's agreement to keep its current committee structure in-place until at least 10 December 2024, actions relating to 'Strategy & Performance' are behind schedule. It is expected that matters relating to the committee restructure and developments around KPI reporting, which are currently being progressed by the Committee Restructure Working Group, will be closed off at the next meeting of the Board.

Due to the need to progress swiftly with the non-executive recruitment round (Paragraph 3.2 refers) the Board's Nominations Committee has not met since the Board Improvement Plan was agreed. The Nominations Committee is scheduled to meet on 8 October 2024 to progress several actions relating to Board induction, development, and Equality, Diversity & Inclusion.

3.5 Board Training and Development

3.5.1 CDN National Governance Programme

The College Development Network (CDN) has now launched its [2024/25 Governance Programme](#), which aims to provide support and continuing professional development to board members of Scottish colleges and those involved with college governance.

For 2024/25, CDN have introduced an expanded range of training offers with an emphasis on self-paced online modules as well as face-to-face sessions for individual boards. The 'Governance Programme Brochure 2024/25' which contains information about the full programme and how to access [CDN Learn Online](#) can be viewed on the Board Portal [here](#).

All Board Members should have log-in details for CDN Learn Online, however, if you experience any difficulties with access, please contact the CDN Team via the research@cdn.ac.uk email address.

3.5.2 Development Opportunity: Committee Chairing Skills

Based on past feedback from Board Members, the Board Secretary is working with both CDN and Institute of Directors Scotland (IOD) to develop a training offer for chairing meetings, to support current committee chairs and those with aspirations to convene future meeting.

The current proposal is for IOD to run a half-day 'in-person' session, in Edinburgh, as part of a pilot programme. This session will take place in the coming months (tbc) and will be free of charge to the College.

If you are interested in participating in this pilot training scheme, please contact the Board Secretary directly. Further information on this opportunity will be circulated in due course.

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 checked="" 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 checked="" type="checkbox"/>
Student Retention	<input type="checkbox"/>	Non-SFC Income	<input type="checkbox"/>	Staff Engagement	<input checked="" 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 Aug 2024

Overview - The following have been identified as the top strategic risks of Edinburgh College for the reporting period as of August 2024. 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

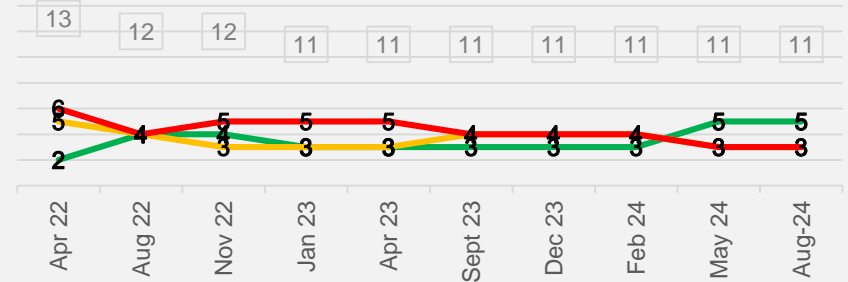
AMBER Score

- ↔ (2) Student retention and attainment
- ↑ (32) Failure to meet SFC funded activity targets and fees (recruitment, credit, SAAS and fee income)
- ↔ (28) College estate infrastructure not aligned to meet business need

GREEN Score

- ↔ (35) Public health risk
- ↔ (3) College does not support or invest in commercial opportunities that contribute to financial sustainability
- ↓ (25) Finable breach of the GDPR or PECR
- ↔ (27) Workforce planning and development
- ↓ (15) Health & safety non-compliance

Risk Movement



RAG Key

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

For the future you want



IMPROVEMENT PLAN: BOARD DEVELOPMENT

PROGRESS / EVIDENCE REVIEW

FOR REPORTING PERIOD UP TO JUNE 2025

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

Lead: Board Secretary

September 2024

1. STRATEGY & PERFORMANCE	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	PRIMARY	An explicit link drawing through the Pillar Strategy KPIs to the success identifiers in the Strategic Plan.	<ul style="list-style-type: none"> Information to be considered by Working Group (Ref 3.1 refers), to align with wider Cttee structure and KPI considerations. 	September 2024 <i>[Revised to December 2024]</i>	Chair / Committee Chairs / Principal / Board Secretary	<p>Considered by the Committee Restructure Working Group on 8 August and 4 September 2024.</p> <p>Strategic Plan, Pillar Strategies and KPIs to be discussed by the Board of Management on 26 September 2024</p> <p>Proposal to bring back proposal for approval by the Board on 10 December 2024.</p>	Amber
1.2	PRIMARY	Consideration of a smaller number of core KPIs for review by the Board of Management, including leading and lagging indicators.	<ul style="list-style-type: none"> Information to be considered by Working Group (Ref 3.1 refers), to align with wider Cttee structure and KPI considerations. 	September 2024 <i>[Revised to December 2024]</i>	Chair / Committee Chairs / Principal / Board Secretary	Same as above (1.1).	Amber
1.3	PRIMARY	A selection of KPIs are reported and reviewed at each meeting of the Board of Management, and all KPIs reported and reviewed in each year.	<ul style="list-style-type: none"> Information to be considered by Working Group (Ref 3.1 refers), to align with wider Cttee structure and KPI considerations. 	September 2024 <i>[Revised to December 2024]</i>	Chair / Committee Chairs / Principal / Board Secretary	<p>Same as above (1.1).</p> <p>Expected that updated KPI reporting will be presented to the Board of Management from 25 March 2025 onwards.</p>	Amber
1.4	SECONDARY	A strategy session is dedicated to the development of core indicators and milestones, for reporting through governance structures to the Board of Management.	<ul style="list-style-type: none"> Strategy Session in AY 2024/25 to have specific focus on implementation of changes proposed by Working Group (Ref 3.1 refers) and endorsed by Board of Management. 	December 2024	Chair / Board Secretary / Executive	<p>Same as above (1.1).</p> <p>Strategic discussion to take place on 26 September 2024. Follow-up session to implement changes to be considered.</p>	Amber

1.5	SECONDARY	The role of the Board of Management in stakeholder engagement (and assurance) is discussed and defined, initially through consideration at the Corporate Development Committee.	<ul style="list-style-type: none"> • Chair of the Board to attend first Corporate Development Committee of AY 2024/25 to engage in workshop focused on stakeholder engagement. • Corporate Development Committee to put forward proposal to Board of Management – for approval. 	December 2024	Chair / Corporate Development Cttee / Board of Management	<p>Update provided to the Corporate Development Committee on 19 September 2024 in relation to College's work with Clark Communications.</p> <p>Expected that a detailed update will be presented to the next Corporate Development Committee (November) and then the Board of Management on 10 December 2024.</p>	Green
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2. MEMBERSHIP, INDUCTION, DEVELOPMENT AND WAYS OF WORKING	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 The Board induction handbook and slides should be updated to include reference to the annual performance review process as required by the Code of Good Governance, outlining how and when this will be conducted to inform and manage members' expectations.	<ul style="list-style-type: none"> Induction information to be considered by the Nominations Committee. <p>Approved induction information to be updated on the Board Portal.</p>	December 2024	Board Secretary / Nominations Committee	To be considered by the Nominations Committee on 8 October 2024.	Green
2.2	PRIMARY Board members must be proactive with their learning and training, and engagement on Board matters, as discussed with the Chair in performance reviews and to meet individual development needs. As a minimum, all members must complete the CDN induction event within 6 months of appointment, to support effective governance.	<ul style="list-style-type: none"> Chair to discuss development and engagement with Board Members both May 2024 and 2025, as part of annual review cycle. Board Secretary to update Chair quarterly on levels of engagement with induction, training and development activities. 	June 2025	Chair / Board Secretary	<p>CDN Governance Programme 2024/25 circulated to Board Member in September 2024. CDN's move towards online training and development is expected to improve uptake.</p> <p>Board Secretary to update the Board on engagement at quarterly meetings in December, March and June.</p>	Green
2.3	SECONDARY The Nominations Committee may wish to bespoke the standard matrix to include more 'lived experience', which adds to the work-based skills identified and supports a range of perspectives on the Board'.	<ul style="list-style-type: none"> Nominations Committee to review skill matrix at its first meeting in AY 2024/25. 	December 2024	Nominations Cttee / Board Secretary	To be considered by the Nominations Committee on 8 October 2024.	Green
2.4	SECONDARY Board development sessions which create space for members to build rapport and coalesce as a team whilst exploring key issues relevant to the college, should continue on a regular basis.	<ul style="list-style-type: none"> AY 2024/25 Board agenda planner to include two Strategy Sessions and two Development Session. 	September 2024	Chair / Board Secretary	<p>Development sessions included within the 2024/25 Board Calendar.</p> <p>Further work required with the Chair and the Principal (re: session content) to ensure appropriate space for team building is created.</p>	Amber
2.5	SECOND-ARY Review and re-launch the existing mentorship scheme to all members.	<ul style="list-style-type: none"> Nominations Committee to review existing mentorship scheme procedure. 	September 2024 <i>[Revised to December 2024]</i>	Nominations Cttee / Board Secretary	To be considered by the Nominations Committee on 8 October 2024.	Amber

2.6	SECONDARY	The role and responsibilities of the Board of Management, including the principles and general conduct as set out in the Code of Conduct, are emphasised through the induction processes and articulated as needed in meetings.	<ul style="list-style-type: none"> • Induction information to be reviewed and updated on the Board Portal. • Development session with Ethical Standards Commission to be scheduled in AY 2024/25. 	September 2024 <i>[Revised to December 2024]</i>	Board Secretary	To be considered by the Nominations Committee on 8 October 2024.	Amber
2.7	SECONDARY	A strategy session is held to discuss and develop principles for the ways of working of the Board of Management.	<ul style="list-style-type: none"> • AY 2024/25 Board agenda planner to include two Strategy Sessions. One Session within the year will focus on Board cohesion / teamworking. 	June 2025	Chair / Board Secretary	Board agenda planner includes two strategy session and two development events. The Chair and the Board Secretary will consider the scheduling of a session focussing on Board cohesion / teamworking and report back to future meeting.	Green

3. STRUCTURES AND PROCESSES	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	PRIMARY A working group of the Chair, committee chairs and Principal is established to review the Committee structure, with the aim to bring alignment with the College Strategy and Pillars and provide clear routes to reporting and assurance through the structures to the Board of Management.	<ul style="list-style-type: none"> Working Group to be confirmed by the Board of Management on 11 June 2024, with aim to feedback to the Board of Management at its first meeting of AY 2024/25. New committee structure to be approved by the Board of Management and implemented with immediate effect. 	September 2024 <i>[Revised to December 2024]</i>	Chair / Committee Chairs / Principal / Board Secretary	Considered by the Committee Restructure Working Group on 8 August and 4 September 2024. Initial draft 'new' committee structure to be discussed by the Board of Management on 26 September 2024.	Amber
3.2	PRIMARY A review of the information requirements for the Board of Management, framed by the Strategic Plan/Pillar Strategies and KPIs, compliance requirements and sector/context. This should be led by a member of the Board, and include the Board Secretary and a small cross-section of members.	<ul style="list-style-type: none"> Information to be considered by Working Group (Ref 3.1 refers), to align with wider Cttee structure and KPI considerations. 	September 2024 <i>[Revised to December 2024]</i>	Chair / Committee Chairs / Principal / Board Secretary	Considered by the Committee Restructure Working Group on 8 August and 4 September 2024. Initial draft 'new' committee structure and mapping to be discussed by the Board of Management on 26 September 2024.	Amber
3.3	PRIMARY Further development of the papers for the Board and Committees, including cover papers, to ensure the right balance of information to inform discussion and provide assurance.	<ul style="list-style-type: none"> Adoption of new paper template provided by Advance HE, subject to amendments to EC Board context. 	September 2024 <i>[Revised to December 2024]</i>	Chair/ Board Secretary	Board / committee paper template to be considered once the new committee structure and KPI review is complete.	Amber
3.4	SECONDARY A Governance and Nominations Committee is established, incorporating the remit of the current Nominations Committee and including oversight of compliance with the Code of Good Governance, governance effectiveness more broadly. In addition, Equity, Diversity and Inclusivity could sit under this committee, allowing for broad oversight of EDI compliance and good practice development across the whole institutional breadth.	<ul style="list-style-type: none"> Proposal to be considered by Working Group (Ref 3.1 refers). If appropriate, updated terms of reference to be submitted to first meeting of Board in AY 2024/25. 	September 2024 <i>[Revised to December 2024]</i>	Chair / Committee Chairs / Principal / Board Secretary	Proposal to include a Governance and Nominations Committee has been included within the draft governance structure. Initial draft 'new' committee structure to be discussed by the Board of Management on 26 September 2024.	Amber

3.5	SECONDARY Y	A People Committee scope is explored, with careful consideration of the boundaries and interfaces with other Committees and a clear articulation of added value.	<ul style="list-style-type: none"> Proposal to be considered by Working Group (Ref 3.1 refers). 	September 2024	Chair / Committee Chairs / Principal / Board Secretary	<p>Proposal to include a People Committee has been included within the draft governance structure.</p> <p>Initial draft 'new' committee structure to be discussed by the Board of Management on 26 September 2024</p>	Amber
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4. EQUALITY, DIVERSITY AND INCLUSIVITY	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
4.1	PRIMARY Continue the shadowing scheme of non-executive members of the Board spending a half-day with the student members and potentially extend this to shadowing staff members.	<ul style="list-style-type: none"> Chair to discuss student shadowing with members as part of annual appraisal meetings held in May 2024. Shadowing opportunities with staff members to be discuss with Executive Team, and an engagement schedule presented to the Board of Management. 	December 2024	Chair / Executive/ Board Secretary	<p>Reverse shadowing scheme launched by ECSA. Registration webpage available here.</p> <p>Development of a similar scheme for engagement with staff currently under consideration.</p>	Green
4.2	PRIMARY Adopt a more formal reverse mentoring scheme, open to all members of the Board of Management to be mentored by a student, to support awareness and insights for the Board.	<ul style="list-style-type: none"> Chair to discuss student shadowing with members as part of annual appraisal meetings held in May 2024. Mentoring procedure to be reviewed by the Nominations Committee, with a view to including reverse mentoring arrangements. 	December 2024	Chair / Nominations Ctte / Board Secretary	To be considered by the Nominations Committee on 8 October 2024.	Green

4.3	PRIMARY	Publish diversity data more prominently, for example, AUB Board Characteristics .	<ul style="list-style-type: none"> To be considered by new Governance and Nominations Cttee (once Terms of Reference approved). Proposal on publication of data to be presented to the Board of Management for approval. 	December 2024	Chair / Nominations Cttee / Board Secretary	To be considered by the Nominations Committee on 8 October 2024.	Green
4.4	SECONDARY	Create opportunities for one or two staff members, in particular those groups less represented at Executive and Board level, to observe Committee and Board meetings over an academic year <i>[Related EDI Working Group Recommendation: Through providing greater opportunities to observe Board and committee meetings, develop a pipeline of individuals with the experience and self-confidence to apply for future non-executive vacancies]</i>	<ul style="list-style-type: none"> Board to consider and agree a date to hold a public board meeting. Update Standing Orders to recommend that at least one public board meeting takes place per academic year. 	September 2024 <i>[Revised to December 2024]</i>	Board of Management	To ensure alignment, Board of Management Standing Order to be considered with new committee terms of references (- following committee restructure). Proposal for public board meeting to be considered on 10 December 2024.	Amber
4.5	SECONDARY	Work with students and staff to develop role profiles for Board membership that emphasise the development opportunities of the role.	<ul style="list-style-type: none"> Board Secretary to develop staff board member election materials in advance of support staff board member role becoming vacant in December 2024. Board Secretary to engage with ECSA to ensure that student sabbatical officers (and future candidates) are aware of opportunities of Board membership. 	December 2024	Board Secretary	To be considered by the Nominations Committee on 8 October 2024.	Amber

4.6	EDI WORKING GROUP	<p>The Board of Management should aim to represent the communities it serves and show visible diversity amongst its membership.</p> <p>a) Support existing Board Members to highlight their own diversity (and/or advocacy in the promotion of equality / inclusion), through internal and external communication channels.</p> <p>b) Development of the Board webpages to include personal testimonies from Board members highlighting the role of the Board and its diversity (e.g., gender balance)</p> <p>c) Directly target – through positive action - potential Black, Asian, and Minority Ethnic candidates to participate in open non-executive recruitment rounds.</p> <p>d) Require Board Members to reflect annually on how their scrutiny role has advanced the College's progress against agreed equality outcomes and reflect on how they have increased awareness of the work of the Board to potential applicants (who are not currently represented on the Board).</p>	<ul style="list-style-type: none"> Recruitment information / approach to be considered by the Nominations Committee, with a view to recruitment round commencing in December 2024. 	December 2024	Nominations Cttee / Chair / Board Secretary	<p>Several actions have been progressed as part of the non-executive recruitment round commencing in August 2024.</p> <p>A full update on progress in relation to this action will be provided to the Board of Management on 10 December 2024.</p>	Green
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4.7	EDI WORKING GROUP	<p>Promotion of non-executive vacancies on the Board through a coherent campaign strategy which utilises the College's full reach across the communities it serves.</p> <p>a) Increasing community engagement in the weeks prior to the commencement of an open non-executive recruitment round. <i>[E.g., Through Board engagement events, online board meetings etc.]</i></p> <p>b) Raising staff awareness of the role of the Board, and its staff members, in the weeks prior to support/lecturing staff nominations opening.</p> <p>c) Formalising (through the Board recruitment procedures) the requirement to hold at least one engagement event with the Chair, the Principal, and a Non-Executive Member, during the recruitment process.</p> <p>d) To make it an essential criterion in the person specification that applicants must be able to demonstrate how they have advanced equality.</p> <p>e) Highlight the remuneration available to Board members for travel and other relevant expenses to attend meetings and events.</p>	<ul style="list-style-type: none"> Recruitment information / approach to be considered by the Nominations Committee, with a view to recruitment round commencing in December 2024. 	December 2024	Nominations Cttee / Chair / Board Secretary	<p>Several actions have been progressed as part of the non-executive recruitment round commencing in August 2024.</p> <p>A full update on progress in relation to this action will be provided to the Board of Management on 10 December 2024.</p>	Green
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4.8	EDI WORKING GROUP	<p>Removal of barriers relating to the application and interview process.</p> <p>a) The circulation of interview questions to all shortlisted applicants in advance of interviews, to support candidates in performing to their best during the process.</p> <p>b) Clearly highlighting reasonable adjustments to candidates at the application and interview stages.</p> <p>c) Gather feedback from unsuccessful applicants on the application / interview process, to support continued development.</p> <p>d) Actively monitor conversion rates for protected characteristics across each stage of the process (e.g., application, interview, appointment), to help identify potential barriers.</p>	<ul style="list-style-type: none"> Recruitment information / approach to be considered by the Nominations Committee, with a view to recruitment round commencing in December 2024. 	December 2024	Nominations Cttee / Chair / Board Secretary	<p>Several actions have been progressed as part of the non-executive recruitment round commencing in August 2024.</p> <p>A full update on progress in relation to this action will be provided to the Board of Management on 10 December 2024.</p>	Green
4.9	EDI WORKING GROUP	<p>Review and enhance both Board's current Induction and Development Procedure and its Mentorship Procedure.</p> <p>a) The Board shall consider cost-effective options for its Members to engage in external mentorship programmes, beyond current internal mentorship arrangements.</p> <p>b) The Board, through its Nominations Committee, shall oversee the development of new Induction Handbook for Board Members that will set out expectations regarding the role of conscious scrutiny in relation to Equality, Diversity, and Inclusion.</p>	<ul style="list-style-type: none"> With reference to Recommendations Ref. 4.3 & 4.4, Nominations Committee to review Board Mentorship and Induction Procedures. 	December 2024	Nominations Cttee / Chair / Board Secretary	To be considered by the Nominations Committee on 9 October 2024.	Green

4.10	EDI WORKING GROUP	<p>Review the Board's approach to developing a calendar of meetings, to ensure that the timing of meetings does not create barriers to participation.</p> <p>a) Survey current Board members availability/preferences and review current best practice approaches to support inclusive meeting planning, prior to the development of the 2024/25 Board Calendar.</p>	<ul style="list-style-type: none"> Board Secretary to engage with Board Members on Board of Management, Strategy Session, Development Session Dates in May/June 2024. Committee dates to be scheduled based on guidance of Working Group (Ref 3.1 refers). 	<p>September 2024</p> <p><i>[Revised to December 2024]</i></p>	<p>Chair / Board Secretary / Board of Management</p>	<p>Feedback from Board Members received prior to finalisation of the 2024/25 Board/committee planner.</p> <p>Further work to be undertaken with Board Members once a new committee structure has been agreed.</p>	Amber
4.11	EDI WORKING GROUP	<p>Breakdown barriers relating to the role of the Board and the formality in which it operates.</p> <p>a) Review Board and committee agendas to see how meetings could be made more inclusive (e.g., breakout sessions etc.)</p> <p>b) Review our 'rules of engagement' in light of the proposed new duty relating to inclusive communications.</p>	<ul style="list-style-type: none"> Chair, Vice Chair, Principal and Board Secretary to review Board agenda layout. Appendix to Standing Orders to be developed relating to good practice at Board and committee meetings 	<p>September 2024</p> <p><i>[Revised to December 2024]</i></p>	<p>Chair/ Vice Chair/ Principal / Board Secretary</p>	<p>Feedback gathered from Board Members at Board of Management pre-session on 11 June 2024.</p> <p>To ensure alignment, Board of Management Standing Order to be considered with new committee terms of references (- following committee restructure).</p>	Amber
4.12	EDI WORKING GROUP	<p>Maximise existing College and Board networks to engage with local communities.</p> <p>a) Incorporate recruitment activities within the Board Engagement Plan.</p> <p>b) Engaging with local communities around College campuses by holding Board engagement events across various sites, whilst respecting time demands on communities and Board Members.</p> <p>c) Putting in place key measures of success for the college and community groups.</p>	<ul style="list-style-type: none"> Corporate Development Committee to consider stakeholder engagement (see Ref 1.5) within EDI context. 	<p>December 2024</p>	<p>Chair / Corporate Development Cttee / Board of Management</p>	<p>Update provided to the Corporate Development Committee on 19 September 2024 in relation to College's work with Clark Communications.</p> <p>Expected that a detailed update will be presented to the next Corporate Development Committee (November) and then the Board of Management on 10 December 2024.</p>	Green

4. COMPLIANCE	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	
4.1	PRIMARY	Oversight of the Student Agreement should sit with LTSE Committee to ensure it is maintained and renewed with each new cohort of student officers and in compliance with the Code. The Agreement should be published promptly on the College web site.	<ul style="list-style-type: none"> VP Innovation, Planning & Performance to review Student Agreement. Updated version to be presented to the Board of Management for approval. 	September 2024	VP Innovation, Planning & Performance / Board Secretary	Draft Student Charter document presented to LTSE Committee on 20 September 2024.	Green
4.2	PRIMARY	Responsibility for compliance and updating public-facing documents should be clarified and processes in place to ensure these remain up-to-date and relevant.	<ul style="list-style-type: none"> Board Secretary to engagement with the VP Corporate Development and relevant parties to review processes. 	September 2024	VP Corporate Development / Board Secretary	<p>The Board Secretary is working closely with the Information Governance Manager to ensure that public facing documents remain up-to-date.</p> <p>Strategy and Policy webpages fully updated.</p> <p>Once a new committee structure is agreed, a register of strategies and policies outlining the responsibilities of the Board and its committee levels will be brought forward to the Board.</p>	Amber