BOARD OF MANAGEMENT

AGENDA

A meeting of the Board of Management will be held at 13:30 hours on Tuesday 10 December 2024 in the Milton Road Campus, Boardroom.

		Lead Speaker	Paper
1.	WELCOME & APOLOGIES	Chair	
2.	DECLARATIONS OF INTEREST	Chair	
3.	MINUTES OF THE PREVIOUS MEETING ***for approval***	Chair	**A**
4.	MATTERS ARISING REPORT	Chair	**B**
5.	CHAIR'S REPORT	Chair	Verbal
6.	FOR APPROVAL		
	6.1. ANNUAL REPORT & FINANCIAL STATEMENTS FOR THE PERIOD TO 31 JULY 2024 i. Audit & Risk Assurance Committee Annual Report 2023/24 ii. Annual Report & Financial Statements to 31 July 2024 iii. 2023/24 Annual Audit Report iv. Letter of Representation	B Troup / A Williamson / M Speight	**C**
	6.2. STRATEGIC PLAN TRANSFORMATION JOURNEY	Executive	Pres.
	6.3. GOVERNANCE FRAMEWORK REVIEW	Chair / M Walker	**D**
7.	FOR DISCUSSION		
	7.1. PRINCIPAL & CHIEF EXECUTIVE REPORT	A Cumberford	**E**
	7.2. EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT	A Lowe / C Whitson	**F**
	7.3. COMMITTEE BUSINESS		
	7.3.1. Nominations Committee Update	Chair	Verbal

7.3.2.	Planning & Resources Committee Update	A Killick	Verbal
	- Management Accounts Summary to October 2024	A Williamson	**G**
	- Recruitment, Retention & Credits Dashboard 2024/25	J Pearson	**H**
7.3.3.	Learning, Teaching & Student Experience Committee Update	R Laird	Verbal
7.3.4.	Corporate Development Committee Update	G Raez	Verbal
7.4.	GOVERNANCE REPORT	M Walker	**I**

8. ANY OTHER COMPETENT BUSINESS

8.1.	Board Reflections / Feedback	Chair	Verbal

9. FOR INFORMATION

9.1. Audit & Risk Assurance Committee Minutes 02.10.24
9.2. Nominations Committee Minutes 08.10.24
9.3. Planning & Resources Committee Minutes 14.11.24
9.4. Audit & Risk Assurance Committee Minutes 27.11.24
9.5. Learning, Teaching & Student Experience Committee Minutes 29.11.24
9.6. Corporate Development Committee Minutes 05.12.24
9.7 Health & Safety Summary Report to November 2024

10. FOR CIRCULATION

10.1. Top Level Risk Register December 2024
10.2. Board of Management: Agenda Planner 2024/25

11. DATE OF NEXT MEETING: 25 March 2024

BOARD OF MANAGEMENT
10 DECEMBER 2024
PAPER D

Title	**Governance Framework Review**
Appendices	None
Disclosable under FOISA	Yes ☒ / No ☐
Primary Contact	Marcus Walker, Board Secretary
Date of Production	02.12.24
Action Required	For Approval ☒ / For Discussion ☒ / For Information ☒
Aligned to Strategic Risk	Yes ☐ / No ☒ *(If 'yes' please complete Section 5.3)*

1. RECOMMENDATIONS

The Board is asked to CONSIDER and APPROVE proposed changes to its Governance Framework, which includes its Standing Orders, Scheme of Delegation, and committee terms of reference.

2. PURPOSE OF REPORT

The Board Effectiveness Review presented to the Board of Management on 26 March 2024 put forward several recommendations relating to the College's strategic pillars and associated KPIs, and their alignment with the Board's committees. Further to this, recommendations invited to the Board to review its committee structure and the potential creation of both a 'People' and a 'Governance & Nominations' committee.

In line with these proposals, the Board held a committee restructure session prior to its meeting on 11 June 2024. It was subsequently agreed that a Working Group would be set-up to consider a new governance structure and develop draft terms of reference, for approval by the Board.

3. KEY INSIGHTS

3.1 Committee Structure

The Working Group set-up by the Board has considered the committee structure of the Board and agreed the following committee terms of references – for approval:

Committee	Draft Remit Overview
Audit & Risk Assurance Committee	Shall review the effectiveness of the college's governance arrangements, financial systems, internal control environment and risk management arrangements and provide appropriate assurances to the Board of Management on these areas.
Finance, Commercial & Resources Committee	Shall have oversight of the College's finance and procurement functions, capital, estates and IT infrastructure functions, and its commercial income activities. The Committee will provide the Board of Management with assurance that the College has

	appropriate budgets, controls, plans, and strategies in place to ensure the financial stability and sustainability of the organisation.
People & Remuneration Committee	Shall have oversight of the College's human resources, organisational development, and employer relations. The Committee will provide assurance to the Board of Management that the College safeguards the health, safety and well-being of staff and students, promotes a positive, inclusive culture, and meets all relevant ethical and legal requirements as an employer and educator. The Committee – as part of closed session - shall also consider, approve, and report to the Board on decisions regarding the remuneration package, terms, and conditions (including the annual reviews of such) and, where appropriate, severance payments of the College Principal & Chief Executive and College Executive Team.
Student Success Committee	Shall have oversight of the curriculum, learning & teaching, quality, and student experience across the College. The Committee will provide assurance to the Board of Management that the College continues to be sector leading in the tertiary sector and enables all students to succeed.
Governance & Nominations Committee	Shall ensure the governance structure and arrangements of the Board of Management remain fit for purpose. The Committee will have responsibility for the recruitment and selection of members for the Board of Management.
Convenors' Committee	Shall advise the Board of Management on any other business of particular importance or complexity. In times of crisis, emergency or high urgency, members will support the College and may take decisions on the Board's behalf.

The Board are asked to consider and approve the proposed committee structure and the draft terms of reference, which can be viewed on the Board Portal **here**.

In addition to the new committee structure, the Chair of the Board will outline the proposed membership of each of the committees – for approval – so the new structure can be implemented in Semester 2 (2024/25).

3.2 Standing Orders

To ensure that the Standing Orders of the Board of Management continue to align with committees' terms of reference, and recommendation within the Board Effectiveness Review, a light touch review has been undertaken by the Board Secretary.

The following two additions have been made to the Standing Orders, in alignment with recommendations within the Board Effectiveness Review:

- ***Paragraph 1.2.*** As part of the annual programme of meetings, the Board shall consider holding at least one public meeting per year. *[Recommendation 4.4 refers]*

- ***Paragraph 4.6***. In preparing a draft agenda, the Chair, the Principal, and the Board Secretary shall ensure that meetings are inclusive and incorporate good practice, to promotion the participation of all Members. *[Recommendation 4.11 refers]*

An updated Standing Orders (including the Annex for Virtual Meetings) can be viewed on the Board Portal **here**.

3.3 Scheme of Delegation

To ensure that the Scheme of Delegation of the Board of Management continue to align with the new committee terms of reference, a light touch review has been undertaken by the Board Secretary.

A proposed addition to the *'Authority Reserved to the Board'* is highlighted under Paragraph 1.7, which relates to the *'approval of the Equality Outcomes & Mainstreaming Report'* sitting with the Board of Management.

An updated Scheme of Delegation (including an Annex for Virtual Meetings) can be viewed on the Board Portal **here**.

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	☒	Finance Strategy	☒	People Strategy	☒
Commercial Strategy	☒	Digital Strategy	☒	Other	☒

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

Student Success	☐	Credit Target	☐	Equality, Diversity & Inclusion	☒
Student Satisfaction	☐	Adjusted Operating Position (AOP)	☐	Staff Costs	☐
Student Retention	☐	Non-SFC Income	☐	Staff Engagement	☒
Student Enrolments	☐	Gross Carbon Footprint	☐	Partner Engagement	☐

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]*

BOARD OF MANAGEMET
10 DECEMBER 2024
PAPER E

Title	**Principal & Chief Executive Report**
Appendices	None
Disclosable under FOISA	Yes ☐ / No ☒
Primary Contact	Trish Hanlon, Executive Development Manager
Date of Production	02.12.24
Action Required	For Approval ☐ / For Discussion ☒ / For Information ☒
Aligned to Strategic Risk	Yes ☒ / No ☐ *(If 'yes' please complete Section 5.3)*

1. RECOMMENDATIONS

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 members are aware, in June 2024, Shona Struthers, Chief Executive of College Scotland announced her resignation. Since then, the Colleges Scotland Board announced the interim appointment of Dr Graeme Jackson who took up post on 1 October Interim CEO Appointed at Colleges Scotland. The Chair and myself met with Dr Jackson on 24 October and I will provide a verbal update at the meeting.

A strategic CPG session took 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.

The Scottish Funding Council has announced the appointment of Francesca Osowska OBE FRSE as the new Chief Executive. Francesca will take up the post in January 2025. She is currently Chief Executive of NatureScot where she led a major change programme, rebranding and transforming the organisation to deliver a more focused and engaging strategy, delivering for people, communities and nature, with a clearer link to Scotland's national priorities, including a particular focus on addressing the climate emergency.

Before taking up the helm at NatureScot, she held a key Whitehall post as Director of the Scotland Office, where she successfully repositioned the UK Government in Scotland, leading a more proactive communication and engagement strategy that secured improved relationships with stakeholders and the public. Immediately prior to that, as Scottish Government Director for the Commonwealth Games and Sport, she led the delivery of a successful, safe and secure 2014 Games.

3.2 Edinburgh College Graduation 2024

On Friday 8 November, Edinburgh College held its Graduation Ceremony at McEwan Hall. With over 600 students graduating and over 3000 family and friends in attendance, it was a day of joy and great celebration for all our students who go on to the next chapter of their education, career and adventures. Photos can be viewed on the College's Instagram page.

3.3 City Deal

The Edinburgh and South East Scotland City Region Deal skills (IRES) partners, consisting of college, university, skills and employability leads from local authorities (LAs), held a future skill planning day in June 2024. The team developed some high-level skills programme priorities for now and the future and shared various models researched primarily from regions in England.

The findings coalesced around a Skills Bootcamp model from the North East Combined Authority. LA partners believe that to support the wellbeing economy, and relieve in-work poverty, upskilling and career change opportunities are essential. It was proposed and agreed in principle that the majority of a £60M business case would be the focus, with around £50M focussed on College based delivery with 'enabler programmes' wrapping support and providing pipeline activity. Business case planning has now started with a timeline of 1 year to complete data analysis and modelling for all partners.

The key sectors in discussion are **Construction** (HCI, strategic sites, retrofit), **Digital Technology** (AI+Data), **Health & Social Care, Tourism & Culture, Engineering** (Robotics), **Net Zero** (heat and energy), **Advanced Manufacturing**

The IRES Board (13 August) approved the formation of a sub-group to create a new comprehensive and evidence-based skills programme to meet future regional skills requirements for when IRES funding pauses in 2027. As we progress it is anticipated there will be wider representatives drawn from industry experts, employers, third sector, other further and higher education experts, and client groups. In October further discussions centered around which programmes are a priority, which programmes could be merged, and which work particularly well as a 'bootcamp' or a 'gateway' only.

In November, Scottish Government held a meeting to discuss a new Regional Skills Planning Policy.

This centered on guidelines, current structures, mechanisms and strategies for Skills Planning in the Edinburgh & South East Scotland REP. This is a key part of the Programme for Government 2024/25.

The Scottish Government will "lead a new, national approach to skills planning and work with partners to strengthen regional approaches – bringing [...] partners together to ensure the system is responsive to regional and national skills needs". IRES partners attended and discussed the draft 8-year project which included qualifications, funding, apprenticeships, national skills planning and data at the forefront of a national model. The national thinking is to be informed by existing good practice such as the IRES model. There was widespread agreement that the direction is positive but work needs to go at pace locally and also recognise the UK Govt wider support for Scotland's ambitions through support for the City Deal models already in place.

3.4 Edinburgh College Reports

3.4.1 Our Capital, Our College

The College has published a new report, **Our Capital, Our College**, showing the reach of our work and highlighting the impact our College is having in tackling key local and national challenges. Drawing on a range of data, the report gives an overview of the College's social and economic impact as well as insight into how we are delivering for individuals and communities across the region. The report is the first in a series of upcoming reports which will explore aspects of the College's work and the impact we are having.

3.4.2 Our Capital, Our Workforce

The College has engaged with over 60 local businesses, via a survey and selected interviews, to establish the extent of skills gaps and recruitment challenges being faced by employers in key sectors across our region. The intelligence gathered will be collated and our report, focussing on the state of the region's labour market and Edinburgh College's role as an important skills provider for that labour market, is expected to be finalised and published this quarter. The Institute of Directors (IOD), the Chamber of Commerce, Prosper, and the Federation of Small Businesses have all supported this work by distributing the survey among their members.

3.5 College Innovation Stakeholder Forum

On 17 October 2024, Edinburgh College, in collaboration with North East Scotland College, Perth UHI, and West College Scotland, hosted the College and Innovation Stakeholder Forum, an event which l examined how colleges and their stakeholders can better collaborate to transform the innovation ecosystem. During the event partners launched a ground-breaking research report on *'Employer Engagement with Colleges and the Adoption and Diffusion of Innovation'*. This research project, funded by the Gatsby Charitable Foundation, examines the nature of college engagement with industry and potential for future collaboration to drive place-based innovation.

The event highlighted an overview of the research findings, insights from key stakeholders, and discussions on the next steps for driving innovation across Scotland's educational and business communities. The event attracted significant interest from key stakeholders such as a number of the Innovation Centres, UK Innovate, SFC and Universities. More details can be found **here**.

3.6 Colleges Scotland Update

3.6.1 Draft Budget Submission for 2025/26

Colleges Scotland Draft Budget Submission for 2025/26, which has been submitted to the Scottish Government on 17 October 2024 is available to view **here**.

The Scottish Government will announce its budget on 4 December. Due to the timing of this report, a verbal update will be provided at the meeting with any immediate factors impacting on the sector.

3.6.2 Tripartite Alignment Group Update

- *Alternative Funding Streams*

Colleges Scotland presented a paper drawing on information and case studies supplied by individual colleges, which highlighted both the need of additional resource into the sector in order to allow growth in commercial income, and the long-term commitment and lead time required. Officials from the Scottish Government Economy Directorate have been asked to lead a small group, including college sector representatives, to develop options for such growth.

Scottish Government will also facilitate engagement between colleges and industry, and the current assumptions around ONS classification and loans are to be examined. Colleges Scotland has been asked to set out what we would see as an appropriate government policy based on a "Colleges-First" approach to expenditure of public funding on skills and professional training by Scottish Government and public bodies.

- *College Transition Framework*

The Tripartite Group supported the progress made in setting out a framework for the previously named Curriculum Transformation Funding Proposal to operate within. This framework, developed through a joint SFC and Colleges Scotland working group, provides criteria and process for colleges applying to utilise this approach. Colleges Scotland reiterated that this approach would only work for some colleges and what was required was to make progress with the fundamental review of the Funding Model. The commitment of SFC to this was restated, with the SFC Board to consider shortly the approach to the review.

- *Capital Funding Model*

An information paper on the current limited options on funding methods for capital for colleges was shared. The ask was made that the next stage would consider what changes would allow colleges greater access to the funding options available to other sectors.

- *Asset Disposal*

It was confirmed that the intention of Scottish Government was to introduce an Asset Disposal scheme in line with the recent consultation. SFC confirmed that they were focused on finding a way to allow colleges to keep the funds as reserves. Scottish Government committed to providing the guidance before the end of January 2025. An earlier communication will be issued to state the intention to work with these rules for those sales currently being undertaken.

The rules would include that for assets disposed of with a net value below £1m then the selling college keeps all the receipts, and for a disposal with a net value of greater than £1m, that a 70/30 split is included, with the selling college keeping 70% of the proceeds and the remaining 30% being available for the wider college sector.

3.6.3 Education and Skills Reform Ministerial Group

Liz Connolly, as the sector representative, attended the second Education and Skills Reform Ministerial Group on Tuesday 7 November 2024. The purpose of the group is

to provide a forum for Ministers to seek views from the profession and independent experts on the opportunities and challenges within the education and skills sector.

This was the second meeting and was chaired by the Cabinet Secretary, with the Minister also in attendance. There was a general update on education and skills reform. The following are of particular interest to the sector:

- The consultation on a simplified funding body took place over the summer. Responses are now being analysed and the analysis and outline business case will be with Ministers by December.
- In respect of Apprenticeship reform, Scottish Government are looking at streamlining development and considering a new contracting model.
- In respect of skills planning, consideration of the principles and approach are currently taking place. By March 2025 options for future skills planning models will have been identified. By late 2025 an option will have been selected following consideration of the economic, financial and management case. Implementation of the new approaches is anticipated from early 2026.

A substantial presentation and discussion were held on school leaver destinations. The main discussion was around an increase in S4 leavers, and the reduction in positive destinations between three months and nine months after leaving. There could be an opportunity for the sector to consider different interventions to support this group.

A copy of the presentation on the reform work, which was circulated as part of the Ministerial meeting can be viewed **here**.

3.6.4 Strategic Engagement with Neil Rennick, Director-General Education and Justice, Scottish Government

Neil Rennick attended the College Chairs' Group held on Tuesday 12 November 2024. He acknowledged the importance of colleges as institutions which tackle poverty, strengthen the economy and create the skills needed for the delivery of Scottish Government priorities. He noted that the Minister is a supporter of colleges and champions them within government.

Neil highlighted the real financial challenges for the Scottish Government including the budget context alongside acknowledging the Colleges Scotland Draft Budget submission. He noted that there is a bigger programme of work around post-school reform to be taken forward. Following the discussions, there was an ask to ensure the Cabinet Secretary publicly supports colleges and in increasing the pace of work undertaken by the Tripartite Alignment Group and the reform programme. It was recognised that it's important to ensure more explicit examples (including across the different Scottish Government portfolios) around the impact colleges have on driving economic growth are provided.

3.7 Edinburgh Chamber of Commerce

On 29 October, the Edinburgh Chamber of Commerce hosted the Call to Action for Edinburgh's Economic Future launch event. The event was to highlight that Edinburgh has a wealth of assets, innovative ideas, and strategies from its diverse sectors and ecosystems.

Yet, as we strive for a more prosperous, greener, and fairer future for Scotland's capital, we face a crucial challenge: how do we connect our strategies, sectors, innovation streams, and opportunities into a compelling and cohesive call to action for the city's economic future?

The event brought together business leaders from various sectors and institutions to create an industry-led 'Call to Action'. This initiative aims to maximise and accelerate good economic growth, for the benefit of all, enhancing our contribution to both the national and UK economies. Report can be read **here**.

The event was opened by Andy Burnham, Mayor of Manchester, along with Jeremy Grant, former editor of the Financial Times.

I was part of the panel discussing the people skills needed to leverage Edinburgh's Innovation capabilities driving growth. I was joined by Jarmo Eskelinen, Executive Director, Data Driven Innovation Initiative, University of Edinburgh and Gordon Robertson Chief Communications and Sustainability Officer.

The findings published in this report are consistent with a range of forecast analysis for our Region.

3.8 Royal Society of Edinburgh: Funding of Tertiary Education in Scotland

As a fellow of the Royal Society of Edinburgh, I have recently been invited to join a Tertiary Education Conference Steering Group co-chaired by Professor Alice Brown and Sir Andrew Cubie. The RSE firmly believes such a conference is necessary, given the critical importance of reviewing tertiary education funding, and that the RSE, using its convening power, is ideally placed to deliver a high-quality conference that explores the issues and options from an evidence-based position. The Conference is scheduled to take place at the end of May 2005 (date tbc) and would be very timely in the context of informing public and political debate in the lead up to the Scottish Parliamentary elections in 2026.

3.9 Bright Red Triangle (BRT)

Edinburgh College is now in Partnership with Edinburgh Napier University (ENU) and Queen Margaret University to offer entrepreneurial support to hundreds of students, graduates and staff at the Bright Red Triangle (BRT), the enterprise hub at ENU.

I attended and presented at the official launch on 18 November where I was able to reflect back to the environment around 2016/17 and the spotlight being put on Innovation but also the potential role of colleges regarding applied innovation, skills and business support. I also highlighted the importance on key relationships and untapped potential between R&D/Innovation (university domain) and skills and applied innovation business support (college domain).

The partnership means more entrepreneurs will be able to use services such as advice, training, workshops, and opportunities to turn innovative ideas into business ventures. The BRT partnership responds to economic and societal changes which demand universities and colleges to equip students and staff with the skills to contribute to modern society. It also supports the Scottish Government's vision to make Scotland one of the most innovative small nations in the world.

The partnership will help unlock entrepreneurial mindsets to change the way that career pathways in sectors such as social care are framed, ensuring they are seen as an asset to our economy and not a burden.

This is the first cross tertiary collaboration of this nature in the sector.

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	☒	Finance Strategy	☒	People Strategy	☒
Commercial Strategy	☐	Digital Strategy	☐	Other	☐

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

Student Success	☐	Credit Target	☐	Equality, Diversity & Inclusion	☒
Student Satisfaction	☒	Adjusted Operating Position (AOP)	☐	Staff Costs	☒
Student Retention	☒	Non-SFC Income	☐	Staff Engagement	☒
Student Enrolments	☐	Gross Carbon Footprint	☐	Partner Engagement	☒

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	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]*

BOARD OF MANAGEMENT
10 DECEMBER 2024
PAPER F

Title	**EC Students' Association Report**
Appendices	None.
Disclosable under FOISA	Yes ☒ / No ☐
Primary Contact	Adam Lowe, President
Date of Production	28.11.24
Action Required	For Approval ☐ / For Discussion ☒ / For Information ☒
Aligned to Strategic Risk	Yes ☒ / No ☐ *(If 'yes' please complete Section 5.3)*

1. RECOMMENDATIONS

The Board are asked to NOTE and DISCUSS 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 October, November and December 2024.

3. KEY INSIGHTS

3.1. Recent events and projects

3.1.1 Board Shadowing

Our Reverse Shadowing Scheme is ongoing this year and has now been extended to the college's Senior Management Team. So far, three members of staff have joined us this term and all have fed back positively, with further sessions planned for December and the new year. 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. If any Board Members are interested in joining us, please register your interest via our form. We can tailor the time spent with us to suit your interests, so that you can get as much out of the experience as possible.

3.1.2 Class Rep Recruitment and Meetings

In the first part of the 2024-25 academic year, EC Students' Association worked with Learning Development Tutors (LDTs) and Course Tutors to get as many Class Reps registered as possible. Overall, 629 Class Reps were registered, which is a major increase from this time last year (473), and up on 2022/23 (502). One of the reasons for this substantial increase is that we have been working closely with the ESOL team to ensure their reps are included in the College system. We are pleased that a high proportion of Class Reps undertook training this year (251) versus 214 last year and 179 in 23/24.

Training and meetings were held both in-person and online, in order to make them as accessible as possible. A short paper summarising the outcomes of our first Class Rep meetings of the year was presented to the Learning, Teaching and Student Experience Committee in late November.

3.1.3 Lead Rep initiative

In an exciting development for this year, we launched a new engagement programme called Lead Reps, where we invited Class Reps to volunteer to become part of a group drawn from different courses and campuses, that meets more regularly with EC Students' Association and key college staff in focussed discussion groups. We are also hoping to get these Lead Reps connecting regularly with their relevant Head of School and Curriculum teams. Our aim for this project was to recruit two Lead Reps per school (approximately 30 in total). We were delighted with the uptake, (31 Reps) which was spread fairly evenly across the different academic disciplines and covers all four campuses at the college. We have now begun the task of planning Lead Rep meetings agendas and schedules, and look forward to having an engaged group of students to bounce ideas off and explore different ways to enhance the overall student learning experience. We also hope that Lead Reps can get involved with College working groups, such as Decolonising the Curriculum, the Sustainability Strategy group and Access & Inclusion Strategy Group.

3.1.4 Student Engagement Events

Since the start of the semester, we have been offering a series of drop-in activities and events on different campuses as a chance for students to socialise. These have included three 'Sip and Paint' events, Video Games socials, drop-in board games sessions, and lunchtime crafting activities. The LGBTQ+ society has also been running on three campuses. These events have been promoted via our website, our fortnightly e-newsletter and on our socials. We have had fairly consistent engagement across these activities, and look to do a final push of activities before the Winter Break. We also have had students approach us who are interested in setting up their own clubs, including rock climbing, fandom clubs and a blockchain association, which we have been supporting them with. Our aim for clubs and societies is to help students get set up and create a self-sustaining community which they are responsible for running and facilitating. A great example of this is the Tabletop Games Society at Granton, who meet weekly without input from us – yet they know they can ask for assistance if they need it.

We are delighted that we've been able to employ two Student Engagement Assistants who are working with us on a part time basis. Laura Balestrieri is a UX Design student helping us with Social Media and Marketing, and Lauren McKay is a Contemporary Art Practice student who is assisting with Events and Activities. It's great to have two enthusiastic new members of our team who know the student experience inside out, helping us to achieve our engagement goals and offer as many activities as possible to the student community.

3.1.5 SwapShop Winter Coat Drive

As part of our ambition to reduce waste and counter poverty among the student community at Edinburgh College, during October and early November we have been running a Winter Coat Drive from our Swap Shops. Through this initiative, we have been encouraging staff and students to donate good quality pre-loved or new winter coats, scarves, hats, or gloves to the Association. Thanks to the generosity of everyone taking part, we gained over 80 winter coats to distribute to students for free, no questions asked, through our Granton and Sighthill giveaway events. We're grateful to

everyone who donated and made the initiative such a success, and will be running similar targeted campaigns for donations to our SwapShops in the future.

3.1.6 Sustainability Engagement

Along with our free Community Fridge deliveries which have been taking place weekly across all campuses and have been very popular with students, we have been conducting some of our own research into students' views on sustainability at Edinburgh College. Throughout Sustainable Education Week (21st to 25th October) we conducted a mixture of in-person stalls and online promotion to encourage students to complete our Sustainability Survey. Over 200 students completed the short survey, giving us an insight into what students know about things that are already happening, how they rate the college on sustainability, and what they want the College to focus on going forward. Perhaps not surprisingly, the Students' Association Community Fridges were by far the most recognised sustainability project. More interestingly, the areas students would like to see prioritised were:

- Tackling poverty to enable more students to access and succeed at College
- Investing in new sustainable energy systems to run our buildings
- Move towards plastic free campuses

The full report will be presented at the next sustainability steering committee in December and an overview can be found on our website.

3.1.7 Edinburgh College merchandise sales at Graduation

For the first time, the College and the Students' Association paired up in order to sell branded Edinburgh College merchandise to students at Graduation on Friday 8th November. There were hoodies available in two colours, as well as mini teddies sporting their own Edinburgh College hoodies. Working in partnership with the Commercial and Marketing teams, all profits will be ring-fenced for future student projects. In total we raised £1,128, with 81 items sold. We are now looking to extend these merch sales to the wider student community, through our online shop, as well as at pop-up shops at different campuses, which will be taking place in the new year.

3.1.8 Open Letter on Student Housing

Earlier in November, President Adam Lowe joined student officers across Scotland by signing an open letter to Housing Minister Paul McLennan MSP, asking for better student support in the upcoming Housing Bill. We know from research conducted earlier this year in our Student Life Survey that the cost of renting and the availability of rental properties in Edinburgh are causing issues for Edinburgh College students. We are grateful to NUS for including us in this campaign.

3.2 Current & upcoming events

3.2.1 Wellbeing Fair

On Tuesday 3rd December at 10am-2pm we are hosting a Wellbeing Fair at Granton Campus. We recognise that December can be a challenging time for people, and want to help support students to have the best mental health and wellbeing they can, by

promoting the resources and providers from beyond the college that can support them. Several external partner organisations are taking part, including:

- SPACE Youth Befriending
- Penumbra Mental Health
- LGBT Youth Scotland
- NHS Healthy Respect
- Thrive Edinburgh
- Get2gether Edinburgh
- Volunteer Edinburgh
- Health In Mind

3.2.2 Winter Warmer Event

Back in May 2024, Edinburgh College and EC Students' Association co-signed our Student Mental Health Agreement, pledging to work together to improve our students' Mental Health and Wellbeing. One part of the agreement was to create more opportunities for staff and students to come together, which was the inspiration behind our Winter Warmer event, which is taking place on Monday 9th December at Sighthill campus, 11.30am-2pm. There will be hot drinks, board games, video games, crafting and plenty of opportunities for colleagues, classmates and friends to mingle and get into the festive spirit.

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:

Curriculum Strategy	☒	Finance Strategy	☐	People Strategy	☐
Commercial Strategy	☐	Digital Strategy	☐	Other	☐

5.2 Relevant Key Performance Indictors:

Student Success	☒	Credit Target	☐	Equality, Diversity & Inclusion	☐
Student Satisfaction	☒	Adjusted Operating Position (AOP)	☐	Staff Costs	☐
Student Retention	☒	Non-SFC Income	☐	Staff Engagement	☐
Student Enrolments	☐	Gross Carbon Footprint	☐	Partner Engagement	☐

5.3 Alignment to the Top-Level Risk Register:

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		⟺

**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]*

BOARD OF MANAGEMENT
10 DECEMBER 2024
PAPER G

Title	**Management Accounts to October 2024**
Appendices	Appendix 1: Management Account to October 2024 – with Commentary
Disclosable under FOISA	Yes ☒ / No ☐
Primary Contact	Alan Williamson, Chief Operating Officer
Date of Production	02.12.24
Action Required	For Approval ☐ / For Discussion ☒ / For Information ☒
Aligned to Strategic Risk	Yes ☒ / No ☐ *(If 'yes' please complete Section 5.3)*

1. RECOMMENDATIONS

The Board of Management are asked to DISCUSS and NOTE the Management Accounts to October 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 3 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	☐	Finance Strategy	☒	People Strategy	☐
Commercial Strategy	☐	Digital Strategy	☐	Other	☐

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

Student Success	☐	Credit Target	☒	Equality, Diversity & Inclusion	☐
Student Satisfaction	☐	Adjusted Operating Position (AOP)	☒	Staff Costs	☒
Student Retention	☐	Non-SFC Income	☒	Staff Engagement	☐
Student Enrolments	☐	Gross Carbon Footprint	☐	Partner Engagement	☐

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		
	Probability	*Impact*	*Score*
	5	5	25
	Residual (Net) Risk		
	Probability	*Impact*	*Score*
	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

3 MONTHS TO 31 OCTOBER 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

The following report provides an update on the financial position of Edinburgh College at 31st October 2024

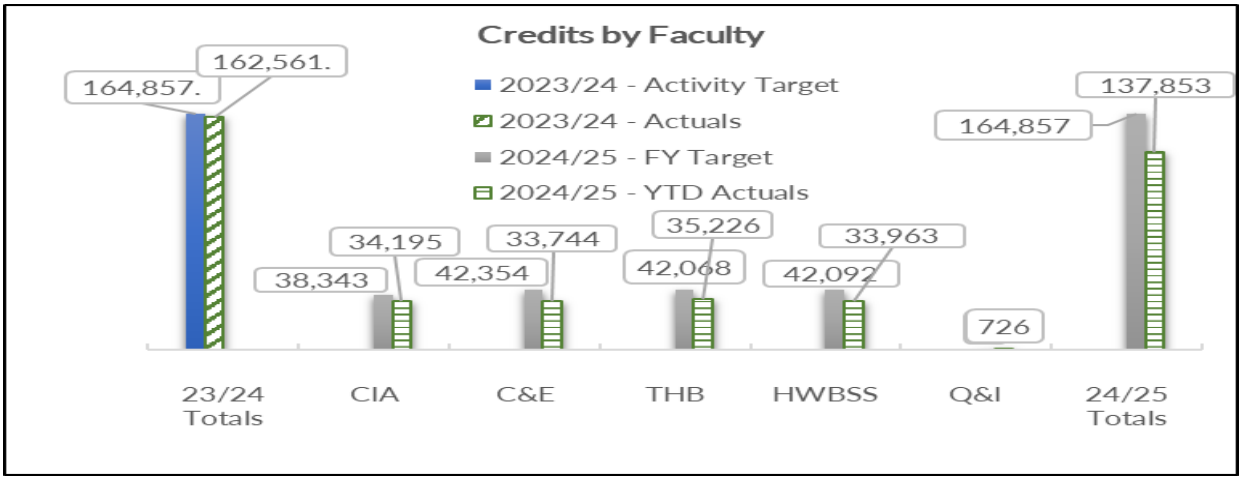
1. EXECUTIVE SUMMARY

Credits and SFC Grants

1.1 Edinburgh College's core activity target for academic year 2024/25 totals **164,857 credits** (unchanged from 2023/24) which includes European Social Funding (ESF) places subsumed within core activity. Also incorporated is an indicative target of 692 credits for foundation apprenticeships.

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 core teaching funding to be maintained at the same level as 2023/24. This leaves the average price of a credit unchanged year on year which means Edinburgh College still has the lowest credit price in the sector.

The "Credits by Department" table (below) shows a comparison of faculty performance for the year (to date) against full year (fy) targets.



1.2 **Adjusted Operating Position (AOP)**

As per SFC Measurement	Annual Budget 2024/25	YTD Budget 2024/25	YTD Actuals 2024/25	YTD Variance 2024/25	Previous YTD 2023/24	FY Forecast 2024/25
	£000s	£000s	£000s	£000s	£000s	£000s
I&E Operating Position	(2,386)	(921)	(762)	159	(980)	(2,386)
Add:						
Depreciation net of deferred capital grant release	2,838	877	877	-	1,026	2,838
Deduct:						
Loan repayments and payments against provisions	930	233	233	-	224	930
Adjusted Operating Position	(480)	(276)	(117)	159	(177)	(480)

The College's AOP excludes non-cash items included in the I/E account (depreciation net of deferred grant) but includes capital loan repayments and payments against provisions (excluded from the I/E account).

The AOP starting budget was a deficit of £704k, which improved in August by £224k following a further detailed review of the staff establishment (and other positions aligned to income delivery). The revised annual AOP budget is now a £480k deficit, as above. To October 2024 there is an actual AOP deficit of £117k, a positive ytd variance against budget of £159k. The AOP annual forecast remains at £480k deficit.

1.3 Income and Expenditure

	Annual Budget 2024/25	YTD Budget	YTD Actuals	YTD Variance	Previous YTD	FY Forecast
	£000s	£000s	£000s	£000s	£000s	£000s
Funding Council Grants	51,919	9,309	9,318	9	8,306	51,726
Tuition Fees, Commercial & Other Inc	13,921	6,281	6,267	(13)	6,404	13,771
Deferred Income	3,278	834	834		745	3,278
Total Income	**69,119**	**16,424**	**16,420**	**(4)**	**15,455**	**68,775**
Staff Costs	51,137	12,141	11,959	182	10,641	50,794
Other Costs	14,251	3,492	3,511	(18)	4,015	14,251
Depreciation	6,116	1,711	1,711		1,771	6,116
Exceptional Support Costs					8	
Total Expenditure	**71,505**	**17,345**	**17,182**	**163**	**16,435**	**71,161**
Operating (Deficit) / Surplus pre SSAP24 & pension revaluation adjustments)	**(2,386)**	**(921)**	**(762)**	**159**	**(980)**	**(2,386)**

The College's annual budget operating position is a deficit of £2,386k, which results in an adjusted operating **deficit** budget of £480k for the year (refer para 1.2 for details). The cumulative operating position to October shows a deficit of £762k against a profiled budgeted deficit of £921k. The main variances are:

- A favourable variance of £9k within other SFC grants - sanitary products scheme underspend (matching corresponding expenditure).
- An adverse variance of £36k within tuition fees (net SAAS).
- A favourable variance within other income of £22k – largely Digital Health Hub income (matching corresponding spend) and Nursery revenue.
- A favourable variance within staffing costs of £182k (net effect of unfilled vacancies).
- An adverse variance within operating expenditure of £18k (as per funding releases detailed above).

Early discussions with budget managers indicate that most income streams are currently in line with both profiled budgets to date and fy targets, whilst most non-staff expenditure is also broadly in line with budgets and targets. However, clear signs point to SAAS and HEFT self & employer paying students being lower than planned and, as a result, this fy income projection (original target: £2.86m in total) has been reduced by £0.15m (to £2.71m). A further review of tuition fees will be undertaken in December following the student retention period cut-off point.

Following a further review by the SFC, of 'Developing Scotland's Workforce' (DSW) credit activity performed by the College in 2020/21, a financial clawback has been incurred (for DSW credit target under-achievement), totalling £194k. Driven by the College being unable to obtain student evidence following the return to campus after Covid. The amount will be recovered by the SFC through a corresponding lower grant-in-aid (2024/25) cashflow receipt (reflected in the College's financial forecasts). Both of these adverse income variances are being offset by corresponding savings within staff costs (vacancy churn).

In the UK Government's 2024 autumn statement, it was announced that the rate of employer Class 1 National Insurance (NI) contribution rates is increasing from 13.8% to 15.0%, whilst the per-employee threshold at which employers become liable to pay NI (the Secondary Threshold) is being reduced from £9,100 to £5,000 a year. Both changes take effect from 6th April 2025 and are forecast to 'cost' Edinburgh College £0.35m in 2024/25, and £1m in 2025/26. The FY forecast assumes that this will be funded, following the UK Government's commitment to pay this increase, through the Scottish Government's 2024 Budget which will set out its tax and spending plans for Scotland for 2025/26.

The following adjustments have been made, this month, to the College's fy budget and forecast:

	£k - Fav / (Adv)
Other grant income (Inch Cape Offshore Ltd STEM educational partnership)	76
Operating expenses associated with this partnership (virtual welding machines and course materials)	(76)
Total movements affecting budgeted & forecast AOP:	**0**

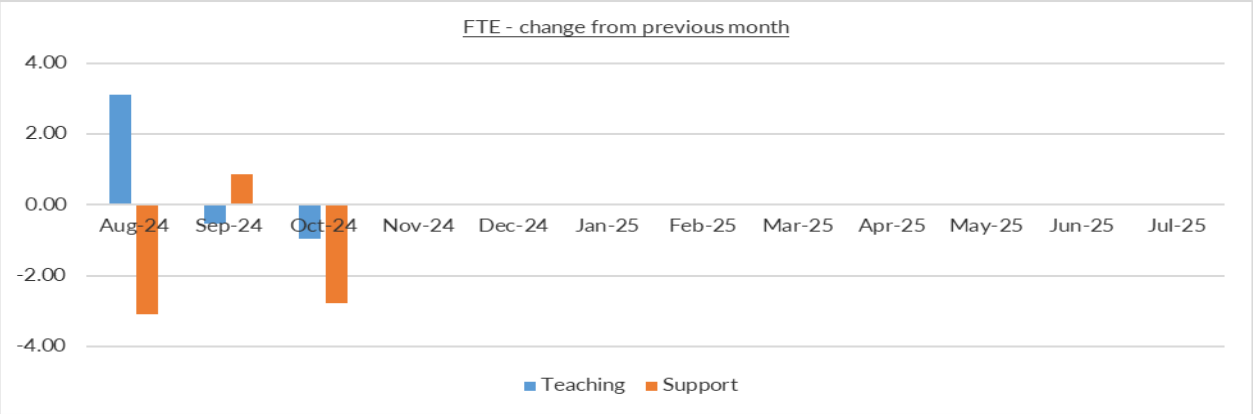
In comparison to the fy budget (at operating and adjusted operating levels) there is an overall movement of £nil, the details of which are shown below (excludes associated offsets):

	£k - Fav / (Adv)
DSW credit target under-achievement	(194)
Net SAAS tuition fees	(150)
Staffing (vacancy churn)	344
Total ytd movements affecting AOP / Cash :	**0**

1.4 Staff (Full Time Equivalent)

FTE	31/07/24	31/10/24	FY Movement	31/10/23
Teaching	404.5	406.1	1.6	410.2
Support	469.4	464.4	(5.0)	483.1
	873.9	870.5	(3.4)	893.3

Staff numbers have decreased by 3.4 FTE since the beginning of the academic year (largely VS leavers). The monthly FTE staff movements are shown below:



1.5 Cash

Opening cash	Month-end cash	Comments
01/08/2024	31/10/2024	The cash balance at the end of October is £5.8m which includes £2.1m of student support funds, together with SFC funds and income prepayments totalling net £3.7m, due for release during 2024/25. The current forecast for cash as at 31 July 2025 is £1m.
£'m.	£'m.	
4.2	5.8	

1.6 **Capital Expenditure**

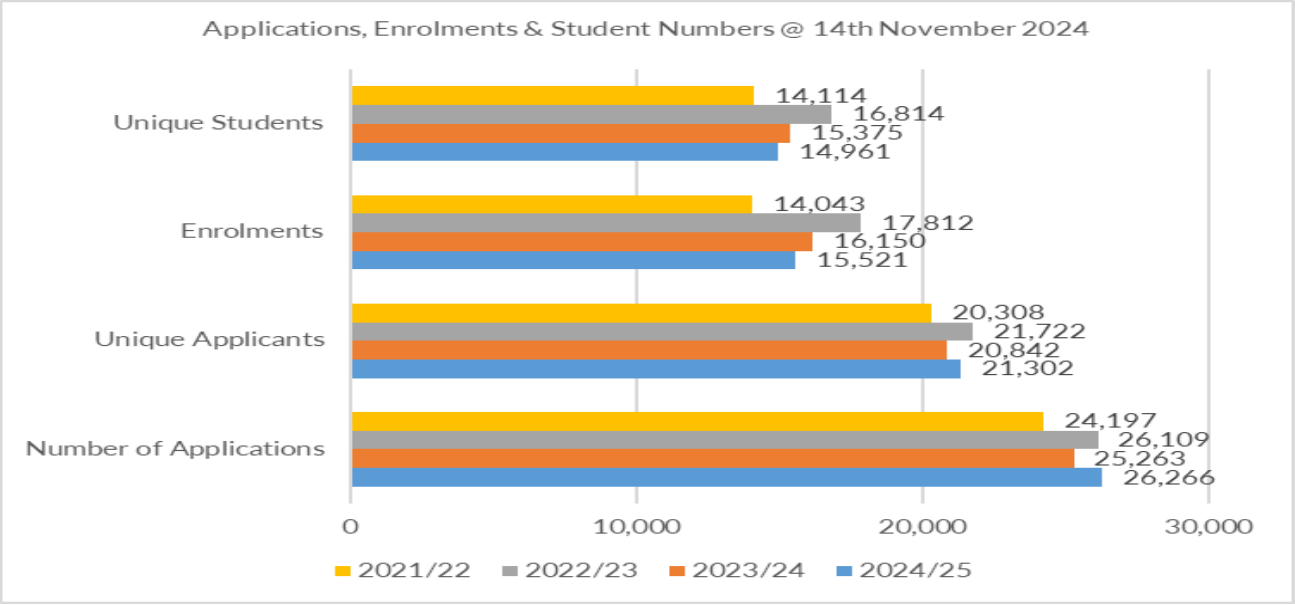
Opening Fixed Assets	Additions	Dep'n	Closing Fixed Assets	Comments
01/08/24	31/10/24	31/10/24	31/10/24	Capital funding for 2024/25 is allocated from 1st April 2024 as follows: **(1)** £0.8m estate lifecycle maintenance (I&E budget) and **(2)** £2.8m for condition survey backlog / high-priority maintenance. Of this, 'work in progress' and fixed asset capitalisations totalling £1.4m have been incurred on the College's building fabric, IT & curriculum projects and environmental / energy efficiency initiatives. A further £0.6m of expenditure is committed.
£'m.	£'m.	£'m	£'m.	
183.5	0.8	(1.7)	182.6	

2. STUDENT ACTIVITY

2.1 The College's core activity target for 2024/25 is 164,857 credits (refer para 1.1 for more detail).

2.2 Enrolment figures to date are lower within HE courses than planned, and also movement from FT students to PT students. The credit conversion against target is likely to remain under pressure during the year. However, the reduction in the early retention period to 5 weeks from 10 weeks should alleviate some credit achievement pressure. The College has so far achieved **137,853 credits** at 14th November 2024.

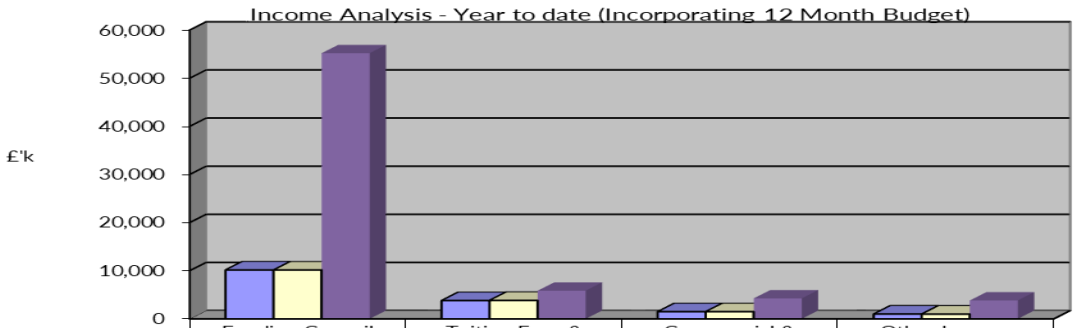
2.3 The table below shows Applications, Enrolments and Student Numbers from 2021/22 to 2024/25.



3. INCOME ANALYSIS

Income Expanded Account Detail for the 3 Months to 31st October 2024

INCOME	Original Annual Budget £000s	Revised Annual Budget £000s	YTD Budget £000s	YTD Actuals £000s	YTD Variance £000s	Previous YTD £000s	Year-End Projection £000s
Funding Council Grants	55,197	55,197	10,143	10,152	9	9,051	55,004
Tuition Fees & Education Contracts	5,849	5,849	3,827	3,791	(36)	4,033	5,699
Commercial & International	4,249	4,249	1,481	1,481		1,719	4,249
Other Income	3,746	3,822	973	995	22	652	3,822
TOTAL INCOME	**69,043**	**69,119**	**16,424**	**16,420**	(4)	**15,455**	**68,775**



	Funding Council Grants	Tuition Fees & Education Contracts (Including SAAS)	Commercial & International Contracts	Other Income (Including Bank Interest)
YTD Actuals	10,152	3,791	1,481	995
YTD Budget	10,143	3,827	1,481	973
12 Month Revised Budget	55,197	5,849	4,249	3,822

3.1 Total income for the year to date is £16.42m, which is £4k lower than the profiled budget of £16.424m.

3.2 Grant-in-Aid income across all credit-bearing areas has (currently) been brought to account on the presumption that core credit activity is on target.

3.3 Following the latest review of student enrolments, the fy forecasts for SAAS and HEFT self financing and employer payments have been reduced by £0.15m in total (compared to fy budget). All other tuition fee income targets remain in line with budget, although these forecasts may change next month pending the outcome of performance reviews and the latest enrolment numbers.

3.4 The fy income forecasts for all activities referred below are currently in line with fy budgets.

3.5 Bespoke activity has made an encouraging start to the year, with revenue of £0.19m achieved to date (fy budget £0.73m), whilst scheduled course activity / income sits at £0.12m (fy budget £0.49m). SDS income sits at £0.15m (fy budget £0.65m), with direct MA activities continuing to progress well, whilst income to date from venue hires remains low (£0.04m income - fy budget of £0.27m).

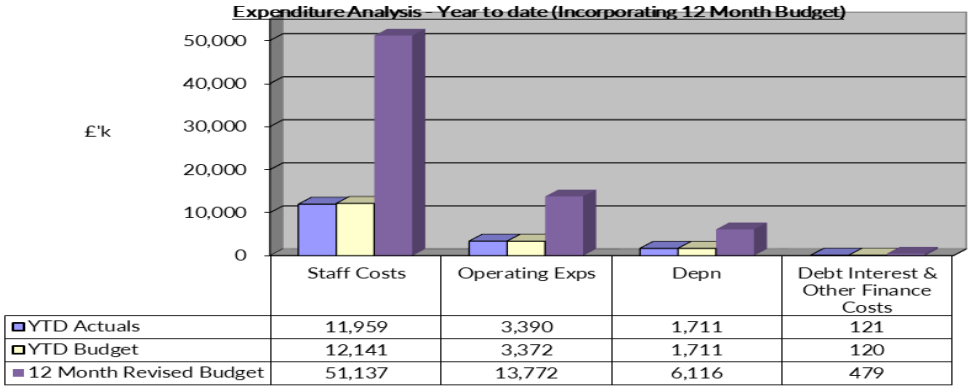
The Milton Road 'Club' has begun the year steadily, with gym income to date at £0.09m (fy budget-£0.29m) and accommodation income of £0.1m against a fy income budget of £0.62m. Gym memberships remain strong, whilst retail sales are encouraging. With regards to the Halls of Residence, 68 rooms are currently occupied by students, whilst 26 rooms are still in use by Dnipro Group families – however, external accommodation leases (for these families) have finally been signed and moving out dates are being discussed. The accommodation team are also in discussion with a number of partners with regards to the 20 remaining rooms. Income from our hair & beauty salons sits at £0.015m (full year budget £0.07m) whilst our training restaurants have recorded Qtr1 income of £0.02m (fy budget target of £0.09m).

International income sits at £0.8m against a fy budget of £1.3m and is forecast to deliver a contribution for the year of £0.29m (2023/24 trading out-turn: £0.2m). Actvities to date are progressing well and a contract for a fourth Panamanian cohort is currently under discussion. In addition, a new British Council contract was recently approved for a renewables programme with Tanzanian partners, whilst discussions are taking place with a client based in India with regards to new in-country course delivery. Finally, recruitment for January starts is in progress, whilst plans for summer school 2025 are being negotiated.

4. EXPENDITURE ANALYSIS

Expenditure Expanded Account Detail for the 3 Months to 31st October 2024 (Ex Staff Costs)

	Original Annual Budget £000s	Revised Annual Budget £000s	YTD Budget £000s	YTD Actuals £000s	YTD Variance £000s	Previous YTD £000s	Year-End Projection £000s
Other Operating Expenses	13,696	13,772	3,372	3,390	(18)	3,874	13,772
Depreciation for the year	6,116	6,116	1,711	1,711		1,771	6,116
Debt Interest & Other Finance Costs	479	479	120	121	(1)	141	479
Exceptional Support Costs						8	
Total Expenditure (Ex Staff Costs)	**20,291**	**20,367**	**5,203**	**5,222**	**(19)**	**5,794**	**20,367**



4.1 Total expenditure for the year to date is £17.2m, which is £0.16m lower than the profiled budget of £17.35m. As above, most 'other operating expenses' budgets remain in line with expectations.

5. STAFF COSTS ANALYSIS

Staffing Expenditure Account Detail for the 3 Months to 31st October 2024

	Original Annual Budget £000s	Revised Annual Budget £000s	YTD Budget £000s	YTD Actuals £000s	YTD Variance £000s	Previous YTD £000s	Year-End Projection £000s
Staff Costs							
Senior Management	1,669	1,669	414	376	39	409	1,669
Academic Departments	24,060	23,834	5,701	5,588	113	4,859	23,652
Academic Services	5,217	5,217	1,305	1,244	61	1,004	5,217
Admin & Central Services	14,031	14,031	3,455	3,362	93	3,213	13,870
Premises	1,898	1,898	468	506	(37)	408	1,898
Catering & Residences	42	42	11	10	0	6	42
Temporary, Agency & Staff Bank Costs	2,369	2,369	571	595	(25)	469	2,369
Other Staffing Expenditure	2,077	2,077	216	278	(62)	272	2,077
	51,363	51,137	12,141	11,959	182	10,641	50,794

5.1 Staff costs are £0.18m lower than the profiled budget due to the positive financial effect of currently unfilled vacancies. The 2023/24 VS scheme resulted in annual recurring savings of £1.4m, which are reflected in the budget. Staff costs are forecast to settle the year at £50.8m, an improvement of £344k from last month / compared to fy budget (vacancy churn).

6. TRADING DEPARTMENT

	Nursery YTD Oct 24			
	FY Budget (£000)	YTD Budget (£000)	YTD Actuals (£000)	FY Forecast (£000)
Total income	1,310	305	315	1,310
Staffing expenditure (inc agency)	(1,363)	(341)	(336)	(1,363)
Non staffing expenditure	(37)	(12)	(12)	(37)
Net surplus / (deficit) contribution pre associated premises costs	(91)	(48)	(33)	(91)

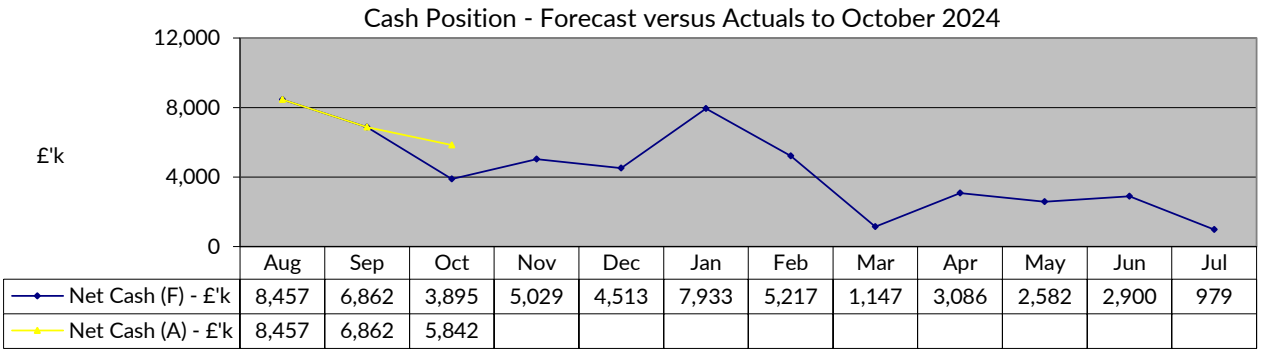
6.1 The current nursery trading position is shown above. The budgeted full year trading position is a deficit of £91k, (2023/24 actuals were a £116k deficit). Following a review of children numbers forecast to be

enrolled to end July 2025, together with the effects of a planned increase to fees (wef February 2025), there is optimism that the nursery will start to reduce the current deficit position (in the second half of 2024/25). Marketing campaigns are in place to increase the current intake levels. However, for prudence, the fy forecast remains unchanged from last month which is in line with fy budget.

The budgeted trading positions outlined above exclude the effects of associated costs, which are estimated at the end of October to be £31k against a full year forecast of £93k. This covers maintenance, cleaning, rates and utilities costs. Allocation methodology of these associated costs is under review with a view to producing the Nursery financials showing the overhead contribution level.

7. CASH-FLOW

7.1 The cash balance at the end of October is £5.8m which includes £2.1m of student support funds, together with SFC funds and income prepayments totalling net £3.7m, due for release during 2024/25. The current forecast for cash as at 31 July 2025 is £1m.



	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Net Cash (F) - £'k	8,457	6,862	3,895	5,029	4,513	7,933	5,217	1,147	3,086	2,582	2,900	979
Net Cash (A) - £'k	8,457	6,862	5,842									

8. SFC REPORTING

8.1 The most recent cashflow return was submitted to the SFC in early November 2024, for the year to 31 July 2025 and was in line, overall, with the October month end accounts.

9. BALANCE SHEET

		At 31 Oct 2024 £'000	At 31 July 2024 £'000	YTD Mvmt £'000
Fixed Assets	Land and Buildings	179,199	179,917	(718)
	FFE & Intangibles	3,449	3,575	(126)
		182,648	183,492	(844)
Current Assets	Stock	85	80	5
	Debtors	5,080	783	4,297
	Cash - Main	3,705	3,734	(29)
	Cash - Student Support	2,136	451	1,685
Total		11,007	5,048	5,959
Creditors		(68,905)	(63,732)	(5,173)
Bank Loans		(7,085)	(6,606)	(479)
Provisions		(2,492)	(2,564)	72
		115,174	115,638	(464)
Funded by:				
Reserves		115,174	115,638	(464)
		115,174	115,638	(464)

9.1 The movements in Cash and Fixed Assets are shown in the sections above. Debtors include trade & sponsors of £0.6m and accruals/prepayments of £4.5m (primarily tuition fee income). The debtor's days ratio measures cash collection from the College's debtors. **Sponsor** – Trade funded courses; **Student** – Direct payment students; **Trade** – Commercial. Student days is expected to drop in November.

Debtor Days

	Aug 24	Sep 24	Oct 24
Sponsor	1.8	8.7	5.4
Student	8.6	26.2	37.4
Trade	17.7	9.6	6.5
Total debtor days	5.1	9.9	8.3

10. KEY PERFORMANCE DATA

Financial Performance Monitoring Template

	2023/24 Annual Target			2024/25 Annual Target	2024/25 YTD Actuals		2023/24 Year-End
Credits (includes funding for FTE HE places previously funded by ESF)	164,857			164,857	137,853		162,561
Credits - Foundation Apprenticeships	692			692	-		656

	2023/24 Annual Budget	2024/25 Starting Budget	2024/25 Revised Annual Budget	2024/25 YTD Budget	2024/25 YTD Actuals	YTD Variance	Previous YTD
	£k	£k	£k	£k	£k	£k	£k
Adjusted Operating Position	(704)	(704)	(480)	(276)	(117)	159	(177)
Commercial & International Contracts	6,041	4,249	4,249	1,481	1,481	-	1,719
Income	71,053	69,043	69,119	16,424	16,420	(4)	15,455
Expenditure	74,113	71,655	71,505	17,345	17,182	163	16,435
Operating Surplus / (Deficit) pre SSAP24	(3,059)	(2,612)	(2,386)	(921)	(762)	159	(980)
Net Cash Inflow / (Outflow)	(5,108)	(3,206)	(3,206)	1,657	1,657	-	320
Bank Balance	598	979	979	5,842	5,842	-	6,026
Fixed Assets	173,473	177,376	177,376	182,648	182,648	-	179,078
Net Current assets / (liabilities)	(4,980)	(6,646)	(6,422)	(6,033)	(6,033)	-	(5,424)
Creditors and Provisions	(57,490)	(57,795)	(57,795)	(61.441)	(61.441)	-	(60,550)
Net Assets	111,003	112,935	113,159	115,174	115,174	-	113,104
Pay costs % of Income	75.5	78.8	78.4	78.3	77.2	(1.1)	72.8
Current Ratio					0.68		0.75
Cash Days in Hand					35		38
Borrowings as % of reserves	4.4	4.1	4.1	4.2	4.2	-	3.6

I&E Account for the 3 Months to 31st October 2024

	Original Annual Budget £000s	Revised Annual Budget £000s	YTD Budget £000s	YTD Actuals £000s	YTD Variance £000s	Previous YTD £000s	Year End Projection @ end October 2024 £000s
Funding Council Grants	51,919	51,919	9,309	9,318	9	8,306	51,726
Deferred Capital Grant Releases	3,278	3,278	834	834		745	3,278
Tuition Fees and Education Contracts (inc SAAS)	5,849	5,849	3,827	3,791	(36)	4,033	5,699
Commercial and International Contracts	4,249	4,249	1,481	1,481	0	1,719	4,249
Other Income	3,746	3,822	973	995	22	652	3,822
Total Income	**69,043**	**69,119**	**16,424**	**16,420**	**(4)**	**15,455**	**68,775**
Staff Costs	51,363	51,137	12,141	11,959	182	10,641	50,794
Other Operating Expenses	13,696	13,772	3,372	3,390	(18)	3,874	13,772
Depreciation for the year	6,116	6,116	1,711	1,711		1,771	6,116
Debt Interest & Other Finance Costs	479	479	120	121	(1)	141	479
Exceptional Support Costs						8	
Total Expenditure	**71,655**	**71,505**	**17,345**	**17,182**	**163**	**16,435**	**71,161**
Operating (Deficit) / Surplus pre SSAP24 Enhanced Pension Provision Charge	**(2,612)**	**(2,386)**	**(921)**	**(762)**	**159**	**(980)**	**(2,386)**
Adjusted Operating Position:							
Operating (Deficit) / Surplus pre SSAP24 Enhanced Pension Provision Charge	**(2,612)**	**(2,386)**	**(921)**	**(762)**	**159**	**(980)**	**(2,386)**
Add:							
Depreciation net of deferred capital grant release	**2,838**	**2,838**	**877**	**877**		**1,026**	**2,838**
Deduct:							
Loan repayments and payments against provisions	**930**	**930**	**233**	**233**		**224**	**930**
Adjusted Operating Position	**(704)**	**(480)**	**(276)**	**(117)**	**159**	**(177)**	**(480)**

I&E Account Detail for the 3 Months to 31st October 2024

	Original Annual Budget £000s	Revised Annual Budget £000s	YTD Budget £000s	YTD Actuals £000s	YTD Variance £000s	Previous YTD £000s	Oct 24 £000s	Year End Projection @ end October 2024 £000s
INCOME								
Funding Council Grants								
Recurrent Grant Inc Fee Waiver	49,812	49,812	8,924	8,924		7,928	(194)	49,619
Childcare Funds	573	573	87	87		100		573
Deferred Capital Grants	3,278	3,278	834	834		745		3,278
Other SFC Grants	1,534	1,534	299	308	9	278		1,534
	55,197	55,197	10,143	10,152	9	9,051	(194)	55,004
Tuition Fees & Education Contracts								
FE - UK & EU	9	9	2	2		8		9
HE - UK & EU	230	230	230	304	74	310	74	304
PT Self Payers	567	567	262	262	0	308		567
Examination Fee Income	9	9	4	4		4		9
SAAS	2,635	2,635	2,362	2,252	(110)	2,599	(224)	2,411
SAAS - Commercial						4		
Associate Degree Fees	628	628	514	514		614		628
Managing Agents	1,773	1,773	455	455	(0)	187		1,773
	5,849	5,849	3,827	3,791	(36)	4,033	(150)	5,699
Commercial & International								
International	1,304	1,304	780	780		841		1,304
SDS	649	649	149	149		65		649
EH15 and The Apprentice Restaurants	90	90	21	21	0	14		90
Bliss SPA and Employability Salons	70	70	15	15		17		70
Gym	295	295	92	92	0	76		295
Residences	620	620	116	116	(0)	114		620
Bespoke Contracts for Employers	730	730	193	193	(0)	71		730
Scheduled Short Courses	491	491	115	115		71		491
Flexible Workforce Development Fund						450		
	4,249	4,249	1,481	1,481	0	1,719		4,249
Other Income								
Catering	25	25	6	6	(0)	2		25
Nursery	1,310	1,310	305	315	10	338		1,310
Access Centre Provision	405	405	74	74		4		405
Other Income Generating Activities	1,937	2,013	562	575	12	274		2,013
	3,676	3,752	948	970	22	617		3,752
Endowment & Investment								
Bank Interest	70	70	25	25		35		70
	70	70	25	25		35		70
TOTAL INCOME	**69,043**	**69,119**	**16,424**	**16,420**	**(4)**	**15,455**	**(344)**	**68,775**
EXPENDITURE								
Staff Costs								
Senior Management	1,669	1,669	414	376	39	409		1,669
Academic Departments	24,060	23,834	5,701	5,588	113	4,859	(182)	23,652
Academic Services	5,217	5,217	1,305	1,244	61	1,004		5,217
Admin & Central Services	14,031	14,031	3,455	3,362	93	3,213	(162)	13,870
Premises	1,898	1,898	468	506	(37)	408		1,898
Catering & Residences	42	42	11	10	0	6		42
Temporary, Agency & Staff Bank Costs	2,369	2,369	571	595	(25)	469		2,369
Other Staffing Expenditure	2,077	2,077	216	278	(62)	272		2,077
	51,363	51,137	12,141	11,959	182	10,641	(344)	50,794
Other Operating Expenses								
Premises	5,636	5,636	1,415	1,416	(0)	1,457		5,636
Teaching Activity & Support	1,512	1,512	448	443	5	569		1,512
Childcare Costs	573	573	87	87		100		573
Transport Costs	124	124	32	32	(0)	35		124
IT Costs	1,352	1,352	278	279	(1)	263		1,352
Telecomms Costs	80	80	16	16		14		80
Equipment	60	136	73	73	(0)	6		136
Health & Safety	40	40	6	6	(0)	12		40
Travel & Subsistence	333	333	154	153	1	144		333
Admin Costs	140	140	28	42	(14)	41		140
Corporate, Consultancy, Professional	634	634	165	173	(8)	153		634
Staff Welfare	10	10	2	2				10
Catering	642	642	112	112	(0)	161		642
Training & Development	81	81	13	13	(0)	26		81
VAT	1,199	1,199	408	408		415		1,199
Marketing & PR	165	165	26	26		52		165
Overseas Agents Commission	22	22	22	22	(0)	332		22
Registration & Exam Fees	1,069	1,069	81	81	0	93		1,069
Bad Debt	23	23	8	8		(1)		23
	13,696	13,772	3,372	3,390	(18)	3,874		13,772
Depreciation	6,116	6,116	1,711	1,711		1,771		6,116
Depreciation for the year	6,116	6,116	1,711	1,711		1,771		6,116
Debt Interest & Other Finance Costs								
Interest On Bank Loans	462	462	116	116		129		462
Other Finance Charges	17	17	5	5	(1)	12		17
	479	479	120	121	(1)	141		479
Exceptional Support Costs						8		
TOTAL EXPENDITURE	**71,655**	**71,505**	**17,345**	**17,182**	**163**	**16,435**	**(344)**	**71,161**
Operating (Deficit) / Surplus pre SSAP24 Enhanced Pension Provision Charge	**(2,612)**	**(2,386)**	**(921)**	**(762)**	**159**	**(980)**		**(2,386)**
Adjusted Operating Position:								
Operating (Deficit) / Surplus pre SSAP24 Enhanced Pension Provision Charge	**(2,612)**	**(2,386)**	**(921)**	**(762)**	**159**	**(980)**		**(2,386)**
Add:								
Depreciation net of deferred capital grant release	**2,838**	**2,838**	**877**	**877**		**1,026**		**2,838**
Deduct:								
Loan repayments and payments against provisions	**930**	**930**	**233**	**233**		**224**		**930**
Adjusted Operating Position	**(704)**	**(480)**	**(276)**	**(117)**	**159**	**(177)**		**(480)**

Balance Sheet
For the 3 Months to 31st October 2024

	2024/25 YTD Actuals £000s	2023/24 Year End £000s	2023/24 Previous YTD £000s
Fixed Assets			
L&B	179,199	179,917	171,077
FFE	3,317	3,422	7,872
Intangible Assets	132	153	129
	182,648	**183,492**	**179,078**
Current Assets			
Stock	85	80	85
Debtors	5,080	783	10,088
Cash	5,842	4,185	6,026
	11,007	**5,048**	**16,199**
Creditors < 1yr			
Bank loans	(632)	(632)	(601)
Payments received in advance	(834)	(561)	(1,007)
Trade creditors	(1,154)	(172)	(920)
Taxes & social sec	(948)	(865)	(726)
Accruals, Def Inc & Other Creditors	(1,983)	(5,054)	(9,667)
Amounts owed to SFC	(8,801)	(417)	(6,014)
Deferred Capital Grants - Government	(2,688)	(3,256)	(2,688)
	(17,040)	**(10,957)**	**(21,623)**
Net current assets / (liabilities)	**(6,033)**	**(5,909)**	**(5,424)**
Total assets less current liabilities	**176,615**	**177,583**	**173,655**
Creditors > 1yr			
Bank loans	(6,453)	(6,606)	(7,092)
Deferred Capital Grants - Government	(52,498)	(52,775)	(50,813)
	(58,950)	**(59,381)**	**(57,905)**
Provisions			
Early retirement	(2,492)	(2,564)	(2,645)
	(2,492)	**(2,564)**	**(2,645)**
NET ASSETS	**115,174**	**115,638**	**113,104**
Reserves			
I&E account	40,369	40,580	41,259
Revaluation reserve	74,805	75,058	71,845
RESERVES	**115,174**	**115,638**	**113,104**

Cumulative Cashflows (2024/25)

	Original Budget £000s Total	Revised Budget £000s Total	Aug 24 £000s Actual	Sept 24 £000s Actual	Oct 24 £000s Actual	Nov 24 £000s Forecast	Dec 24 £000s Forecast	Jan 25 £000s Forecast	Feb 25 £000s Forecast	Mar 25 £000s Forecast	Apr 25 £000s Forecast	May 25 £000s Forecast	Jun 25 £000s Forecast	Jul 25 £000s Forecast	YTD Cumulative £000s Total	Annual Forecast £000s Total	Var From Budget - Fav / (Adv) £000s Total
SFC Grants - Core	49,968	49,968	4,884	4,884	4,396	4,396	3,714	4,884	2,442	1,465	5,861	3,907	4,396	3,419	14,164	48,648	(1,320)
SFC Grants - FWDF	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SFC Grants - Other	4,314	4,314	565	536	531	570	534	738	52	96	158	182	166	115	1,632	4,242	(72)
SAAS Funds	2,635	2,635	0	0	2,252	0	0	27	0	0	132	0	0	0	2,252	2,411	(224)
Tuition Fees / Education Contracts	3,215	3,215	732	254	555	180	50	238	312	87	211	373	297	0	1,540	3,289	74
Commercial / International	4,249	4,249	389	300	791	387	363	348	198	252	258	596	367	0	1,481	4,249	0
Other Income	3,746	3,746	348	204	(2,413)	745	931	2,362	685	298	431	558	189	915	(1,860)	5,254	1,508
Operational Income	**68,127**	**68,127**	**6,919**	**6,179**	**6,111**	**6,277**	**5,592**	**8,597**	**3,689**	**2,198**	**7,052**	**5,616**	**5,414**	**4,449**	**19,208**	**68,092**	**(35)**
Staff Costs	53,011	53,011	2,988	6,709	5,307	4,718	3,974	4,168	4,117	4,168	4,168	4,168	4,168	4,168	15,004	52,818	193
Purchase Ledger / Other Expenditure	7,464	7,464	591	453	319	1,265	784	97	520	854	458	841	362	1,089	1,363	7,635	(171)
Childcare Expenditure	573	573	0	28	58	62	62	48	52	89	49	65	57	5	86	573	0
Premises Costs	5,636	5,636	170	159	1,087	481	481	481	486	471	461	456	451	451	1,416	5,636	0
Operational Expenditure	**66,684**	**66,684**	**3,750**	**7,349**	**6,771**	**6,526**	**5,301**	**4,793**	**5,175**	**5,582**	**5,135**	**5,530**	**5,037**	**5,712**	**17,870**	**66,662**	**22**
Net Income Generated From Operations	**1,443**	**1,443**	**3,169**	**(1,170)**	**(661)**	**(249)**	**291**	**3,804**	**(1,485)**	**(3,384)**	**1,916**	**86**	**377**	**(1,264)**	**1,338**	**1,431**	**(12)**
Capital Expenditure	3,374	3,374	84	546	212	672	623	472	254	126	68	68	90	159	842	3,374	0
Pensioners (against enhanced provision)	298	298	24	24	24	24	24	24	24	24	26	25	25	25	73	298	0
Capital Loan Repayments	632	632	0	44	111	0	45	112	0	45	114	0	45	116	155	632	1
Non-Operational Expenditure	**4,304**	**4,304**	**108**	**615**	**347**	**697**	**692**	**608**	**278**	**196**	**208**	**94**	**160**	**300**	**1,070**	**4,303**	**1**
Net Income Generated From Op and Non-Op Activities	**(2,861)**	**(2,861)**	**3,061**	**(1,785)**	**(1,008)**	**(945)**	**(401)**	**3,196**	**(1,764)**	**(3,580)**	**1,708**	**(8)**	**217**	**(1,564)**	**269**	**(2,873)**	**(12)**
Student Funds Inflow	12,027	12,027	1,214	1,186	1,062	1,219	963	1,193	583	303	1,435	933	1,063	872	3,462	12,027	(0)
Student Funds Outflow	12,360	12,360	3	996	1,075	1,086	1,078	969	1,535	793	1,205	1,429	962	1,229	2,074	12,361	(1)
	(333)	**(333)**	**1,211**	**190**	**(13)**	**133**	**(116)**	**224**	**(952)**	**(490)**	**231**	**(496)**	**101**	**(357)**	**1,388**	**(334)**	**(1)**
Total Cash In	**80,154**	**80,154**	**8,133**	**7,365**	**7,173**	**7,497**	**6,555**	**9,790**	**4,272**	**2,500**	**8,487**	**6,549**	**6,477**	**5,321**	**22,671**	**80,119**	(35)
Total Cash Out	**83,348**	**83,348**	**3,861**	**8,960**	**8,194**	**8,309**	**7,072**	**6,370**	**6,988**	**6,570**	**6,548**	**7,053**	**6,160**	**7,242**	**21,014**	**83,326**	(23)
Net Inflow / (Outflow)	**(3,194)**	**(3,194)**	**4,272**	**(1,595)**	**(1,021)**	**(812)**	**(517)**	**3,420**	**(2,716)**	**(4,070)**	**1,939**	**(504)**	**318**	**(1,921)**	**1,657**	**(3,206)**	**(12)**
Opening bank balance	**4,185**	**4,185**	**4,185**	**8,457**	**6,862**	**5,842**	**5,029**	**4,513**	**7,933**	**5,217**	**1,147**	**3,086**	**2,582**	**2,900**	**4,185**	**4,185**	**0**
Closing bank balance	**991**	**991**	**8,457**	**6,862**	**5,842**	**5,029**	**4,513**	**7,933**	**5,217**	**1,147**	**3,086**	**2,582**	**2,900**	**979**	**5,842**	**979**	**(12)**
Ledger balances																	
Main accounts	979	979	6,498	4,713	3,705	2,760	2,359	5,554	3,791	211	1,919	1,912	2,128	564	3,705	564	(415)
Student Funds accounts	0	0	1,959	2,149	2,136	2,269	2,154	2,378	1,426	936	1,166	670	772	414	2,136	414	414
Subsidiary accounts																	
	979	**979**	**8,457**	**6,862**	**5,842**	**5,029**	**4,513**	**7,933**	**5,217**	**1,147**	**3,086**	**2,582**	**2,900**	**979**	**5,842**	**979**	**(0)**

BOARD OF MANAGEMENT
10 DECEMBER 2024
PAPER H

Title	**Recruitment, Retention & Credits Dashboard**
Appendices	Appendix 1: Enrolments AY 2024/25
Disclosable under FOISA	Yes ☒ / No ☐
Primary Contact	Jonny Pearson, Vice Principal Education & Skills
Date of Production	26.11.24
Action Required	For Approval ☐ / For Discussion ☒ / For Information ☒
Aligned to Strategic Risk	Yes ☒ / No ☐ *(If 'yes' please complete Section 5.3)*

1. RECOMMENDATIONS

The Board are asked to NOTE the final audited credit position from AY 2023/24 and the current recruitment and enrolment position for AY 2024/25.

2. PURPOSE OF REPORT

The purpose of this paper is to:

- Outline the final credit position for AY 2023/24, following the FES audit.
- Give a detailed update on recruitment and enrolment for AY 2024/25 including year on year comparisons.

3. KEY INSIGHTS

3.1 Final Credit Position for AY 2023/24

Activity Target	98% of Target	Credit Total	% of Target
164,857	161,559	162,561	98.6%

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 Recruitment and Enrolment AY 2024/25

Activity Target	98% of Target	Current Credit Total	Semester 2 Planned Activity	Current % of Target
164,857	161,559	138,727	15,328	84.1 %

Current projections give us a year-end total of 154,055 credits (93.4% of Activity target). Assistant Principals Curriculum are currently working with colleagues to mitigate the risk of missing our 98% target. Actions so far include:

- Maximise credit claim for all currently enrolled students
- Increase credit claim in Semester 2 by:
  - Offering more courses
  - Increasing credit claim on all courses

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 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	☒	Finance Strategy	☒	People Strategy	☒
Commercial Strategy	☐	Digital Strategy	☐	Other	☐

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

Student Success	☐	Credit Target	☒	Equality, Diversity & Inclusion	☐
Student Satisfaction	☒	Adjusted Operating Position (AOP)	☒	Staff Costs	☐
Student Retention	☒	Non-SFC Income	☐	Staff Engagement	☐
Student Enrolments	☒	Gross Carbon Footprint	☐	Partner Engagement	☐

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):**	Inherent (Gross) Risk		
	Probability	*Impact*	*Score*
	4	5	20

VP Education & Skills / VP Innovation Planning & Performance **Lead Committee:** Planning & Resources Committee	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]*

APPENDIX 1

Nov-24			Nov-23			Comparison	
Mode	Enrolled	WD*	Mode	Enrolled	WD*	Enrolled	%
FT FE	4,305	353	FT FE	4,378	351	**73**	**1.7%**
PT FE	7,813	164	PT FE	7,768	149	**45**	**0.6%**
FT HE	2,314	88	FT HE	2,509	110	**195**	**7.8%**
PT HE	1,506	48	PT HE	1,376	42	**130**	**9.4%**
	15,938	**653**		**16,031**	**652**	**93**	**0.6%**
	138,727			**137,255**		**1,472**	**1.1%**

WD = Withdrawals

BOARD OF MANAGEMENT
10 DECEMBER 2024
PAPER I

Title	**Governance Report**
Appendices	Appendix 1: Summary Top Level Risk Register to December 2024 Appendix 2: Board Improvement Plan to December 2024
Disclosable under FOISA	Yes ☒ / No ☐
Primary Contact	Marcus Walker, Board Secretary
Date of Production	26.11.24
Action Required	For Approval ☐ / For Discussion ☒ / For Information ☒
Aligned to Strategic Risk	Yes ☐ / No ☒ *(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 wider public sector over recent months.

3. KEY INSIGHTS

3.1 Board Membership Update

3.1.1 Non-Executive Membership

On 16 October 2024, Liz McIntyre (a Non-Executive Board Member) informed the Chair of the Board that she would be stepping down from the Edinburgh College Board of Management - with immediate effect – due to changes in personal circumstances.

On 14 November 2024, Scottish Ministers confirmed the appointment of two non-executive Board members, following a recruitment round running from July to October. Both Judit Harangozo and Derek Hynds will be commencing their induction on 10 December 2024 and will be in-attendance at the scheduled Board meeting.

On 21 November 2024, Scottish Ministers approved the reappointment of Stewart Darling for a second 3-year term of office, ending on 1 December 2027.

The Board meeting on 10 December 2024 will be the last meeting for Non-Executive Members, Kerry McCormack, Ross Laird, and Gwen Raez. Kerry's tenure will end on 16 December 2024, whilst both Ross and Gwen's tenures will end on 8 March 2025.

3.1.2 Staff Board Membership

The tenure of Bruce Cassidy, the Support Staff Board Member, will end on 1 December 2024. Although Bruce will not attend the upcoming Board meeting, he will be a guest at the Board Christmas Dinner on 10 December 2024.

On 18 October 2024, the Board of Management (via correspondence) approved updated Staff Board Election Rules, prior to a Support Staff Board Election commencing on 31 October 2024. Following a 14-day nomination period, a single nomination was received from Bethany Winkler (Student Experience Manager, Learning Support and Disability Services).

In line with the *Rules for the Appointment of Staff Members to the Board of Management*, an election would only take place if more than one nomination was received within the allotted time period. Bethany Winkler was therefore invited to join the Board of Management as the Support Staff Board Member from 2 December 2024 - for a period of 4 years.

Initial induction meetings have taken place with Bethany, however, due to prearranged annual leave, the new Support Staff Board Member will not attend the Board meeting on 10 December 2024.

3.1.3 Elected Trade Union Membership

The Edinburgh College UNISON Branch have 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 Liz McIntyre and the upcoming departures of Ross Laird and Gwen Raez, the Board will launch an open recruitment round on w/c 16 December 2024.

A verbal update on this recruitment round will be provided to the Board on 10 December 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 2 December 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.

At its most recent meeting, the RMAG also reviewed and recognised the ongoing management of operational risk registers for the IT, Estates, and Finance departments.

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.

Continued 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'* remain behind schedule. It is anticipated that matters relating to the committee restructure and strategic KPI reporting, will be closed off at the next meeting of the Board.

The Nominations Committee meet on 8 October 2024 and agreed updates to several Board procedures relating to appointment, induction/ development/ evaluation, and mentoring, which have incorporated several Board Improvement Plan recommendations.

With regards to *Recommendation 4.4*, the Board shall be asked to consider arrangements to hold a public board meeting in the academic year 2024/25.

3.5 Board Development Session 30.01.25

The next scheduled Board Development Session will be held on 30 January 2025 via Microsoft Teams. Further to recent discussion at the Board of Management and Planning & Resources Committee around Estates matters, it has been agreed with the Chair of the Board and the Chief Operating Officer that the session will focus on the College Estate.

Further information on this session will be circulated in the new year.

3.6 Ethical Standards Commission Update

The Ethical Standards Commissioner has published its Annual Report and Accounts for the year 2023/24. It was laid before the Scottish Parliament on 29 October and is now available on the Commission's website.

Key statistics for the year include:

- 344 complaints about the conduct of local authority Councillors and board members of public bodies were received during the year (156 in 2022/23).

- 141 cases regarding the conduct of local authority Councillors and board members were completed during the year, an increase of 11% from the previous year (127 in 2022/23).
- There were 17 hearings before the Standards Commission for Scotland (six in 2022/23).
- 93 complaints about the conduct of MSPs were received (46 in 2022/23).
- Regulate appointments to 770 board positions on 100 public bodies.
- 50.56% of the board members of regulated public bodies were women (51.26% in 2022/23).
- 10.95% of the board members of regulated public bodies declared a disability compared to 24.1% in the wider population (9.8% in 2022/23 and 8.6% in 2021/22).
- There were 86 appointment rounds active in 2023/24 (96 in 2022/23).

In addition to the Annual Report and Accounts, the Commissioner has also published a standalone Public Appointments Annual Report 2023/24.

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	☐	Finance Strategy	☐	People Strategy	☒
Commercial Strategy	☐	Digital Strategy	☐	Other	☒

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

Student Success	☐	Credit Target	☐	Equality, Diversity & Inclusion	☒
Student Satisfaction	☐	Adjusted Operating Position (AOP)	☐	Staff Costs	☒
Student Retention	☐	Non-SFC Income	☐	Staff Engagement	☒
Student Enrolments	☐	Gross Carbon Footprint	☐	Partner Engagement	☒

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 Dec 2024

APPENDIX 1

Edinburgh College

Overview - The following have been identified as the top strategic risks of Edinburgh College for the reporting period as of Dec 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, credits, SAAS and fee income)

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

GREEN Score

↔ (35) Public health risk

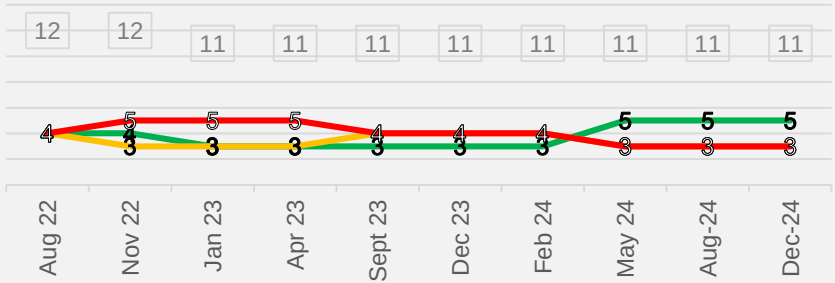
↔ (3) College does not support or invest in commercial opportunities that contribute to financial sustainability

↔ (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*

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

December 2024

1. STRATEGY & PERFORMANCE	OVERALL STATUS: IN PROGRESS	R	A	G

REF.	PRIMARY & SECONDARY RECOMMENDATIONS		ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
1.1	PRIMARY	An explicit link drawing through the Pillar Strategy KPIs to the success identifiers in the Strategic Plan.	• Information to be considered by Working Group (Ref 3.1 refers), to align with wider Cttee structure and KPI considerations.	September 2024 *[Revised to December 2024]*	Chair / Committee Chairs / Principal / Board Secretary	Considered by the Committee Restructure Working Group on 8 August and 4 September 2024. Strategic Plan, Pillar Strategies and KPIs to be discussed by the Board of Management on 10 December 2024.	**Amber**
1.2	PRIMARY	Consideration of a smaller number of core KPIs for review by the Board of Management, including leading and lagging indicators.	• Information to be considered by Working Group (Ref 3.1 refers), to align with wider Cttee structure and KPI considerations.	September 2024 *[Revised to December 2024]*	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.	• Information to be considered by Working Group (Ref 3.1 refers), to align with wider Cttee structure and KPI considerations.	September 2024 *[Revised to December 2024]*	Chair / Committee Chairs / Principal / Board Secretary	Same as above (1.1). Expected that updated KPI reporting will be presented to the Board of Management from 25 March 2025 onwards.	**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.	• 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	Same as above (1.1). Strategic discussion to take place on 10 December 2024. Follow-up session to implement changes to be considered.	**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.	• 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	Update provided to the Corporate Development Committee on 19 September 2024 in relation to College's work with Clark Communications. Expected that a detailed update will be presented to the next Corporate Development Committee (5 December) and an updated provided to the Board of Management on 10 December 2024.	**Green**

2. MEMBERSHIP, INDUCTION, DEVELOPMENT AND WAYS OF WORKING	OVERALL STATUS: IN PROGRESS	R	A	G

REF.	PRIMARY & SECONDARY RECOMMENDATIONS		ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
2.1	PRIMARY	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.	• Induction information to be considered by the Nominations Committee. Approved induction information to be updated on the Board Portal.	December 2024 *[Revised to March 2024]*	Board Secretary / Nominations Committee	Considered by the Nominations Committee on 8 October 2024. Draft induction and handbook to be circulated to the Committee for review and approval.	**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.	• 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	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. Board Secretary to update the Board on engagement at quarterly meetings in December, March and June.	**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'.	• Nominations Committee to review skill matrix at its first meeting in AY 2024/25.	December 2024	Nominations Cttee / Board Secretary	Considered by the Nominations Committee on 8 October 2024. Updated Skills Matrix circulated to Members in November 2024 for completion.	**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.	• AY 2024/25 Board agenda planner to include two Strategy Sessions and two Development Session.	September 2024	Chair / Board Secretary	Development sessions included within the 2024/25 Board Calendar. Further work required with the Chair and the Principal (re: session content) to ensure appropriate space for team building is created.	**Amber**
2.5	SECOND-ARY	Review and re-launch the existing mentorship scheme to all members.	• Nominations Committee to review existing mentorship scheme procedure.	September 2024 *[Revised to December 2024]*	Nominations Cttee / Board Secretary	Considered by Nominations Committee on 8 October 2024. Updated Mentorship Procedure agreed, for lunch to new Board Members from December 2024 onwards.	**Green**

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.	• Induction information to be reviewed and updated on the Board Portal. • Development session with Ethical Standards Commission to be scheduled in AY 2024/25.	December 2024 *[Revised to March 2024]*	Board Secretary	Considered by the Nominations Committee on 8 October 2024. Draft induction and handbook to be circulated to the Committee for review and approval. Ethical Standards Commission update provided within Governance Report. Opportunity for development session under consideration.	**Amber**
2.7	SECONDARY	A strategy session is held to discuss and develop principles for the ways of working of the Board of Management.	• 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

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.	• 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 *[Revised to December 2024]*	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 noted by the Board of Management on 26 September 2024. Draft terms of reference for committee to be reviewed by the Board of Management on 10 December 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.	• Information to be considered by Working Group (Ref 3.1 refers), to align with wider Cttee structure and KPI considerations.	September 2024 *[Revised to December 2024]*	Chair / Committee Chairs / Principal / Board Secretary	Considered by the Committee Restructure Working Group on 8 August and 4 September 2024. Draft committee structure and mapping to be discussed by the Board of Management on 10 December 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.	• Adoption of new paper template provided by Advance HE, subject to amendments to EC Board context.	September 2024 *[Revised to December 2024]*	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.	• 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 *[Revised to December 2024]*	Chair / Committee Chairs / Principal / Board Secretary	Proposal to include a Governance and Nominations Committee has been included within the draft governance structure. Draft terms of reference for this Committee will be considered on 10 December 2024.	**Amber**

3.5	SECONDARY	A People Committee scope is explored, with careful consideration of the boundaries and interfaces with other Committees and a clear articulation of added value.	• Proposal to be considered by Working Group (Ref 3.1 refers).	September 2024	Chair / Committee Chairs / Principal / Board Secretary	Proposal to include a People & Remuneration Committee has been included within the draft governance structure. Draft terms of reference for this Committee will be considered on 10 December 2024.	**Amber**

4. EQUALITY, DIVERSITY AND INCLUSIVITY	**OVERALL STATUS: IN PROGRESS**	**R**	**A**	**G**

REF.	**PRIMARY & SECONDARY RECOMMENDATIONS**		**ACTION(S) REQUIRED**	**TARGET COMPLETION DATE**	**RESPONSIBLE PARTIES**	**STATUS UPDATE / EVIDENCE COLLECTED**	**RAG STATUS**
4.1	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.	• 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	Reverse shadowing scheme launched by ECSA. Registration webpage available here. Development of a similar scheme for engagement with staff currently under consideration.	**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.	• 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	Considered by the Nominations Committee on 8 October 2024. Participation in reverse shadowing formally included in the Board's Induction, Development & Evaluation Procedure.	**Green**

4.3	PRIMARY	Publish diversity data more prominently, for example, AUB Board Characteristics.	• 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 Ctte / Board Secretary	Considered by the Nominations Committee on 8 October 2024. Survey developed and circulated to Board Members in November 2024. Once data is collated it will be published on the College website before Semester 1 ends.	**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 *[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]*	• 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 *[Revised to December 2024]*	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.	• 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 *[Revised to March 2024]*	Board Secretary	Considered by the Nominations Committee on 8 October 2024. Board Secretary to contact staff and students to begin process of developing profiles in January/February 2025.	**Amber**

4.6	EDI WORKING GROUP	The Board of Management should aim to represent the communities it serves and show visible diversity amongst its membership. 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. 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) c) Directly target – through positive action - potential Black, Asian, and Minority Ethnic candidates to participate in open non-executive recruitment rounds. 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).	• 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	Several actions have been progressed as part of the non-executive recruitment round commencing in August 2024. Considered by the Nominations Committee on 8 October 2024. Board of Management's Non-Executive Recruitment Appointments Procedure updated to include highlighted points.	**Green**

4.7	EDI WORKING GROUP	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. *a)* Increasing community engagement in the weeks prior to the commencement of an open non-executive recruitment round. *[E.g., Through Board engagement events, online board meetings etc.]* b) Raising staff awareness of the role of the Board, and its staff members, in the weeks prior to support/lecturing staff nominations opening. 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. d) To make it an essential criterion in the person specification that applicants must be able to demonstrate how they have advanced equality. e) Highlight the remuneration available to Board members for travel and other relevant expenses to attend meetings and events.	• 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	Several actions have been progressed as part of the non-executive recruitment round commencing in August 2024. Considered by the Nominations Committee on 8 October 2024. Board of Management's Non-Executive Recruitment Appointments Procedure updated to include highlighted points. Implementaton of actions carried out as part of upcoming recruitment round over December 2024 to February 2025.	**Green**

4.8	EDI WORKING GROUP	Removal of barriers relating to the application and interview process. 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. b) Clearly highlighting reasonable adjustments to candidates at the application and interview stages. c) Gather feedback from unsuccessful applicants on the application / interview process, to support continued development. d) Actively monitor conversion rates for protected characteristics across each stage of the process (e.g., application, interview, appointment), to help identify potential barriers.	• 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	Several actions have been progressed as part of the non-executive recruitment round commencing in August 2024. Considered by the Nominations Committee on 8 October 2024. Board of Management's Non-Executive Recruitment Appointments Procedure updated to include highlighted points.	**Green**
4.9	EDI WORKING GROUP	Review and enhance both Board's current Induction and Development Procedure and its Mentorship Procedure. a) The Board shall consider cost-effective options for its Members to engage in external mentorship programmes, beyond current internal mentorship arrangements. 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.	• 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	Considered by the Nominations Committee on 8 October 2024. Draft induction and handbook to be circulated to the Committee for review and approval.	**Green**

4.10	EDI WORKING GROUP	Review the Board's approach to developing a calendar of meetings, to ensure that the timing of meetings does not create barriers to participation. 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.	• 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).	September 2024 *[Revised to December 2024]*	Chair / Board Secretary / Board of Management	Feedback from Board Members received prior to finalisation of the 2024/25 Board/committee planner. Further work to be undertaken with Board Members once a new committee structure has been agreed.	**Amber**
4.11	EDI WORKING GROUP	Breakdown barriers relating to the role of the Board and the formality in which it operates. a) Review Board and committee agendas to see how meetings could be made more inclusive (e.g., breakout sessions etc.) b) Review our 'rules of engagement' in light of the proposed new duty relating to inclusive communications.	• 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	September 2024 *[Revised to December 2024]*	Chair/ Vice Chair/ Principal / Board Secretary	Feedback gathered from Board Members at Board of Management pre-session on 11 June 2024. To ensure alignment, Board of Management Standing Order to be considered with new committee terms of references (- following committee restructure).	**Amber**
4.12	EDI WORKING GROUP	Maximise existing College and Board networks to engage with local communities. a) Incorporate recruitment activities within the Board Engagement Plan. 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. c) Putting in place key measures of success for the college and community groups.	• Corporate Development Committee to consider stakeholder engagement (see Ref 1.5) within EDI context.	December 2024	Chair / Corporate Development Cttee / Board of Management	Update provided to the Corporate Development Committee on 19 September 2024 in relation to College's work with Clark Communications. Expected that a detailed update will be presented to the next Corporate Development Committee (5 December) and then the Board of Management on 10 December 2024.	**Green**

4. COMPLIANCE	OVERALL STATUS: IN PROGRESS	R	A	G

REF.	PRIMARY & SECONDARY RECOMMENDATIONS		ACTION(S) REQUIRED	TARGET COMPLETION DATE	RESPONSIBLE PARTIES	STATUS UPDATE / EVIDENCE COLLECTED	RAG STATUS
4.1	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.	• 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.	• Board Secretary to engagement with the VP Corporate Development and relevant parties to review processes.	September 2024 *[Revised to December 2024]*	VP Corporate Development / Board Secretary	The Board Secretary is working closely with the Information Governance Manager to ensure that public facing documents remain up-to-date. Strategy and Policy webpages fully updated. 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.	**Amber**