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BOARD OF MANAGEMENT

AGENDA

A meeting of the Board of Management will be held at 14:00 hours on Tuesday, 02 May 2017 in the Boardroom, Milton Road Campus.

		Lead Speaker	**Paper**
1	WELCOME & APOLOGIES	Chair	
2	DECLARATIONS OF INTEREST	Chair	
3	[MINUTES OF PREVIOUS MEETING](#) *for approval*	Chair	**A**
4	MATTERS ARISING	Chair	**B**
5	REGIONAL OUTCOME AGREEMENT 2017-2020 *for approval*	A Craig/ J Buglass	**C**

Item 5 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 27, Information Intended for Future Publication.

6 COMMITTEE BUSINESS

	6.1	Policy & Resources Committee		
		[Minutes 18.04.17](#)	I Young	**D**
		Recruitment & Retention Dashboard **attached**	J Pearson	**E**
		Management Accounts to February 2017 **attached**	A Williamson	**F**
		Strategic Planning Update	R Whetton	**G**
		Equalities Outcome, Mainstreaming and Equal Pay Report 2017	A Craig	**H**

The Equalities Outcome, Mainstreaming and Equal Pay Report 2017 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 27, Information Intended for Future Publication.

	6.2	Academic Council		
		[Minutes 17.03.17](#)	F Riddoch	**I**

	6.3	Audit & Risk Assurance Committee		
		[Minutes 20.04.17](#)	N Paul	**J**
		Top Risk Register 2016/17	R Whetton	**K**

6.4   External Engagement Committee
        Minutes 28.03.17   A Johnston   **L**
        Communications, Marketing and External   R Whetton   **M**
        Engagement Strategy

The Communications, Marketing and External Engagement Strategy is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 27, Information Intended for Future Publication.

7   CLOSED ITEM(S) OF BUSINESS
        7.1   Closed Minutes of the Previous Meeting   Chair   **N**
                for approval

        7.2   Remuneration Committee
                Minutes 16.03.17   N McKenzie   **O**
                Voluntary Severance Policy Statement   A Bruton   **P**

[Refreshment Break]

8   PRINCIPAL & CHIEF EXECUTIVE REPORT **attached**   A Bruton   **Q**

9   EDINBURGH COLLEGE STUDENTS' ASSOCIATION
        9.1   ECSA Report **attached**   N Black   **R**
        9.2   Funding Bid 2017/18 and Strategic Planning   N Black   **S**
                2017-20

Item 9.2 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 27, Information Intended for Future Publication.

10   GOVERNANCE REPORT
        10.1   Governance Report **attached**   R Whetton   **T**
        10.2   Board & Committee Membership **attached**   R Whetton   **U**
        10.3   Development Plan 2017/18 **attached**   R Whetton   **V**
        10.4   Calendar of Events **attached**   P MacPherson   **W**

11   NATIONAL REPORT   Chair   **Verbal**

12   RIDDOR REPORT **attached**   A Williamson **X**

13   ANY OTHER COMPETENT BUSINESS

14   DATE OF NEXT MEETING: 20 June 2017

        14.1   Upcoming Committee Dates
                External Engagement Committee   23.05.17
                Nominations Committee   23.05.17
                Policy & Resources Committee   30.05.17
                Audit & Risk Assurance Committee 31.05.17
                Academic Council   02.06.17

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FOR INFORMATION			
Meeting	Board of Management 02.05.17		
Presented by	J Pearson		
Author/Contact	J Pearson	Department / Unit	Executive
Date Created	24.04.17	Telephone	0131 297 8449
Appendices Attached	None		
Disclosable under FOISA		Yes.	

RECRUITMENT AND RETENTION

1. **PURPOSE**

    This paper is to provide the Board with an updated overview of the College's performance against its 2016/17 recruitment and retention targets and update progress on 2017/18 recruitment.

2. **BACKGROUND**

    For academic year 2016/17 the SFC set Edinburgh College an activity target of 186,028 credits. This total includes 2000 credits linked to ESF activity funding under the DYW project. These 2000 credits are claimable if we achieve 184,028 core credits plus an agreed level of HE provision (current target is 52,340 HN credits). Our current HE credit total is **59,143** credits.

3. **DETAIL**

    We have currently enrolled **18,601** unique students. This is <u>404</u> more than this time last year. Our current credit position is **185,338** which is <u>10,730</u> more than this time last year. The projected vs current position is shown below:

Projected Credits			Actual Credits			% Target
FT FE	98,179		FT FE	93,476		95%
PT FE	32,813		PT FE	32,720		99%
FT HE	50,923		FT HE	50,661		100%
PT HE	8,448		PT HE	8,482		100%

As shown below our actual credits are close to our projections:

FT Projected		FT Actual		% Target
149,102		144,137		97%
PT Projected		**PT Actual**		**% Target**
41,261		41,202		100%

Our Early Retention figure has also shown a pleasing improvement. In academic year 15/16 our average early withdrawal rate was 5.5 %, currently it is standing at 4.5 %.

The college has enrolled 3,226 students up to this point in Semester 2 and so far only 56 have withdrawn. This rate of 1.7% is excellent and testament to the work done, and lessons learned from Semester 1.

	Students Enrolled	Student WD before 25%	WD %	Sector Average WD %
FT FE	6,578	534	8.1 %	8.6 %
PT FE	8,142	203	2.4 %	2.5 %
FT HE	3,738	181	4.8 %	4.4 %
PT HE	2,104	30	1.4 %	2.6 %

2017 – 2018 Full-time Recruitment

The recruitment process for 2016 – 2107 has been evaluated and a number of modifications have been made and implemented for 2017 – 2018:

- Blanket closing date has been abolished. All courses will remain open for application until they have reached their maximum applications limit.
- Information days prior to the college summer holiday have been introduced. All 'new' applicants will attend college for 'pre-enrolment' before the end of June 2017. This will enable us to ensure that all funding is in place before the course starts thus further improvements in early retention
- Student ID cards will be printed externally enabling both a more efficient use of EC staff resource and a quicker turnaround in card production.
- Early funding application process implemented.
- Current application data:

Applications	Offers	Accepted	Review	Int Arranged	Int Pending
13,258	5,777	4,895	1,203	3,110	1,481

The current total of 13,258 applicants is 404 less applicants than on 21st April 2016. However, this figure includes:
- 1,079 more offers made (22% increase)
- 932 more offers accepted (30% increase)

4. **BENEFITS AND OPPORTUNITIES**
   By evaluating last year's recruitment process we have implemented changes designed to further improve the process for 2017/18 recruitment and are currently ahead of where we were this time last year.

5. **STRATEGIC IMPLICATIONS**
   The Board is responsible for the financial sustainability of the College. It is good practice for Policy and Resources committee to be appraised of the current position around recruitment and retention

6. **RISK**

   At the Board of Management meeting on 14 February, the following changes affecting the risk register were noted:

	Change in Risk Status	Explanation	Management Response
(1)	**Shortfall in Recruitment** Residual probability increased from 3 to 4 raising the residual risk score to 16.	This is primarily as a result of fewer than the targeted number of students being recruited to Engineering and Construction programmes. Management report, however, a high level of confidence on the basis of audit information and FES return.	Further mitigations are being put in place including new performance management arrangements (reviews 3 times per year), and work is planned with schools to progress STEM engagement.
(2)	**Poor Retention** Residual probability decreased from 3 to 2 lowering the residual risk score to 10.	This is as a result of an average 1.2% improvement in early withdrawals in 2016-17.	Further activities focused on improving retention will include: EMSI career coach software; new performance management in system 2016-17; ECSA "stay the course" initiative.

7. **FINANCIAL IMPLICATIONS**

   Bodies fundable by the SFC are required by the Financial Memorandum to deliver their outcome agreement. Failure to achieve targets agreed with the SFC may result in financial clawback

8. **LEGAL IMPLICATIONS**

   Not applicable.

9. **WORKFORCE IMPLICATIONS**

   Not applicable.

10. **REPUTATIONAL IMPLICATIONS**

    Failure to achieve an activity target of 186,028 could have significant implications for the College's relationship with the SFC and Scottish Government.

11. **EQUALITIES IMPLICATIONS**

    Not applicable.

CONCLUSIONS/RECOMMENDATIONS

The Board of Management are asked to NOTE the information provided by the Assistant Principal (Recruitment & Retention).

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FOR INFORMATION / DISCUSSION			
Meeting	Board of Management 02.05.17		
Presented by	A Williamson		
Author/Contact	L Towns	Department / Unit	Finance
Date Created	24.03.17	Telephone	01312978541
Appendices Attached	*Appendix 1:* Management Accounts to February 2017 (with commentary)		
Disclosable under FOISA		Yes	

MANAGEMENT ACCOUNTS TO FEBRUARY 2017

1.   **PURPOSE**
     To provide the Board of Management with an update on the financial performance of the college.

2.   **BACKGROUND**
     The Board are asked to review the management accounts at each meeting, in order to assess the college's current financial position.

3.   **DETAIL**
     Contained within Appendix 1.

4.   **BENEFITS AND OPPORTUNITIES**
     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.   **STRATEGIC IMPLICATIONS**
     Content inherent within strategic objectives.

6.   **RISK**
     Content assists monitoring college's financial performance.

7.   **FINANCIAL IMPLICATIONS**
     Inherent within content.

8.   **LEGAL IMPLICATIONS**
     Some content may cover legal issues.

9.   **WORKFORCE IMPLICATIONS**
     Some content may cover workforce issues.

10.   REPUTATIONAL IMPLICATIONS
         None.

11.   EQUALITIES IMPLICATIONS
         None.

CONCLUSIONS/RECOMMENDATIONS
The Board are asked to DISCUSS and NOTE the Management Accounts to February 2017.

Edinburgh College

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FINANCIAL REPORT

7 MONTHS TO FEBRUARY 2017

CONTENTS

Report from Chief Operating Officer

DISTRIBUTION

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

The following report provides an update on the financial position of
Edinburgh College at 28 February 2017

1. EXECUTIVE SUMMARY

Activity

	2016/17 Annual Budget		**Actuals achieved @ 16/02/17**	**Due to be received**
GIA @ £218 per credit income	£40,162,092		£40,162,092	-
Credit Target / achieved	184,028		184,028	-
ESF @ £238.15	£476,300		£261,965	£214,335
ESF Credit target / achieved	2,000		1,100	900

1.1   The College is nearing its targeted credit level of 186,028, with actuals credits achieved to date currently sitting at 185,128 credits. There is planned activity of 2,000 credits in excess of the College's full year SFC target of 186k credits (in total), to allow for headroom.

1.2   **Income and Expenditure**

	Revised Annual Budget	**YTD Budget**	**YTD Actuals**	**YTD Variance**	**Previous YTD**	**Full Year Forecast**
	£000s	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**
Funding Council Grants	44,364	24,668	24,460	(208)	26,087	44,372
Tuition Fees and Commercial & Other Income	16,930	10,318	9,814	(504)	10,360	15,978
Deferred Income	3,065	1,749	1,793	44	1,908	3,140
Exceptional Support Grants	560	560	573	13	0	573
Total Income	**64,919**	**37,295**	**36,640**	**(655)**	**38,355**	**64,063**
Staff Costs	45,552	26,435	26,143	292	25,815	44,931
Other Costs	17,134	9,278	9,035	243	9,765	16,604
Depreciation	5,487	3,203	3,112	90	3,492	5,332
Exceptional Support Costs	560	560	573	(13)	0	573
Total Expenditure	**68,733**	**39,476**	**38,863**	**612**	**39,072**	**67,440**
Operating (Deficit)	**(3,814)**	**(2,180)**	**(2,223)**	**(43)**	**(717)**	**(3,378)**

1.3   The full year forecast deficit has been revised from £3.57m at January to £3.38m. The movement is the result of downward revisions to the projections for Full time FE and HE tuition fee income (down by a net £50k), coupled with a projected downward movement in Associate Degree income (by a further £28k owing to late student withdrawals). These movements have been offset by full year efficiency savings identified within Premises costs of £40k (reduced building rentals and water metered charges). In addition a mid-year review of the accounting for Fixed Assets and Deferred Capital Grants including the implementation of a systems asset register for all legacy assets has been completed. This resulted in forecast depreciation charges being reduced by £155k, whilst the forecast for full year deferred capital grant income releases ('non-cash') has increased by £75k. A net movement of £230k.

Detailed reviews of other operating costs continues, and further savings are expected to crystallise as we move towards the end of the academic year.

1.4   The February operating position shows a deficit of £2.2m (previous month deficit: £1.9m) which is in line with the profiled budget deficit. SFC grant income is currently £0.2m lower than profiled budget due to the 900 credits still to be achieved. Forecast grant income for the full year currently remains unchanged owing to expectations that additional semester 2 planned activity will bridge the current credit, and grant income gap (in line with last month).

Within income, positive variances remain for scheduled commercial short course income (£32k) and other income (secondment income). However these favourable variances are off-set by adverse variances within associate degree income (£170k), SAAS (£128k), and Nursery Income (£58k). International income (£88k) and Catering revenue (£88k) also show negative variances although these are offset by positive variances within other operating expenditure.
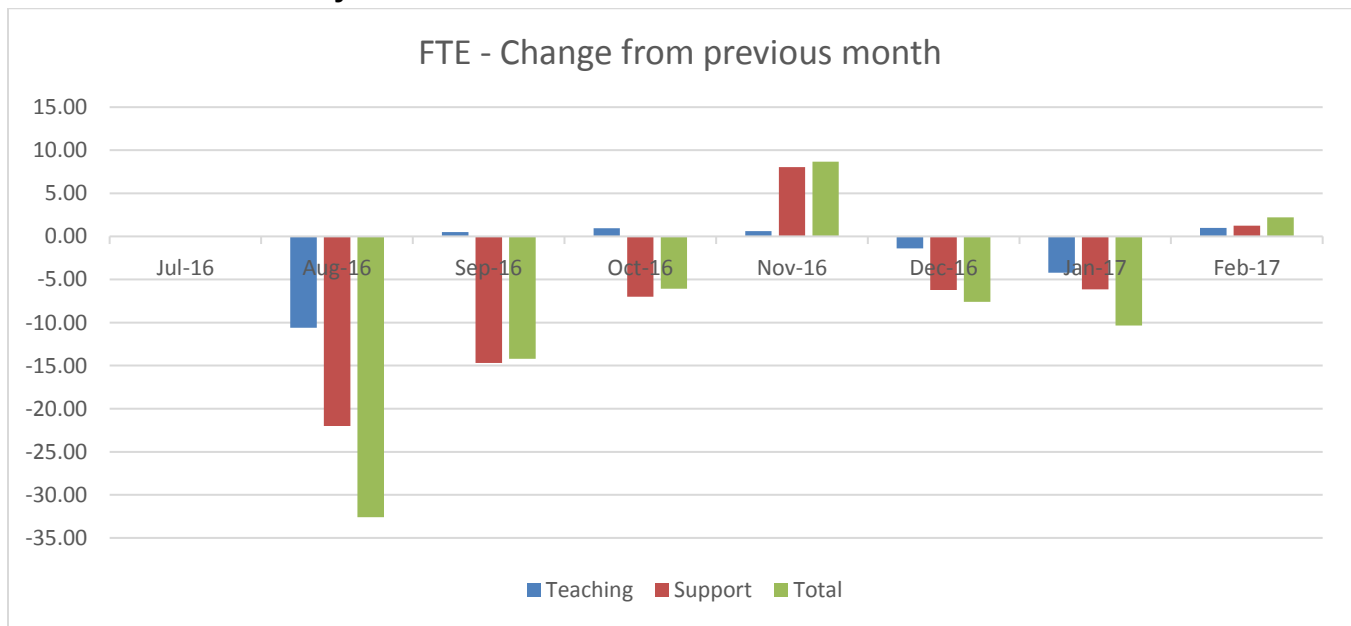
1.5   Staff vacancy churn and delayed recruitment, together with lower than planned temporary staff costs, and savings achieved through the use of our staff bank, continue to reflect a current favourable staff cost year to date underspend of £292k.

1.6   **Staff (Full Time Equivalent)**

FTE	28/02/16	31/07/16	28/02/17	Other movement	VS reduction
Teaching	523.6	503.6	490.5	5.9	(19.0)
Support	649.7	634.2	587.4	(7.8)	(39.0)
	1,173.3	1,137.8	1,077.9	(1.9)	(58.0)

The year to date decrease largely constitutes a permanent reduction in staffing numbers (33 FTE in relation to the phase 1 VS scheme, 25 FTE in relation to the phase 2 and 4.6 gross FTE from the transfer of staff to SRUC). Many vacant positions are filled on a temporary basis only.

FTE Staff movements by month are shown below:

FTE - Change from previous month

1.7 Cash Position

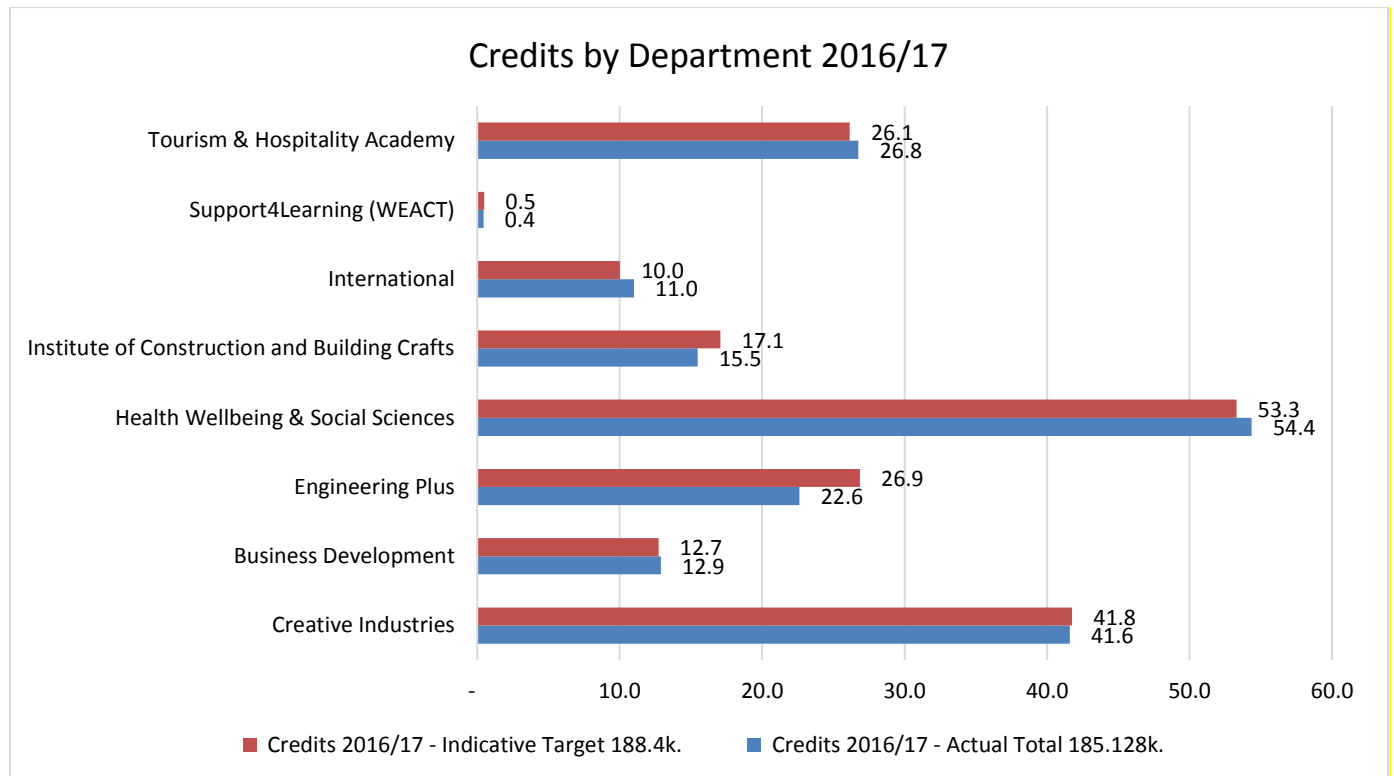| Opening Cash	Month-end cash	Forecast year-end cash	Comments
01/08/2016	28/02/2017	31/07/2017	The movement in the total cash balance from January (a decrease of £3.7m) is largely due to reduced SFC grants (in line with forecast). Forecast cash includes the effect of £2.9m of advanced funding from the SFC, which will be available to draw down in March/ April 2017. This sum was agreed to support the College's Business Transformation Plan.
£'m.	£'m.	£'m.	
2.0	4.2	1.0	

1.8 Capital Expenditure

Opening Fixed Assets	Additions YTD	Depreciation	Closing Fixed Assets	Comments
01/08/2016	28/02/2017	28/02/2017	28/02/2017	Additions to date are fully funded by Capital Grants and relate to ICT infrastructure, AV equipment, fire and security, building fabric, roofing, ventilation and curriculum refurbishment projects.
£'m.	£'m.	£'m	£'m.	
150.2	0.4	(3.1)	147.5	Additional Capital Funds of net £1.1m are available to the College, and will consequently be future 'Additions'.

2. CREDIT ACTIVITY

2.1   The SFC has set Edinburgh College's core activity target for Academic Year 2016/17 at 184,028 credits. In addition, if the HE credit total of 52,340 is achieved a further 2,000 credits through the ESF Developing Scotland's Workforce 2016/17 project will be received. The HE credit target has already been exceeded, but receiving funding is dependent on the overall target being achieved.

2.2   Enrolment figures for semester 1 settled at 169,898 credits which is 1% behind the revised semester 1 target of 171,528 credits. In view of this, an enhanced semester 2 student intake of circa 17,000 credits was planned to mitigate any potential credits shortfall. The scheduled semester 2 course portfolio has been designed to attract more students to cover the current credits gap. There is particular focus on Construction, Dental Nursing, Pharmacy, Childhood Practice, STEM and ECDL courses.

2.3   Early Retention has also shown a positive improvement to date. In the 2015/16 academic year the early withdrawal rate was 5.2%, whilst the current 2016/17 figure is 4.4%, which compares to a sector average in 2015/16 of 4.5%.

The "Credits by Department" table (below) shows a comparison of YTD performance, by department, against current full year targets (funded level 186k credits, target 188k credits). The review of student enrolment data is ongoing to ensure that the underlying data and process for claiming credits is robust.

Credits by Department 2016/17

Department	Indicative Target	Actual Total
Tourism & Hospitality Academy	26.1	26.8
Support4Learning (WEACT)	0.5	0.4
International	10.0	11.0
Institute of Construction and Building Crafts	17.1	15.5
Health Wellbeing & Social Sciences	53.3	54.4
Engineering Plus	26.9	22.6
Business Development	12.7	12.9
Creative Industries	41.8	41.6

■ Credits 2016/17 - Indicative Target 188.4k.   ■ Credits 2016/17 - Actual Total 185.128k.

The indicative target above at circa 188k credits is higher than the College's funded target of 186k credits (including ESF credits) to provide headroom for withdrawals.

3.   PROGRESS WITH THE TRANSFORMATION PLAN AND ITS ALIGNMENT TO THE COLLEGE'S 2016/17 BUDGET

3.1   Following the under-achievement of its credit target in 2015/16, the College responded by publishing in April 2016 a Business Transformation Plan which outlines a sustainable business model for the future. This contains four programmes (financial sustainability, curriculum relevance, workforce development and student recruitment, retention & productivity) that provide a sound framework to allow Edinburgh College to undertake the required improvements. The programmes and the subsumed projects were developed through a highly consultative process, are evidence based and provides clear rationale for the programmes implemented. The College set a £3.8m deficit budget for 2016/17 which is in line with the transformation plan budget agreed with the SFC. The College continues to identify budget savings and income growth including VS savings of £3.2m in advance of the start of the 2017/18 academic year to maintain its progress towards a financially sustainable future. The 2016/17 budget already incorporates recurring cost reductions of over £1.2m identified in the previous year.

A number of projects have already completed or are well underway; namely the curriculum review, the student recruitment rapid improvement event, improvement of data collection, and analysis and the introduction of priority based budgeting, in addition to enhanced dialogue with the SFC. All of these projects represent positive steps to address reduced income levels.

3.2 The College's Budget for 2016/17 aligns with the 3-year Business Transformation Plan, which requires the College to work towards delivering a surplus of £0.4m in 2018/19. The College requires written confirmation from the SFC for each stage of its plan to secure support funding.
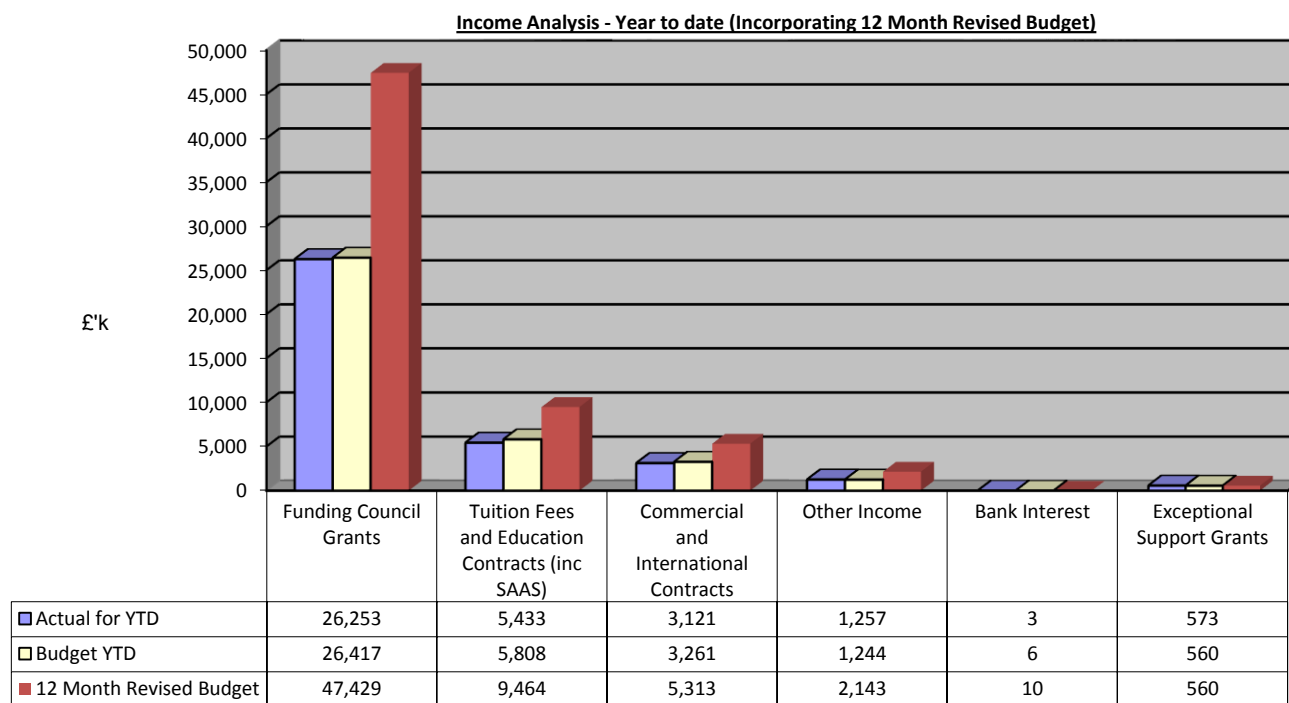
Savings for future starting budgets	For Academic Year 2015/16	For Academic Year 2016/17	For Academic Year 2017/18
	£'m	£'m	£'m
Voluntary Severance 1	1.03m		-
Voluntary Severance 2	-	0.76m	-
Voluntary Severance 3		2.46m	
Voluntary Severance 4			0.35m
Non-Pay costs		0.38m	0.45m
Transformation Plan	**1.03m**	**3.60m**	**0.80m**
Achieved to date:			
Voluntary Severance 1	1.07m		-
Voluntary Severance 2	-	0.77m	-
Non-Pay costs		0.59m	-
Total Achieved	**1.07m**	**1.36m**	**-**

3.3 The 'total achieved' figures will only be included when cost reductions have been clearly identified and agreed. Work remains on-going within curriculum and support areas towards identifying future cost savings in relation to curriculum design and producing new staff structures for both support and curriculum areas.

3.4 Non-pay related supplies and services contracts are also being reviewed. It is envisaged that savings from a new print contract (aligned to the centralisation of print services) will equate to £138k per anumn (for the next 5 years), whilst savings from a renegotiated contract with ISS are expected to total £200k per anumn (over next 2 years).

3.5 The College had a successful Phase 1 of its voluntary severance scheme, showing an improvement of £0.03m against plan in 2016/17. Phase 2 closed at the end of November 2016 and will deliver savings of net £0.77m, following the release of recycled savings of £0.23m which is being used to increase academic capacity within the curriculum.

Phase 3 is due to open on 24 March until 2 May 2017; however, this phase will present the biggest challenge to the College as £2.4m of savings need to be identified through this scheme.

4. Income Analysis	Original Annual Budget £000s	Revised Annual Budget £000s	YTD Budget £000s	YTD Actuals £000s	YTD Variance £000s	Previous YTD £000s	Year End Projection £000s
Tuition Fees & Education Contracts							
FE - UK & EU	1,401	140	137	107	(30)	121	110
HE - UK & EU		339	330	400	70	394	409
PT Self Payers		922	777	680	(97)	741	812
Examination Fee Income		0	(0)	9	10	6	20
SAAS	4,238	4,238	2,454	2,326	(128)	2,300	4,018
Associate Degree Fees	1,198	1,198	699	529	(170)	647	906
Managing Agents	1,362	1,362	667	667		807	1,362
Edinburgh Council - Pre Emp Contract	1,265	1,265	744	715	(29)	836	1,215
	9,464	9,464	5,808	5,433	(375)	5,851	8,852
Commercial & International							
International	1,350	1,350	764	676	(88)	948	1,200
SDS	600	600	413	380	(34)	350	550
EH15 and The Apprentice Restaurants	53	53	38	48	9	69	53
Bliss SPA and Employability Salons	120	120	75	75		71	120
Gym	338	337	173	173		188	337
Nursery	1,050	1,050	595	537	(58)	588	950
Residences	590	590	341	341		265	590
Access Centre Provision	130	130	91	91		70	130
Bespoke Contracts for Employers	1,052	667	373	370	(3)	339	717
Scheduled Short Courses	30	416	399	431	32	382	416
Other European Income				0	0	18	
	5,313	5,313	3,261	3,121	(140)	3,288	5,063
Other Income							
Catering	1,879	1,879	1,039	951	(88)	1,053	1,729
Other Income Generating Activities	230	265	205	306	101	161	325
	2,108	2,143	1,244	1,257	14	1,214	2,053
Endowment & Investment							
Bank Interest	10	10	6	3	(3)	7	10
	10	10	6	3	(3)	7	10
Exceptional Support Grants		560	560	573	13		573
TOTAL INCOME (EX CORE SFC GRANTS)	16,895	17,490	10,878	10,387	(491)	10,360	16,551

Income Analysis - Year to date (Incorporating 12 Month Revised Budget)

£'k	Funding Council Grants	Tuition Fees and Education Contracts (inc SAAS)	Commercial and International Contracts	Other Income	Bank Interest	Exceptional Support Grants
Actual for YTD	26,253	5,433	3,121	1,257	3	573
Budget YTD	26,417	5,808	3,261	1,244	6	560
12 Month Revised Budget	47,429	9,464	5,313	2,143	10	560

4.1   The total income budget for the year stands at £64.9m (unchanged from last month). Total income for the year to date is £36.6m, which is £0.7m lower than the profiled budget of £37.3m.

Grant in Aid and ESF income remain on target on the assumption that all credit targets will be met. However, actual income is showing an adverse variance of £0.2m against budget, although as outlined in paragraph 1.4 above, this variance is expected to unwind as a result of ongoing additional planned semester 2 activity.

SAAS funded student income remains below forecast at £220k (in line with last month) and will not recover, whilst the latest review of fulltime HE/ FE self-paying students suggests that associated revenue is now expected to settle below budget (by £50k). However, much work is still being undertaken to attract students onto part-time, day, open-learning and evening courses.

Following a review of outcomes to date in relation to the Integrated Employability (IES) contract, the full year projection for this income stream remains in line with last month (at £1.21m, £50k lower than budget). Contractual issues remain under discussion with our partners, which may change the current position. However, mitigating expenditure savings continue to be sought to bridge forecast income shortfalls.

4.2   Associate Degree numbers have settled short of target by 52 students (40 within Engineering and 12 within Tourism & Hospitality). Associate degree numbers have now been confirmed with our partners which has been impacted by the lack of a sufficient number of eligible students to replace previous withdrawals (or replace those students who have decided not to progress to university). The year end forecast has been reduced by a further £28k (a total shortfall for the year, of £292k).

4.3   Full-year Managing Agent income remains in line with budget, with any adverse contract positions currently being offset by positive movements. Some additions have been made to individual SLAs,

with extra units being added for particular apprentices, such as core skills.

4.4   Total commercial and international income to date stands at £3.1m. The full year forecast for bespoke commercial income remains at £50k above full year budget, which is partly caused by £22k of additional Facilities Hire (there is optimism that this will increase further), whilst a number of new scheduled short courses and bespoke offerings have recently been created.

Business School scheduled courses continue to perform strongly, with high student demand being noted particularly within CIPD Certificate, AAT, Intermediate Diploma qualifications and Health & Social Care SVQs, whilst commercial gas training courses will commence at the end of March. At least three new summer school contracts for June/July 2017 remain under negotiation. One of the agreements is nearing finalization and if secured may generate an additional £60k of revenue with low associated overheads.

Following the latest reviews of SDS employability fund contracts, the full year forecast for SDS income remains in line with last month (a shortfall on budget of £50k). Although new courses have recently been added to try to bridge the gap, enrolments (eligible for SDS funding) are lower than previously budgeted. Mitigating expenditure savings are being identified to bridge this gap.
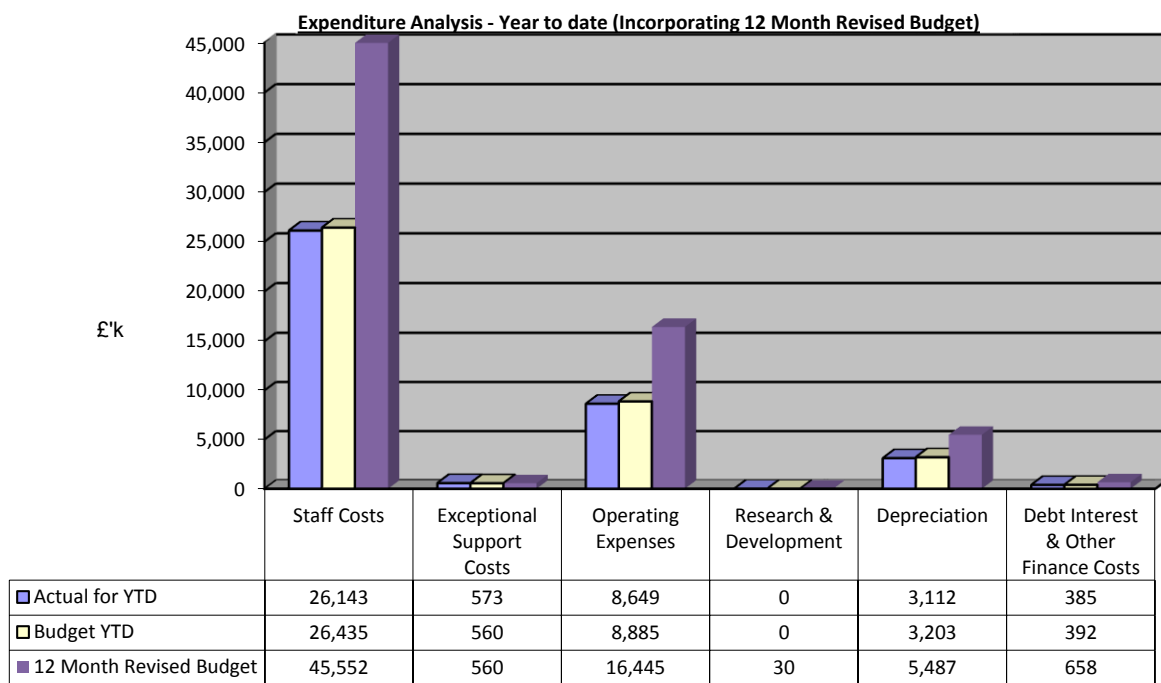
4.5   Latest reviews of pipeline international contracts suggest full year international income settling the year £150k lower than budget (in line with last month). This reduction is currently offset by full year forecast savings within international travel (£100k) and overseas agent's commission (£50k). However, the business and international development teams continue to seek new business, whilst expenditure budgets continue to be reviewed for savings. There is optimism that recent discussions with prospective customers will generate strong financial returns for the College. There is a strong likelihood that new public sector tenders will be released in the new financial year (commencing 1st April 2017) in which which the College will bid.

4.6   Catering income to date stands at £0.95m, which is £88k lower than the profiled budget but remains offset by net savings across associated expenditure areas. Projections for full year catering income and associated expenditure (reductions of £150k against budget) remain unchanged from last month.

The nursery is showing a forecast income reduction of £100k (in line with last month). However, steps to mitigate the current income gap actively continue, which include various marketing campaigns to increase our current in-take, an 'essential spends only' policy being rigidly enforced, and the reduction of agency and bank staff following a review of staff rotas. However, for prudence, the positive impact of these actions have not yet been reflected within the full year expenditure forecast until the financial effects have been fully quantified. The trading positions for both the catering and nursery functions are shown in paragraph 7.

5. EXPENDITURE ANALYSIS

Total Expenditure (Non-Staffing) Expanded Account Detail for the 7 Months to 28th February 2017

	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							
Premises	5,081	5,066	2,878	2,860	19	3,056	5,026
Teaching Activity & Support	912	890	516	581	(65)	629	890
Childcare Costs	1,500	1,500	910	910	(0)	943	1,540
Transport Costs	45	74	64	63	1	40	74
IT Costs	1,196	1,090	547	538	9	685	1,075
Telecomms Costs	201	201	106	106		118	201
Equipment	51	33	21	22	(1)	24	33
Health & Safety	89	68	26	32	(6)	47	68
Travel & Subsistence	523	518	260	193	67	375	418
Admin Costs	246	231	88	102	(14)	141	231
Corporate, Consultancy, Professional	1,146	1,489	615	479	136	520	1,275
Staff Welfare	16	16	9	9		6	16
Catering	1,337	1,355	684	580	104	734	1,205
Training & Development	113	113	42	42	(0)	45	113
VAT	1,480	1,480	881	881		1,052	1,480
Marketing & PR	215	203	104	108	(4)	150	203
Partnership Costs	560	560	356	387	(31)	368	560
Overseas Agents Commission	148	148	99	70	29	52	98
Registration & Exam Fees	1,351	1,361	660	668	(7)	453	1,361
Bad Debts	48	48	19	19		1	48
	16,256	16,445	8,885	8,649	237	9,438	15,916
Depreciation for the year	5,487	5,487	3,203	3,112	90	3,492	5,332
Debt Interest & Other Finance Costs							
Interest On Bank Loans	623	623	363	363	0	389	623
Other Finance Charges	35	35	29	22	7	(76)	35
	658	658	392	385	7	313	658
Research & Development	30	30				15	30
Exceptional Support Costs		560	560	573	(13)		573
TOTAL EXPENDITURE (NON-STAFFING)	**22,431**	**23,181**	**13,040**	**12,720**	**321**	**13,257**	**22,509**

Expenditure Analysis - Year to date (Incorporating 12 Month Revised Budget)

	Staff Costs	Exceptional Support Costs	Operating Expenses	Research & Development	Depreciation	Debt Interest & Other Finance Costs
Actual for YTD	26,143	573	8,649	0	3,112	385
Budget YTD	26,435	560	8,885	0	3,203	392
12 Month Revised Budget	45,552	560	16,445	30	5,487	658

5.1 Total expenditure for the year to date is £38.9m, which is £0.6m lower than the profiled budget of £39.5m.

Within other operating expenditure, we are currently showing a favourable variance of £237k on the profiled budget of £8.9m, which reflects underspends to date within professional fees of £136k, catering costs (including curriculum) of £104k (which wholly off-sets lower catering income to date) and within travel expenditure (£67k). These favourable variances have been partly offset by small overspends within teaching activities of £65k and partnership costs (IES) of £31k. We anticipate that many areas will release further savings before the end of the year, whilst currently overspent areas to date remain under close review.

Following a review of forecast premises costs for the remainder of the year, savings have been identified within projected building rentals costs and water metered charges. As a consequence, the full year forecast for other operating expenditure (in total) now stands at £15.92m, an improvement of £40k from last month's projection and £529k below full year budget.

5.2 In the year to date, depreciation charges of £3.1m have been released from our fixed assets to reflect their economic use. A mid-year review of the accounting for Fixed Assets and Deferred Capital Grants including the implementation of the system asset register for all legacy assets has been completed. This resulted in projected depreciation charges being reduced by £155k, whilst the forecast for full year deferred capital grant income releases ('non-cash') has increased by £75k. Although both of these items are 'non-cash' the net effect of these movements represents a £230k improvement to the College's full-year projected operating position.

5.3 The 2016/17 budget currently excludes a number of potential PBB savings, although savings relating to several options such as the centralisation of print services will be reflected later in the year when the exact timing of these savings and the precise amounts have been quantified.

6. STAFF COST ANALYSIS

6.1   Costs of the first phase of the voluntary severance scheme (VS) were included within the 2015/16 academic year, but those affected by the scheme left the College between August and the end of October 2016. Funding of £650k was received in August, with corresponding costs (including pension strain) of £643k. The balance of grant was used towards supporting the phase 2 VS scheme. Self-funded costs of Senior Management VS (£341k) and strain costs of (£15k) were included within the 2015/16 accounts.

The full year savings associated with the first phase of the scheme (£1.07m) are slightly above the Business Transformation Plan figure (£1.03m). The budget does not include in-year savings relating to phase 2 of the VS scheme; savings attributable to this are £0.5m in the current year offset by £0.1m costs associated with the restructure of curriculum leader posts, and £0.2m in relation to the support staff pay settlement. These factors are all included in the full year forecast, which remains in line with last month's projection.

	Staffing Expenditure Expanded Account Detail for the 7 Months to 28th February 2017						
	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	1,793	1,808	1,073	1,167	(94)	1,147	1,783
Academic Departments	23,036	23,036	13,431	13,299	132	13,112	22,722
Academic Services	4,171	4,233	2,447	2,391	56	2,459	4,176
Admin & Central Services	12,638	12,581	7,361	7,054	307	6,968	12,408
Premises	1,120	1,120	651	699	(47)	679	1,105
Catering & Residences	957	957	553	587	(33)	485	944
Temporary & Agency Staff Costs	1,108	1,123	654	649	6	650	1,108
Other Staffing Expenditure	694	694	265	299	(34)	316	685
	45,517	45,552	26,435	26,143	292	25,815	44,931

6.2   Staff costs are currently £0.3m lower than the profiled budget. Actual costs to date include the effects of the support staff pay award (£0.2m), of which £81k relates to April to July in the previous year. The positive overall variance to date includes the favourable effects of lower than projected temporary and agency staff costs, delayed recruitment, unfilled vacant posts and the benefits associated with the use of our staff bank.

6.3   The large current positive trend is likely to be dampened once vacant posts are eventually filled; also the effect of the apprenticeship levy and curriculum leader / manager pay uplifts. However, full year staff expenditure remains on track to end the year at £0.6m lower than budget, and there may be opportunities to increase savings further, as agency and temporary staffing costs traditionally reduce through June and July. All recruitment requests to current staffing vacancies remain under close scrutiny.

6.4   Staff numbers show an increase of 2.3 FTE from last month, but an overall decrease of 59.9 FTE from the start of the year. There were 8 new starters in February, including appointments to the Head of Commercial Development and Health and Safety Manager positions. There were 6 leavers in February, including the final leaver from the VS scheme phase 2 .
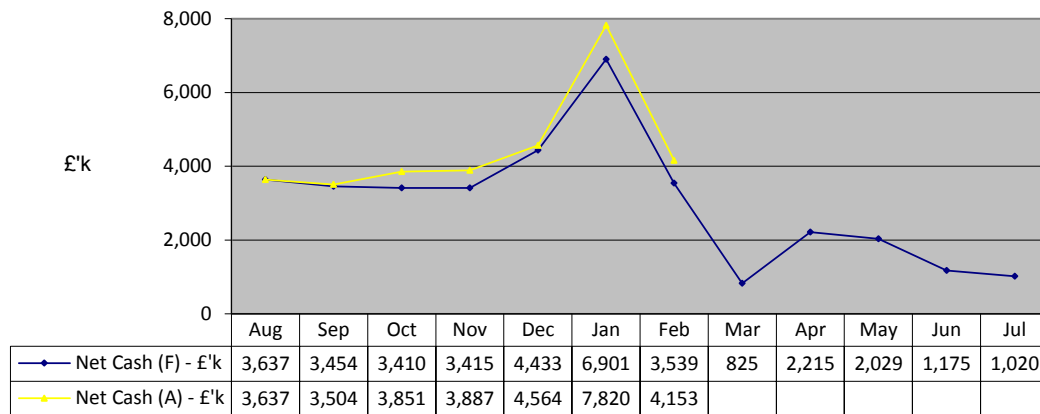
7. TRADING DEPARTMENTS

	Catering				Nursery			
	YTD Feb 2017				YTD Feb 2017			
	Full Year Budget (£000)	YTD Revised Budget (£000)	Actuals (£000)	Full Year Forecast (£000)	Full Year Budget (£000)	YTD Revised Budget (£000)	Actuals (£000)	Full Year Forecast (£000)
Income	1,879	1,038	951	1,729	1,050	595	537	950
Staffing Expenditure	(1,114)	(644)	(619)	(1,114)	(1,026)	(595)	(594)	(1,026)
Non Staffing Expenditure	(791)	(431)	(341)	(641)	(184)	(95)	(95)	(184)
Net (Deficit) / Surplus Contribution Towards Associated Costs	(27)	(37)	(9)	(27)	(160)	(94)	(152)	(260)

7.1 The above table provides an overview of the year to date trading positions of the catering and nursery departments.

7.2 The Catering Department has forecast full year income to be £150k below budget. There is an equivalent reduction in associated forecast costs. Various proposals with regards to increasing footfall (and sales), and cost containment are being taken forward.

7.3 The nursery currently shows a net operating deficit of £152k, which is due to lower than planned children recruited. Following the latest reviews of the pipeline in-take for the remainder of the year, the full year forecast for income remains in line with last month (down £100k). However, various marketing campaigns remain ongoing to increase our current in-take, whilst an 'essential spends only' policy is in place and is being strictly enforced. There is also a review being undertaken of staff rotas to improve staff efficiency whilst still meeting the regulatory requirements.

8. CASH-FLOW

8.1 The cash balance at the end of February is £4.2m which includes £1.6m of student support funds. The movement in the cash balance total from January (a decrease of £3.7m) is largely due to reduced SFC grants (in line with forecast).

8.2 Advanced cash funding is required from the SFC to accelerate progress over the next 3 academic years towards a balanced budgetary position. This includes repayable cash support of £2.9m in 2016/17 (in March and April 2017), to enable recurring core operational expenditure outflows to be met in advance of securing savings through the release of staff through VS schemes. There will also be a reduction in supplies and services costs through the cancellation or re-tendering of out-sourced goods/services contracts, together with our on-going approach to extract further savings which will have a positive impact on our final cash out-turn.

8.3 Cash forecasts are regularly updated and reviewed with close attention being paid to managing the critical months of March and July 2017 when calling upon funds from SFC is restricted.

Cash Position - Forecast versus Actuals to February 2017

	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Net Cash (F) - £'k	3,637	3,454	3,410	3,415	4,433	6,901	3,539	825	2,215	2,029	1,175	1,020
Net Cash (A) - £'k	3,637	3,504	3,851	3,887	4,564	7,820	4,153					

9. BALANCE SHEET

Balance Sheet as at 28 February 2017

		As at 28 Feb 17	As at 31 Jul 16	YTD Mvmt
		£'000	£'000	£'000
Fixed Assets	Land and Buildings	140,629	142,547	(1,918)
	Fixtures, fittings and Equipment	6,890	7,633	(743)
		147,519	150,179	(2,660)
Current Assets	Stock	94	122	(28)
	Debtors	3,262	2,645	617
	Cash - Main	2,517	1,287	1,230
	Cash - Student Support	1,636	704	932
Total		7,510	4,758	2,752
Creditors		(84,131)	(81,605)	(2,526)
Provisions		(30,155)	(30,368)	213
		40,743	42,965	(2,222)
Funded by:				
Reserves		40,743	42,965	(2,222)
		40,743	42,965	(2,222)

9.1 The movement in Fixed Assets and Cash is reviewed in the sections above. The increase in debtors from the start of the year relates to the invoicing of commercial contracts, the accrual of tuition fees (including associate degrees and managing agents) mainly payable in March / April, and the accrual of ESF grants, payable once our FE/HE credits achievement has been verified. The increase in creditors primarily relates to Grant-in-Aid receipts which have not yet been recognized within the Income statement, and capital formula grants which have not yet been released to support associated capital expenditure outflows.

10. SFC REPORTING

Summary Resource Return (RDEL)

	Forecast 12 mths to 31 Mar 17	Actual 12 mths to 31 Mar 16
SFC Income	55,612	54,092
Other Income	16,072	16,432
Total Income	**71,684**	**70,524**
Expenditure	(71,088)	(70,899)
	596	(375)
Less Loan Repayment	(1,267)	
Net Overspend	**(671)**	**(375)**

10.1 The College is required to report to the SFC on our financial performance each quarter during the year (monthly during the final quarter). These returns are submitted in a format prescribed by the SFC and currently relate to the period from April 2016 to March 2017 (i.e. on a financial year basis as opposed to an academic year basis).

10.2 The main part of the return monitors spending against RDEL (Resource Departmental Expenditure Limit) and refers to all income and expenditure other than capital additions, depreciation and deferred grant releases and certain changes to provisions regarding pensions.

10.3 The February monthly return reported a projected over-spend for the year of £0.7m against RDEL. The main change from the previous return in January (overspend of £1.9m) is the bringing forward of £0.5m of cash advance from April 2017 to March 2017. This was done at the request of SFC. Other movement is as a result reductions in the year-to-date spend for student support funds in 2016/17, and revisions to expenditure projections based on current spend rates The figures are based on the actual out-turn for the academic year to July 2016, less the amounts recognized to March 2016, actuals to February, plus a pro-rata of figures from the projections for the current academic year.

10.4 The CDEL (Capital Departmental Expenditure Limit) projection for the year is a breakeven position – i.e. we are projecting that expenditure on fixed assets will align with the amount of capital grant funding received from the SFC. The AME (Annually Managed Expenditure) figure refers to movements in provisions and the revaluation of pension deficits. No budgets or projections have been provided at this stage due to the uncertainty of future movements.

11. KEY PERFORMANCE DATA

Financial Performance Monitoring Template							
	2015/16 Annual Target	2015/16 Revised Annual Target		2016/17 Annual Target	2016/17 YTD Actual		2015/16 Annual Out-turn
Credits	195,452	186,258		184,028	184,028		180,144
Credits ESF	4,806	2,000		2,000	1,100		-

	2015/16 Annual Budget	2016/17 Annual Budget	Revised Annual Budget	2016/17 YTD Budget	2016/17 YTD Actuals	YTD Variance	Previous YTD
	£k	£k	£k	£k	£k	£k	£k
Commercial & International Contracts	5,377	5,313	5,313	3,261	3,121	(140)	3,288
Refer sections 2 to 5							
Income	67,216	64,134	64,919	37,295	36,640	(655)	38,355
Expenditure	67,840	67,948	68,733	39,476	38,863	612	39,072
Operating Surplus / (Deficit)	(624)	(3,814)	(3,814)	(2,180)	(2,223)	(43)	(717)
Refer sections 6 to 7							
Net Cash Inflow / (Outflow)	941	(452)	(452)	2,042	2,162	120	1,847
Bank Balance	4,052	1,539	1,539	4,033	4,153	120	4,959
Fixed Assets	150,716	145,409	145,409	147,519	147,519	-	152,662
Net Current assets / (liabilities)	631	(9,417)	(9,417)	(9,493)	(9,493)	-	(3,459)
Creditors and Provisions	(101,215)	(97,538)	(97,538)	(97,283)	(97,283)	-	(99,335)
Net Assets	50,132	38,454	38,454	40,743	40,743	-	49,868
Pay costs % of Income %	67.2	71	70.2	70.8	71.4	0.6	67.3
Current Ratio	1.1	0.47	0.47	0.44	0.44	-	0.71
Cash Days in Hand	4	(37)	(37)	(56)	(56)	-	(21)
Borrowings as % of reserves %	10.0	10.6	10.6	11.1	11.1	-	10.0

I&E Account for the 7 Months to 28th February 2017

	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	43,374	43,564	24,201	23,993	(208)	25,621	43,572
Deferred Capital Grant Releases	3,065	3,065	1,749	1,793	44	1,908	3,140
Debt Support Grant	800	800	467	467	0	467	800
Tuition Fees and Education Contracts (inc SAAS)	9,464	9,464	5,808	5,433	(375)	5,851	8,852
Commercial and International Contracts	5,313	5,313	3,261	3,121	(140)	3,288	5,063
Other Income	2,118	2,153	1,249	1,260	11	1,221	2,063
Exceptional Support Grants	0	560	560	573	13	0	573
Total Income	**64,134**	**64,919**	**37,295**	**36,640**	**(655)**	**38,355**	**64,063**
Staff Costs	45,517	45,552	26,435	26,143	292	25,815	44,931
Other Operating Expenses	16,256	16,445	8,885	8,649	236	9,438	15,916
Depreciation	5,487	5,487	3,203	3,112	90	3,492	5,332
Debt Interest & Other Finance Costs	658	658	392	385	7	313	658
Research & Development	30	30	0	0	0	15	30
Exceptional Support Costs	0	560	560	573	(13)	0	573
Total Expenditure	**67,948**	**68,733**	**39,476**	**38,863**	**612**	**39,072**	**67,440**
Operating Surplus / (Deficit)	**(3,814)**	**(3,814)**	**(2,180)**	**(2,223)**	**(43)**	**(717)**	**(3,378)**

Statement of Historical Cost Surpluses and Deficits for the 7 Months to 28th February 2017

	Original Annual Budget £000s	Revised Annual Budget £000s	YTD Budget £000s	YTD Actuals £000s	YTD Variance £000s	Previous YTD £000s	Year End Projection £000s
Operating Surplus / (Deficit)	**(3,814)**	**(3,814)**	**(2,180)**	**(2,223)**	**(43)**	**(717)**	**(3,378)**
Difference between historical cost depreciation and actual revaluation charge for the period	612	612	364	364	0	367	612
Historical Cost Surplus / (Deficit)	**(3,202)**	**(3,202)**	**(1,816)**	**(1,859)**	**(43)**	**(350)**	**(2,766)**

Edinburgh College

	Original Annual Budget £000s	Revised Annual Budget £000s	YTD Budget £000s	YTD Actuals £000s	YTD Variance £000s	Previous YTD £000s	Year End Projection £000s
INCOME							
Funding Council Grants							
Recurrent Grant Inc Fee Waiver	40,162	40,162	21,978	21,780	(197)	23,333	40,162
Childcare Funds	1,500	1,500	910	910		943	1,540
Deferred Capital Grants	3,065	3,065	1,749	1,793	44	1,908	3,140
Debt Support Grants	800	800	467	467		467	800
Other SFC Grants	1,712	1,901	1,313	1,302	(10)	1,345	1,869
	47,239	47,429	26,417	26,253	(164)	27,995	47,512
Tuition Fees & Education Contracts							
FE - UK & EU	1,401	140	137	107	(30)	121	110
HE - UK & EU		339	330	400	70	394	409
PT Self Payers		922	777	680	(97)	741	812
Examination Fee Income		0	(0)	9	10	6	20
SAAS	4,238	4,238	2,454	2,326	(128)	2,300	4,018
Associate Degree Fees	1,198	1,198	699	529	(170)	647	906
Managing Agents	1,362	1,362	667	667		807	1,362
Edinburgh Council - Pre Emp Contract	1,265	1,265	744	715	(29)	836	1,215
	9,464	9,464	5,808	5,433	(375)	5,851	8,852
Commercial & International							
International	1,350	1,350	764	676	(88)	948	1,200
SDS	600	600	413	380	(34)	350	550
EH15 and The Apprentice Restaurants	53	53	38	48	9	69	53
Bliss SPA and Employability Salons	120	120	75	75		71	120
Gym	338	337	173	173		188	337
Nursery	1,050	1,050	595	537	(58)	588	950
Residences	590	590	341	341		265	590
Access Centre Provision	130	130	91	91		70	130
Bespoke Contracts for Employers	1,052	667	373	370	(3)	339	717
Scheduled Short Courses	30	416	399	431	32	382	416
Other European Income				0	0	18	
	5,313	5,313	3,261	3,121	(140)	3,288	5,063
Other Income							
Catering	1,879	1,879	1,039	951	(88)	1,053	1,729
Other Income Generating Activities	230	265	205	306	101	161	325
	2,108	2,143	1,244	1,257	14	1,214	2,053
Endowment & Investment							
Bank Interest	10	10	6	3	(3)	7	10
	10	10	6	3	(3)	7	10
Exceptional Support Grants		560	560	573	13		573
TOTAL INCOME	64,134	64,919	37,295	36,640	(655)	38,355	64,063
EXPENDITURE							
Staff Costs							
Senior Management	1,793	1,808	1,073	1,167	(94)	1,147	1,783
Academic Departments	23,036	23,036	13,431	13,299	132	13,112	22,722
Academic Services	4,171	4,233	2,447	2,391	56	2,459	4,176
Admin & Central Services	12,638	12,581	7,361	7,054	307	6,968	12,408
Premises	1,120	1,120	651	699	(47)	679	1,105
Catering & Residences	957	957	553	587	(33)	485	944
Temporary & Agency Staff Costs	1,108	1,123	654	649	6	650	1,108
Other Staffing Expenditure	694	694	265	299	(34)	316	685
	45,517	45,552	26,435	26,143	292	25,815	44,931
Other Operating Expenses							
Premises	5,081	5,066	2,878	2,860	19	3,056	5,026
Teaching Activity & Support	912	890	516	581	(65)	629	890
Childcare Costs	1,500	1,500	910	910	(0)	943	1,540
Transport Costs	45	74	64	63	1	40	74
IT Costs	1,196	1,090	547	538	9	685	1,075
Telecomms Costs	201	201	106	106		118	201
Equipment	51	33	21	22	(1)	24	33
Health & Safety	89	68	26	32	(6)	47	68
Travel & Subsistence	523	518	260	193	67	375	418
Admin Costs	246	231	88	102	(14)	141	231
Corporate, Consultancy, Professional	1,146	1,489	615	479	136	520	1,275
Staff Welfare	16	16	9	9		6	16
Catering	1,337	1,355	684	580	104	734	1,205
Training & Development	113	113	42	42	(0)	45	113
VAT	1,480	1,480	881	881		1,052	1,480
Marketing & PR	215	203	104	108	(4)	150	203
Partnership Costs	560	560	356	387	(31)	368	560
Overseas Agents Commission	148	148	99	70	29	52	98
Registration & Exam Fees	1,351	1,361	660	668	(7)	453	1,361
Bad Debts	48	48	19	19		1	48
	16,256	16,445	8,885	8,649	237	9,438	15,916
Depreciation for the year	5,487	5,487	3,203	3,112	90	3,492	5,332
Debt Interest & Other Finance Costs							
Interest On Bank Loans	623	623	363	363	0	389	623
Other Finance Charges	35	35	29	22	7	(76)	35
	658	658	392	385	7	313	658
Research & Development	30	30				15	30
Exceptional Support Costs		560	560	573	(13)		573
TOTAL EXPENDITURE	67,948	68,733	39,476	38,863	612	39,072	67,440
Operating Surplus / (Deficit)	(3,814)	(3,814)	(2,180)	(2,223)	(43)	(717)	(3,378)

Edinburgh College

Balance Sheet
For the 7 Months to 28th February 2017

	2016/2017 YTD Actuals £000s	2015/16 Year End £000s	2015/2016 Previous YTD £000s
Fixed Assets			
L&B	140,629	142,547	143,815
FFE	6,890	7,633	8,847
	147,519	**150,179**	**152,662**
Current Assets			
Stock	94	122	104
Debtors	3,262	2,645	3,322
Cash	4,153	1,991	4,959
	7,510	**4,758**	**8,385**
Creditors < 1yr			
Loans	(408)	(408)	(386)
Payments received in advance	(291)	(241)	(401)
Trade creditors	(1,193)	(1,198)	(1,087)
Taxes & social sec	(1,163)	(1,141)	(982)
Accruals, Def Inc & Other Creditors	(4,688)	(5,970)	(3,952)
Amounts owed to SFC	(6,194)	(75)	(1,970)
Deferred Capital Grants - Government	(3,065)	(3,065)	(3,065)
	(17,003)	**(12,097)**	**(11,844)**
Net current assets / (liabilities)	**(9,493)**	**(7,339)**	**(3,459)**
Total assets less current liabilities	**138,026**	**142,840**	**149,203**
Creditors > 1yr			
Bank loans	(10,375)	(10,575)	(10,792)
Lennartz VAT	(358)	(866)	(1,228)
Deferred Capital Grants - Government	(56,396)	(58,066)	(59,259)
	(67,128)	**(69,507)**	**(71,278)**
Provisions			
Early retirement	(4,869)	(5,037)	(4,804)
Other	9	(37)	(37)
	(4,861)	**(5,074)**	**(4,841)**
Net pension asset / (liability)	(25,294)	(25,294)	(23,216)
NET ASSETS	**40,743**	**42,965**	**49,868**
Reserves			
I&E account	38,262	40,118	44,685
Pension reserve	(25,294)	(25,294)	(23,216)
Revaluation reserve	27,775	28,141	28,397
RESERVES	**40,743**	**42,965**	**49,868**

Cumulative Cashflows (2016/17)

	Original Budget £000s Total	Revised Budget £000s Total	Aug 16 £000s Actuals	Sep 16 £000s Actuals	Oct 16 £000s Actuals	Nov 16 £000s Actuals	Dec 16 £000s Actuals	Jan 17 £000s Actuals	Feb 17 £000s Actuals	Mar 17 £000s Forecast	Apr 17 £000s Forecast	May 17 £000s Forecast	Jun 17 £000s Forecast	Jul 17 £000s Forecast	YTD Cumulative £000s Total	Annual Forecast £000s Total	Var From Budget - Fav / (Adv) £000s Total
SFC Grants - Core	40,162	40,162	4,901	4,620	4,925	3,967	4,307	2,662			4,695	3,695	3,695	2,695	25,382	40,162	0
SFC Grants - ESF	466	466					158	32	32	32	32	32	32	32	222	382	(84)
SFC Grants - Other	4,229	4,229	184	308	317	388	798	689	521	999	484	282	279	144	3,205	5,393	1,164
SFC Grants - VS Scheme	650	650	650						560	0					1,210	1,210	560
SFC Cash Advance	2,900	2,900									2,400	500			0	2,900	0
SAAS Funds	4,238	4,238						3,899		93			26		3,899	4,018	(220)
Tuition Fees / Education Contracts	5,226	5,226	322	455	292	259	514	583	278	375	492	394	398	471	2,703	4,833	(393)
Commercial / International	5,313	5,313	443	455	197	684	414	358	570	278	459	429	425	351	3,121	5,063	(250)
Other Income	2,118	2,153	226	56	195	243	187	181	171	61	262	177	160	148	1,259	2,067	(86)
Operational Income	**65,302**	**65,337**	**6,725**	**5,894**	**5,926**	**5,541**	**6,378**	**8,404**	**2,132**	**4,238**	**6,924**	**5,009**	**5,015**	**3,841**	**41,000**	**66,027**	**690**
Staff Costs	45,517	45,552	3,743	3,610	3,682	3,723	3,779	3,822	3,788	3,763	3,755	3,755	3,756	3,756	26,147	44,932	620
Purchase Ledger / Other Expenditure	10,363	10,363	534	1,722	763	866	606	386	865	837	919	892	1,310	287	5,742	9,987	376
Childcare Expenditure	1,500	1,500		95	143	177	212	103	179	197	187	182	179	21	909	1,675	(175)
Premises Costs	5,081	5,081	423	380	373	420	456	405	402	438	440	426	441	462	2,859	5,066	15
Pension Strain Costs	80	80	51	12	33				0	8					96	104	(24)
Staff VS & Restructuring Costs	966	966	426	345	112	0	154	469	37	70					1,543	1,613	(647)
Operational Expenditure	**63,507**	**63,542**	**5,177**	**6,164**	**5,106**	**5,186**	**5,207**	**5,185**	**5,271**	**5,313**	**5,301**	**5,255**	**5,686**	**4,526**	**37,296**	**63,377**	**165**
Net Income Generated From Operations	**1,795**	**1,795**	**1,548**	**(270)**	**820**	**355**	**1,171**	**3,219**	**(3,139)**	**(1,075)**	**1,623**	**(246)**	**(671)**	**(685)**	**3,704**	**2,650**	**855**
Capital Expenditure	683	683	113	59	26	14	84	79	36	1,168	0				411	1,579	(896)
Pensioners (against enhanced provision)	300	300	25	25	24	24	24	24	24	24	24	24	24	24	170	290	10
Capital Loan Repayments	384	384		35	64		35	65		35	65		35	65	199	399	(15)
VAT Repaid - Lennartz	880	880		218			218			218			218		436	872	8
Non-Operational Expenditure	**2,247**	**2,247**	**138**	**337**	**114**	**38**	**361**	**168**	**60**	**1,445**	**89**	**24**	**277**	**89**	**1,216**	**3,140**	**(893)**
Net Income Generated From Op and Non-Op Activities	**(452)**	**(452)**	**1,410**	**(607)**	**706**	**317**	**810**	**3,051**	**(3,199)**	**(2,520)**	**1,534**	**(270)**	**(948)**	**(774)**	**2,488**	**(490)**	**(38)**
Student Funds Inflow	9,180	9,180	237	1,011	565	764	912	907	336	168	728	961	951	680	4,732	8,220	(960)
Student Funds Outflow	9,180	9,180	1	537	924	1,045	1,045	702	804	976	872	877	857	61	5,058	8,701	479
	0	0	236	474	(359)	(281)	(133)	205	(468)	(808)	(144)	84	94	619	(326)	(481)	(481)
Total Cash In	**74,482**	**74,517**	**6,962**	**6,905**	**6,491**	**6,305**	**7,290**	**9,311**	**2,468**	**4,406**	**7,652**	**5,970**	**5,966**	**4,521**	**45,732**	**74,247**	**(270)**
Total Cash Out	**74,934**	**74,969**	**5,316**	**7,038**	**6,144**	**6,269**	**6,613**	**6,055**	**6,135**	**7,734**	**6,262**	**6,156**	**6,820**	**4,676**	**43,570**	**75,218**	**249**
Net Inflow / (Outflow)	**(452)**	**(452)**	**1,646**	**(133)**	**347**	**36**	**677**	**3,256**	**(3,667)**	**(3,328)**	**1,390**	**(186)**	**(854)**	**(155)**	**2,162**	**(971)**	**(519)**
Opening bank balance	1,991	1,991	1,991	3,637	3,504	3,851	3,887	4,564	7,820	4,153	825	2,215	2,029	1,175	1,991	1,991	0
Closing bank balance	1,539	1,539	3,637	3,504	3,851	3,887	4,564	7,820	4,153	825	2,215	2,029	1,175	1,020	4,153	1,020	(519)
Ledger balances																	
Main accounts	1,539	1,539	1,304	697	1,413	1,748	2,575	5,591	2,517	270	1,607	1,337	389	(385)	2,517	(385)	(1,924)
Term Deposit accounts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Student Funds accounts	0	0	2,333	2,807	2,438	2,139	1,989	2,229	1,636	555	608	692	786	1,405	1,636	1,405	1,405
Subsidiary accounts																	
	1,539	1,539	3,637	3,504	3,851	3,887	4,564	7,820	4,153	825	2,215	2,029	1,175	1,020	4,153	1,020	(519)
Loan balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

For the future you want

FOR DISCUSSION / INFORMATION			
Meeting:	Board of Management 02.05.17		
Presented by	A Bruton		
Author/Contact	A Bruton	Department / Unit	Principal/Chief Executive
Date Created	23.04.17	Telephone	0131 344 7171
Appendices Attached	*Appendix 1:* Activity Report		
Disclosable under FOISA		Yes.	

PRINCIPAL AND CHIEF EXECUTIVE REPORT

1. PURPOSE

To update the Board on activity across the College not covered by other reports.

2. BACKGROUND

The Principal provides a regular report outlining a full range of college activity since the last Board meeting in February.

3. DETAIL

This report will cover business critical aspects of college business under the following headings where these matters are not already covered in substantive items on the agenda:

- National industrial action
- Curriculum
- External relations
- Open days and welcome events
- Achievements
- Forthcoming events

4. BENEFITS AND OPPORTUNITIES

The report covers many positive opportunities for external engagement for staff and students.

5. STRATEGIC IMPLICATIONS

The Principals report provides an overview of activity relevant to the Strategic Plan and on-going strategic development of the college.

6. RISK

The report highlights potential risk in relation the follow up information sought from the Public Audit and Post-legislative Scrutiny Committee

7.   FINANCIAL IMPLICATIONS
There are no financial implications.

8.   LEGAL IMPLICATIONS
There are no legal implications.

9.   WORKFORCE IMPLICATIONS
There are no workforce implications

10.   REPUTATIONAL IMPLICATIONS

11.   EQUALITIES IMPLICATIONS
There are no equalities implications.

CONCLUSIONS/RECOMMENDATIONS
The Board of Management are asked to NOTE the information contained in this report and raise or discuss any issues for further information.

PRINCIPAL AND CHIEF EXECUTIVE REPORT

1. INTRODUCTION

Since the last Board meeting in February, the college has had a very busy period dealing with local industrial action and I am pleased to report and staff worked tirelessly to ensure that impact to students was at a minimum and all four campuses remained opened during the two days of industrial action.

We are now planning for national EIS-FELA industrial action with regards to the March 2016 NJNC Agreement. At the point of writing, there are 12 days proposed from 27 April – 1 June. However, despite these issues and challenges, the college will again remain open for staff, students and visitors.

The next few weeks are a key period for students completing their courses or progressing within the college and we will all be working hard to ensure that all support is given where and when required. Curriculum teams have contingency plans to ensure that all material is up to date and available for students. This was a key agenda item at a recent curriculum development session ran by the three Assistant Principals and attended by all faculty heads, curriculum managers and curriculum leaders.

2. CURRICULUM

2.1 Local Authority engagement

As highlighted in the February update, Jon Buglass, Assistant Principal has been sharing curriculum plans with the Scottish Funding Council and East Lothian Community Planning Board. He has now presented to both Mid Lothian council and City of Edinburgh council and has received very positive feedback. The immediate feedback form the group was very positive and connections were made to the CPP leads on poverty and demographic data. Data on College population using the Edinburgh Localities Map and deprivation measures were presented as a google fusion table with student profiles mapped to courses. Further meetings are planned to use this data to drive economic and social change

2.2 STEM Launch

The Stem manifesto launch takes place on Thursday 11 May at Granton Campus. We are delighted that Shirley Anne Somerville, Minister for Further Education, Science and Higher Education has agreed to attend and deliver the key note address. The launch will showcase innovation in stem across all aspects of the curriculum. All local schools will be represented and attendees will range from industry partners, local politicians and key stakeholders.

2.3 Edinburgh College Museum App

As part of a partnership project to encourage more women into digital careers, Edinburgh College, Historic Environment Scotland and the technology firm Global Treasure Apps worked together with 36 girls from seven schools in Edinburgh. The outcome created a new historical guide app to enhance the experience for visitors to one of the city's museum.

3.   EXTERNAL RELATIONS

3.1   British Council

Edinburgh College hosted 36 international government delegates as part of a three-day British Council policy dialogue conference on enterprise training in TVET.

Delegates from Nigeria, Uzbekistan, India, Cuba, USA, Bahamas, Jamaica, Chile and Trinidad and Tobago attended presentations and workshops to discuss the current and global thinking on enterprise and entrepreneurial training in the international skills agenda.

During the visit to Edinburgh College, delegates were hosted at the Creative Exchange followed by a visit to Granton Campus where they enjoyed a tour of the facilities and a meal at the Apprentice Restaurant. The meal was cooked by students who were being assessed in the kitchen for their menus.   In addition to the 36 international delegates, Willie Roe, Chair of British Council Scotland, the British Council's UK Skills team, Suzanne Marshall from College Development Network, and Gordon McGuiness from Skills Development Scotland attended. One connection established during the visit to create a possible twinning link with Kingston College in Jamaica has been followed up with us by the Jamaican Delegate and we are establishing possible curriculum links. Kingston College focusses on the Creative Industries and is a good fit for our faculty here at Edinburgh College.

3.2   China

In April, Jane Grant, Head of Commercial Development visited China for 3 days to attend several meetings with key contacts and links over in China. This was a timely meeting as the college is currently reviewing its strategic review and as the Chinese market now has more demand for in-country training this was an opportunity to further explore a more sustainable model with China going forward. Discussions took place with Scottish Development International (SDI) and China-Britain Business Council (CBBC) and more meetings will take place in the near furture.

In addition, meetings took place with LTX international. The College has worked closely with LTX International since 2004 and have trained over 700 teachers with new opportunities now being explored for the future.

3.3   Common Purpose

Common Purpose runs leadership development programmes that inspire and equip people to work together across all boundaries at all levels. The college hosted a group of Common Purpose delegates to discuss the challenge of how Scotland can move 'towards and inclusive economy'. We were one of the organisation who were assisting the participants to explore this challenge for them to learn about the work of Edinburgh College and in particular the work around Developing the Young Workforce. In addition, the participants got to see first-hand our students at work when they received lunch in the Apprentice restaurant.

3.4   Job Strategy Group

Michael Jeffrey, Assistant Principal attended the job strategy group for Edinburgh where partner updates were given around strategic movement on the Youth Employment Partnership (YEP) and the updated 6 key objectives and how that links to the other agencies within the city. An update was given on the City Region Deal, Fair Start Scotland and the planned roll out of Recruitment skills centres across Edinburgh based on the Fort Kinnaird recruitment centre. Locality improvement plans are currently being drafted and will be linked back to the Job Strategy Group for noting and planning purposes. SDS confirmed that Education Scotland will be carrying out an audit, in November 2017, on SDS activity within the City – Edinburgh College will be expected to participate as a key stakeholder.

3.5   East Lothian Poverty Commission

As highlighted in previous reports to the Board, I chaired the East Lothian Poverty Commission which was set up to address evidence of growing levels of deprivation and inequality across East Lothian and to identify ways to tackle poverty and reduce its impact.   The Commission has now concluded its work and the key recommendations from the report include: East Lothian should become a 'Living Wage' local authority area with a focus on skills development for the most vulnerable in our society; Increasing the supply of social rented housing and increasing supply of appropriate temporary accommodation to reduce reliance on B&B accommodation for those who find themselves homeless; Increasing access to affordable credit in East Lothian and the inclusion of financial education in the school curriculum; the DWP, UK & Scottish Governments should consider the implications of the current administration of universal credit and other benefit changes on vulnerable people and make adjustment to ensure a fairer approach; expansion of activities and food for school children in the mornings and during school holidays, and minimising the cost of the school day and school trips; and increase development of food networks, clubs & projects aimed at increasing access to healthy food and the cooking skills.

3.6   Visits by elected representatives

We continue to have visits from MSPs who have either attended one of our briefing sessions and want to follow up or who couldn't attend. There are very positive opportunities to showcase what the college offers and discuss policy and direction both locally and nationally with elected representatives.

3.7   School liaison

The most recent breakfast briefing meeting for schools was held on 21 April at Sighthill campus and was well attended with over 40 representatives from schools.   The session focussed on improved ways of tracking and supporting students, our service level agreement with local authorities and briefed school colleagues on the exciting new developments in primary and secondary projects focussed on innovation and in particular on STEM.   The event was well received and productive.

4.   OPEN DAYS AND WELCOME EVENTS

The college continues to open its doors to future students from primary and secondary schools.

In February the Faculty of Engineering took a sector leading opportunity to offer a Science, Technology, Engineering and Maths experience to Primary schools pupils.

STEM subjects are essential for understanding how things work and become a key component for future skills and employment. The aim of this project was to offer a STEM experience to a younger group and to give a practical and interesting hands-on experience that would demonstrate the attraction of Science, Technology, Engineering and Maths. This primary school focus will give the pupils inspiration to potentially pursue a career in subjects that they perhaps would never have considered. They were introduced to engaging practical applications and given the chance to work across the STEM areas as well as a chance to compete against each other with a rocket car project.

The college has also held a number of welcome events during April including Third Sector Careers Day on 20 April at Sighthill Campus. The Third Sector is a vital component of a fair and enterprising community and we were delighted to have welcomed representatives of 19 different Third Sector organisations on the day. The day included workshops and exhibitions and gave the organisations an opportunity to showcase the opportunities for work placements and job opportunities within the sector.

5. ACHIEVEMENTS

College students and staff have made a number of achievements since the last Board meeting in February:

5.1   February 2017

College's first patron of barbering
Celebrity hairdresser Chris Foster has become the first patron of barbering at Edinburgh College following a visit to pass on his expertise to students.

Chris' role as patron will see him as an advisor for the hairdressing department and Barbering students, passing on his knowledge and skills through workshops and events.

He is a regular on television and radio, and is often asked to comment on hair trends and celebrity styles on shows such as Daybreak, the Alan Titchmarsh Show, Sunday Brunch and Beauty School Cop Outs.

Construction graduate rewarded for building to success
HND Construction Management graduate Sam Reid has received a £1,250 award as one of the best local construction students to progress to a degree-level programme.

The Scottish Building Federation Edinburgh and District Charitable Trust gave Sam the prize for his outstanding performance in his studies.

Sam began at Edinburgh College on the Access to Civil Engineering course (NC Civil Engineering) and then went on to the HND Construction Management. After completing the course, in September last year he articulated onto the third year of the Construction Project Management degree at Heriot-Watt University.

PASS launches graduate support programme
The college has partnered with Scottish Drama Training Network (SDTN) and Pleasance Theatre Trust to launch a new scheme to help acting graduates make the transition from training to industry.

SDTN, in partnership with the Pleasance, is establishing a new graduate pathway for colleges and higher education institutions as they make the transition from training to industry supported by leading theatre professionals, to produce new work at the Pleasance during the Edinburgh Festival Fringe. Edinburgh College performing arts lecturer Edward McGurn will be supporting the initiative in his role of assistant director.

The acclaimed Scottish theatre director Mark Thomson, former artistic director of the Lyceum Theatre Company, will work with SDTN to develop and direct a new graduate ensemble production for the Fringe 2017.

Depute Principal honoured for leading innovation in FE
Depute Principal Alex Craig has become a fellow of the Institute of Innovation and Knowledge Exchange (IIKE) for his role in leading innovative practice throughout his career in further education. Alex received the honour at an IIKE presentation dinner in London with the other new fellows.

IIKE fellowships honour professionals who have demonstrated commitment to innovation in their fields. Alex's award recognises his work over 25 years in UK colleges where he has led on projects including curriculum innovation, promoting entrepreneurialism and commercial development. In his role at Edinburgh College, he is continuing the work from City of Glasgow College and Newcastle College, where he focused in innovating in learning and teaching.

5.2   March 2017

Troy in the finals for a place at Gleneagles
Edinburgh College student Troy Flood, who is currently studying the Level 1 City & Guilds Diploma in Professional Cookery, is through to the finals of the Gibby Culinary Scholarship at Gleneagles Hotel.

Troy is one of six competing for a full-time position at Gleneagles in the competition. In order to secure his place, he had a one to one interview, followed by a paper assessment and a skills test which involved precision knife skills and cooking an egg white omelette.

ScotHot success for our students
Our Professional Cookery students took part in challenges at ScotHot, Scotland's biggest food, drink, hospitality and tourism trade show.

Level 1 students Troy Flood and Reace Armstrong both won bronze medals for vegetable preparation.

Level 2 students Olivia Gooch and Lachlan Irvine both competed in preparation of chicken cut for sauté & fish filleting. Olivia secured a silver medal in both competitions whilst Lachlan scooped a silver in fish filleting and a bronze in chicken preparation.

Level 3 students Andreea Piciu and Scott Aris competed in Junior Chef of the Year and had to prepare and cook three courses in two hours. Scott secured fifth place with a merit whilst Andrea came sixth with a merit for hygiene.

Edinburgh College student is painting his way to the top
Edinburgh College Painting and Decorating student Jordan Charters is nearing the crunch time of an intensive two-year training programme in preparation for selection to represent the UK at WorldSkills Abu Dhabi later this year.

The bi-annual competition Worldskills is the largest international skills competition in the world and Jordan is one of only two painters competing for the chance to represent the UK in the Painting and Decorating category. Jordan is up against Jordan Jeffers from Southern Regional College in Northern Ireland.

New vans electrify Edinburgh College's green transport fleet
The two new Nissan eNV200 electric vans came to the college from Transport Scotland's Switched on Fleets scheme to increase green travel. They replace diesel vans used by the college's facilities staff. Overall, the college now has 14 electric vehicles, including two electric vans already part of the fleet.

Midlothian Campus-based Edinburgh College electric vehicle administrator Bob Murphy (who was recently named the UK's 53rd most influential figure in green transport by Greenfleet magazine) said: "Our electric vehicle fleet has been making great strides in helping the college reduce emissions and save the costs of staff transport, and the new vans are a tremendous addition. Our facilities team does lots of travel between campuses and this means these frequent journeys will be more sustainable. We're proud to be growing our fleet and showing that green transport is really viable. Thanks to Transport Scotland for supporting us."

The vans were supplied by local Nissan car dealership and long-time college partner Alex F Noble & Son in collaboration with LeasePlan UK, which is working for Switched on Fleets. They were sourced from the original owner, East Lothian Council.

Students secure hairdressing scholarship
Several students on the SVQ Level 3 Hairdressing course have secured a scholarship with Medusa Training academy, following the introduction of a partnership with the college.

Five students were chosen by Medusa Training director Ross Millar and his team, based on their avant garde look, a part of the course where they have to draw on skills learned from other areas in order to plan and design a range of images. The skills needed include: communication, principals of design, presentation and evaluation. The winners were chosen from the two classes at Granton and Milton Road.

Marketing takes home double gold and silver at CDN Awards
Edinburgh College was honoured at the College Development Network's (CDN) annual Marketing Awards, taking home two Gold and one Silver award.

The Marketing team scooped Gold in the Digital Marketing category for the schools area on our website. This is a dedicated hub of information for school pupils, teachers and influencers, effectively targeted using personas unique to the stage and level of learning.

A Gold award was also achieved in the Customer Experience category for the college Welcome Events. The Welcome Events helped to improve the students' first experience of the college through a streamlined enrolment and induction process and effective communication. This was a great team effort across a number of areas but special recognition goes to David Sweeney in MIS who was the main driver behind these events. This was a fine example of collegiate working between committed colleagues who truly have the students' best interests at heart.

The team picked up Silver in the Design category for the brand guidelines of our refreshed college identity.

Graphic Design students launch Year of Young People
Two Edinburgh College NC Graphic Design students joined Mark McDonald, Scottish Government Minister for Childcare and Early Years, and a group of young people from across the country, to launch a national search for young Ambassadors for Scotland's Year of Young People 2018 (YOYP 2018).

Students Molly Nock and Iain Waugh helped design a new website and the official logo for YOYP 2018. Both were unveiled this week on the milestone of 300 days to go until the event.

Angel buzzing after poster competition
Angel Nervida, a year 2 HND Visual Communication: Illustration student, is buzzing after her environmental poster, featuring yellow bumblebees and Scottish wildflowers, was chosen the best at a Scottish Environment LINK event.

Angel and 10 of her classmates (as well as students from other institutions) were asked by Scottish Environment LINK, the voice of Scotland's environment community, to come up with posters to highlight environmental issues. The posters would be used to inspire politicians to take bold steps towards an environmentally sustainable community

5.3   April 2017

Students announced on video advertising awards shortlist
Edinburgh College HND Visual Communication students Hazel Pike, Beth Wilson and Alicia Gonzalez are on the shortlist for the 2017 IPA (Institute of Practitioners in Advertising) Scotland Student Advertising Awards.

Now in its second year, the awards are aimed at students looking to kick-start their career in advertising. This year's competition brief centred on promoting body confidence amongst Scottish youth and was endorsed by mental health charity Penumbra.

Mhairi scoops Creativepool photography awards
Edinburgh-based photographer Mhairi Bell-Moodie, who recently graduated from the BA Photography at Edinburgh College, has been announced as a winner of Creativepool Annual 2017 Awards. The annual awards celebrate creative excellence from 17 countries across 33 categories. Mhairi was awarded judges' choice in the Photography Individual category for her series FLUX.

FLUX is a series of portraits of young people transitioning from childhood to adulthood. Through racial diversity, physical and mental health issues, sexual discovery, a political voice, faith, families and friendships, these young people challenge the stereotype of what it is to be a young person in Scotland today.

Magical witchy win for Illustration students
A gloomy young witch, some visual wizardry and a sprinkling of magic have helped Edinburgh College illustration student Aimee Ferrier win a top local design prize.

Aimee's design for the front cover of a new children's novel – Ruby McCracken: Tragic Without Magic – won her the Kelpies Design and Illustration Prize 2017 and will be used when the book is published. The competition is run by independent publisher Floris Books and is in its fourth year. Entrants were asked to design a cover for the new book by author Elizabeth Ezra.

Aimee, who left a job in teaching to study Illustration at Edinburgh College, impressed the judges with the humour and detail in her design. They praised her understanding of what would appeal to the book's readership.

Edinburgh College commended by Chartered Institute of Marketing
The Awarding Body at the Chartered Institute of Marketing (CIM) has commended Edinburgh College for the excellent performance of our students during the December 2016 assessment session. The CIM commended the college for the excellent standard of results achieved for assessments in the marketing module in our Certificate in Professional Marketing and the strategic marketing module in our Diploma in Professional Marketing.

College and Spartans inspire youngsters with football
Edinburgh College has teamed up with Spartans Community Football Academy to give students new skills and confidence through the power of sport. Using the beautiful game as a learning tool, students are building core and essential skills through a partnership with Spartans.

The students are on the Entry to Sport course, which supports young people who may find it hard to make the transition to adult life. It equips them with the personal, social, literacy, life and employability skills that will enable them to move on in their lives and progress to further studies or employment.

The new Spartans link uses football as a method to help the students develop in these areas. The idea is that the sports and football theme, which includes practical activities, is a fresh way of gaining the skills and knowledge usually delivered in a traditional classroom setting.

Glow festival
Our outstanding creative students are preparing to light up the city with a two-month celebration of their luminous skills at this year's Glow festival.

Glow festival gives Edinburgh the chance to enjoy performances and exhibitions from students covering everything from music, theatre and dance to photography, sculpture and illustration. The

festival of events shines a beaming light on the inspirational talent of our students and is a glowing testimony to the outstanding work they have accomplished throughout the year.

Glow runs throughout May and June with around twenty events taking place at a variety of arts venues across Edinburgh, plus the four college campuses in each corner of the city.

Textile student fashion show using recycled packaging
Students from a Fashion and Textiles course at Edinburgh College are stitching up their specially created garments, made from recycled bottles and packaging, for a charity fashion show in partnership with hair salon Live Laugh Love.

The salon, which has close links with hair and beauty care brand Aveda, tasked the students with their first live project to craft fashion outfits made from recycled Aveda packaging. The students worked collaboratively with the hairdressers to create items that would partner with the hairstyles created by the salon. As well as using recycled Aveda packaging, the students were able to use additional fabric as long as it was recyclable.

The 16 Level 2 students' creations will be flaunted at the charity fashion show on 24 April at Macdonald Holyrood Hotel. Profits raised will go to Aveda's chosen charity, WaterAid, as part of a world-wide charity fundraiser titled Catwalk for Water.

Jamie is on a QUEST to the top
Edinburgh College Civil Engineering Modern Apprentice Jamie Marsh has been recognised by the Institution of Civil Engineers (ICE) with a QUEST Technician Scholarship of £1,500.

Jamie is among five students in Scotland who have been awarded the scholarship and was chosen for his commitment to being a good leader team player whilst also being ambitious, determined and able to think and act independently.

Jamie is currently studying an HNC in Civil Engineering and working towards SVQ Level 3 Site Technical Support at college, whilst working four days a week at Mott MacDonald, a global engineering, management and development consultancy. He works across the waste water modelling team and civil structures team where he gets a good variety of experience as well as contact with clients.

ECSA named Scotland's best
Edinburgh College Students' Association (ECSA) is celebrating after winning top honour of College Students' Association of the Year at the NUS (National Union of Students) Scotland Awards.

ECSA won the main prize in the NUS Scotland Awards for its work over the last year to support Edinburgh College students.

It beat City of Glasgow College and University of the Highlands and Islands' students' associations, which were also shortlisted for College Students' Association of the Year.

Broadcast Media students film top gymnastics competition for BBC
Edinburgh College Broadcast Media students have taken a huge step towards developing their professionalism by working with the BBC to film the Scottish Gymnastics Championship. A crew of 12 students worked on the filming of the recent tournament at Bell's Sports Centre in Perth.

Broadcast Media students have previously done outside broadcast work with the Scottish Rugby Union (SRU), filming club games as well as matches in the women's and under-20s Six Nations tournaments. These were streamed live on the SRU's YouTube channel. But the gymnastics competition was the first event of this type the students have covered with a multi-camera

broadcast. The BBC paid the students and praised the quality of their work and their professionalism.

Students help pupils' creative potential

City school pupils are unshackling their imaginations and getting help to explore creative careers thanks to a project set up by two Edinburgh College Graphic Design students.

College students have set up the Creative Ambassador Project, where they go into schools to work directly with students in Art and Design classes to give them the benefits of their own creative and education experiences.

The students – Niamh Curran and Holly McNie, both 19 and studying HND Graphic Design – set up the pilot project with prize money from local graphic design firm threebrand. Threebrand, which is an official partner of Edinburgh College's Graphic Design course, challenged college students to come up with ways of engaging school pupils about careers in art and design. Niamh and Holly's pitch was judged the best and they received cash to set up and manage their project.

6.   FORTHCOMING EVENTS

Date	Details
3 May	Glow Festival Launch, Gallery of Modern Art
11 May	STEM Manifesto Launch
18 May	National 5/Higher Enrolment Event
May /June	Programme of Glow Events over the period
TBC	Briefing for Councillors post-election
May/June	Academy Students Charity Dinner (TBC)
9 June	Prize Giving, Milton Road
13 June	Application Day – Sighthill
16 June	Nursery Graduations
22 June	Principal's Staff Awards, Granton
August (TBC)	MP Briefing post General Election
10 August	Post SQA Results Drop in Surgery
28 September	Graduation, Usher Hall
November (TBC)	Army v College Charity Dinner

For the future you want

FOR INFORMATION / DISCUSSION			
Meeting	Board of Management 02.05.17		
Presented by	N Black		
Author/Contact	N Black	Department / Unit	ECSA
Date Created	03.02.17	Telephone	Ext. 67196
Appendices Attached	Appendix 1: ECSA Report Appendix 2: ECSA Priority Objectives Dashboard		
Disclosable under FOISA		Yes	

EDINBURGH COLLEGE STUDENTS' ASSOCIATION REPORT

1.   PURPOSE
To update the Board on the various activities of ECSA between the months of February and April.

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

3.   DETAIL
Please see appendices.

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

5.   RISK
Not applicable.

6.   FINANCIAL IMPLICATIONS
The Board approved the 2016/17 ECSA funding bid in April 2016. The Students' Associations funding for the academic year was subsequently finalised in the College Budget 2016/17.

7.   LEGAL IMPLICATIONS
Not applicable.

8.   WORKFORCE IMPLICATIONS
Not applicable.

9.   REPUTATIONAL IMPLICATIONS
Not applicable.

10.   EQUALITIES IMPLICATIONS

Not applicable.

CONCLUSIONS/RECOMMENDATIONS

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

ECSA REPORT – MAY 2017

1. RECENT EVENTS

1.1 Student Association Elections

ECSA held its Elections for Academic Year 2017/18 in March. Voting was over 4 days from the 6th until the 9th March. The atmosphere was incredibly positive and ECSA would like to highlight how much of a success the week was, with over 1000 students voting. Another area of highlight is how this was ECSA's first year of bringing its elections completely in house through our new website & CRM system. This will be something to build on moving forward to grow student engagement and participation. 9 candidates stood for the 3 positions and they following students where duly elected:

Student President   -   Neal Black
Vice President Welfare   -   Beth Anderson
Vice President Sports & Activities   -   Cameron Conner

The new team will come into office officially on July the 1st, however residential training is set for the end of June.

You can see a full breakdown of figures in our election report which we have provided electronically. There was also continued cross collaboration between ECSA and other SA's through the Big Student Elections including a joint result shows in Both Glasgow and Edinburgh. ECSA have worked with SA's to discuss the next steps for BSE and are currently putting together a case to take to NUS for next year through pooling resources.

1.2 NUS & sparqs Awards

ECSA was shortlisted for the following 3 awards at NUS Scotland Conference 2017.

College Student Association of the Year
Staff Member of the Year
Education Award

Recognising the amazing work that the team have been undertaking this year in trying to deliver impact for students through partnership and working effectively. ECSA took home the 'Scottish College Students Association of the Year award' and have been put forward for UK College SA of the Year at SU 2017 which will be held in July of this year.

ECSA was also shortlisted for a sparqs award at the recent sparqs conference. Taking runner up in the student Impact award. Highlighting the Excellent work through class reps & the LEF framework that is being embedded into college life.

1.3   Priority Objectives *(Appendix 2 refers)*

ECSA have provided an updated version of the progress through the Priority Objectives that where set and agreed last year. Further progress has been made and ECSA is well on track.

1.4   Funding Bid & Strategic Plan *(Paper S refers)*

ECSA have put together its funding bid based on looking at its annual accounts, staff costs & operational budget for activities. Through discussions with the college & ECSA's Trustee Board there is now a full breakdown provided for Academic Year 2017/18 pulled together by the Association Director Al Wilson. ECSA is now seeking board approval to ensure it has the capacity to continue working in partnership and delivering impact for students.

This document is also paired with ECSA's strategic Plan outlying the student association vision for the next 3 years. This document has been revised since the last BOM meeting and it is being provided in full to you all today.

1.5   Class Rep Conferences Round 4

ECSA held its final class rep conference of the year. It focused on Success and Progression. ECSA ran a workshop on how students felt they have been prepared for moving on to employment and further learning. This evidence is still being looked at but the primary results are incredibly positive. There was also an evaluation of the class rep experience. Again the data from this was overwhelmingly positive. With over 90% of respondents saying they wanted to be more involved next year & that ECSA had made a significant positive or some positive impact on the student experience this year.

The findings from these conference are still being looked at and will shape some future reports and work ECSA will be producing now the class rep conferences are over for this Academic Year. Through undertaking some self-reflection & Evaluation. These will be shared with SMT and BOM where appropriate.

Jonny Pearson & Sarah Jane Linton made appearances at the conferences to congratulate students for their input and reinforce why getting involved is so crucial for ECSA, the College & for students. This was well received by students and ECSA would like to extend their thanks for helping us close the feedback loop with Reps.

1.6   ESPAQ project to Armenia

ECSA was approached by sparqs to send a staff member to Armenia to work with students in developing their Quality Enhancement approach and develop student experts. Only 2 staff where sent from the whole of Scotland as well as two student officers. The project also involved representatives from Ireland, Poland & Lithuania. The project involved delivering training sessions and presentations to students studying in Armenia. There will also be a return with students visiting Scotland to learn more about the world leading approach Scotland has on involving students as partners. This Project was funded by the EU and was an incredible opportunity for ECSA to show off the work that is ongoing within the college. It speaks testament to the work of the team with ECSA being the only college SA approached to be involved in this project.

1.7   'Scotland's Future Skills' IPPR Scotland

The student President and an ECSA staff member attended the event with MSP's to discuss the future of skills in Education & Scotland. The conversations proved useful and the report produced by IPPR Scotland is of great use and relevance to the sector. ECSA will continue

to engage with external stakeholders and the government in providing the best solutions to Scotland's long term development of students and the workforce. It was also excellent to see Ian McKay present showing just how important this will be moving forward.

1.8   ECSA's Trustee Board

ECSA have had two Trustee Board meetings since the last BOM meeting. These have proved useful in ensuring oversight and support for the ECSA Association Director while also encouraging and broadening ECSA's vision for strategic development. The focus has been on the creating a funding bid, the Strategic Plan and further work on ensuring financial accounts can tie into Board meetings for further scrutiny. This has been the first year of a complete set of Trustee Board Meetings and highlights the further growth in sustainability & governance ECSA has taken in the last year to continue to develop into a professional organisation.

1.9   Partnership Agreement

ECSA have been working with staff within the college to revise the Partnership Agreement. While an excellent document at the time, 4 years ago, in fact sector leading. It is in need of being updated to reflect the current practices of both ECSA and the College and the work that is being undertaken. This work is ongoing and discussions are proving useful to both sides. With a draft document being iteratively developed between key staff. ECSA hope to bring this to the Board at a later date for sign off so that the continued partnership approach to improving the student experience has buy in at all levels.

2.   CURRENT & UPCOMING EVENTS

2.1   ECSA-llence Awards

The ECSA-llence awards has returned for a second year. Now an annual part of our calendar highlighting our Quality Enhancement Approach to Learning & Teaching. This is set to be an even bigger year with the Priority Objective set for a 100% increase in nominations. At the time of writing ECSA are on track to hit this target if not surpass it. The introduction of a fully digital nomination process linked with the Civi CRM system as well as an integrated comms approach, and coupled with learning from last year has led to an increase in nominations.

The shortlisting will take place on just after nominations close on the 30th April and all who are shortlisted will be invited to the event on the 18th May. This will be held at the Sighthill Atrium from 5.30 pm. The theme will be 1920's, and cocktails and canapes will be served. This year we hope to have more student involvement on the night as well as external speakers from sparqs, Education Scotland & NUS Scotland presenting. Invitations have already been sent to staff & students.

2.2   NUS UK conferences

NUS UK Conference is happening between the 25th and 27th of April. ECSA are sending a delegation of 5 to national Conference in Brighton. To vote on national policy, network with student officers from across the country and ensure the voice of ECSA is represented nationally. The Student President will be able to provide a verbal report on any key takeaways from this event.

2.3   NUS Scotland Parliamentary reception

NUS Scotland has asked for ECSA to hold a stall and speak at their Parliamentary Reception next month. An excellent Opportunity to discuss and highlight all the great work going on at ECSA. As well as continue to raise student concerns and issues. This opportunity follows on from ECSA winning Scotland College Student Association of the Year.

2.4   Full Time Officer Training & Handover

ECSA have already put in plans to start training and supporting the new officer team. Following a similar format from last year with some additional work to strengthen and give a rounded experience to the new and returning officers. Greater integration and support from the Trustee Board & the staff team will ensure the new team can take office and get to work to being effective over the summer break. Ensuring the activity for AY 2017/18 gets off to a great start.

2.5   Learner Engagement Report

A key Priority Objective for ECSA was to produce a report on the work of class reps and more broadly LEF over the last year. This was to be a reflective piece that also included both Qualitive and Quantitive data. ECSA are happy to say that they have gathered much data from varied sources on the student experience and the ECSA-llence awards will be the last major piece of work. This will lead to an in-depth analysis and report being produced that will help shape future work of the organization.

2.6   Curriculum Leader Training

ECSA have been approached to work in partnership with the Quality Team to provide training to the new Curriculum Leader Role. These are planned for early May. The sessions will focus on giving an overview and understanding of Quality Enhancement as well as LEF. Then working with them to develop solutions for engaging students in more consistent and ongoing conversations about their learning at a course level. This is an exciting opportunity and ECSA are very happy to be involved in yet another partnership approach.

	Priority Objectives 2016-17	C	PC/OC	NYS	D	Status
Communication	1. To promote the work of ECSA to students across all campuses to develop a sense of ownership from our members by growing interactive digital communications	86	14	0	0	
	2. To ensure key College dates and messages are effectively communicated to our members using a variety of mediums and reacting to student preferences	100	0	0	0	
	3. To enhance ECSA's reputation locally and nationally through national benchmarking tools, awards programmes & showcasing events, constantly challenging ourselves to develop and improve	50	25	0	25	
Learning Experience	4. To put students at the centre of shaping and enhancing their learning experience by cultivating robust student representation systems which are empowering, accessible and flexible to fit the specific needs of the students involved, course & subject area	100	0	0	0	
	5. Work with partners across the College to ensure dialogue at a Class level can help inform wider College development and vice versa, through strong Quality Enhancement processes	80	0	20	0	
	6. Showcase best practice of the partnership approach to learning & teaching enhancement, sharing successes and growing the College's reputation in the sector	100	0	0	0	
Support	7. Working closely with partners across the College to ensure that support is in the right place at the right time with a focus on reducing stress & anxiety for students, developing partnerships between ECSA & College support staff and positively impacting student retention rates	75	0	0	25	
	8. Cultivate a culture of empowering and supporting students to be better equipped to help themselves by developing student internship opportunities on all 4 campuses and creating relevant & student-friendly "How to…" guides for common student challenges	67	17	17	0	
	9. Gather and utilise data on casework to help inform ECSA campaigns throughout the year, making sure students get support through targeted intervention at an early stage and ECSA learns from negative student experiences to develop positive future outcomes	40	20	20	20	
Skills	10. Expand our ECSA Active Programme, leading College Sports and Societies across Scotland and harnessing a feeling of belonging between students and their college	57	43	0	0	
	11. Overhaul our Officer Training Programme by developing a skills matrix to better assess areas of strengths & weaknesses in individual officer skills & knowledge, catering for specific support needs for the individuals and developing a benchmark for Student Officers before they even take office	100	0	0	0	
	12. Develop a student training team, helping students develop personal skills and supporting other students through bite-sized training sessions, built around student needs	0	29	57	14	

C = %age Completed   **PC/OC** = %age Partially Completed & On Course   **NYS** = %age Not Yet Started   **D** = %age Delayed

Edinburgh
College

For the future you want

FOR INFORMATION / DISCUSSION			
Meeting	Board of Management 02.05.17		
Presented by	R Whetton		
Author/Contact	M Walker	Department / Unit	Governance
Date Created	19.04.17	Telephone	0131 344 7048
Appendices Attached			
Disclosable under FOISA		Yes.	

GOVERNANCE REPORT

1.   PURPOSE

This paper provides an update on ongoing governance matters within the college.

2.   BACKGROUND

Detailed updates on two matters considered by the Board in its last Governance Report on 14 February are provided under separate agenda items. These reports provide an update on Board recruitment/membership (Paper U) and the Board Development Plan (Paper V).

3.   DETAIL

3.1   Board of Management Schedule 2017/18

A proposed schedule for Board and committee meetings in 2017/18 will be circulated to members shortly for consultation. A brief outline of the planning process to date/going forward is detailed below:

April 2017
- The Clerk to the Board liaised with the Executive Team, the Head of Corporate Development and the Head of Performance, Policy and planning to agree key decision dates for the Board over the next year.
- A draft Board calendar was then drafted to take account of these dates, and feedback from the Chair and Board Secretary.
- An initial draft was then reviewed by the Executive to ensure that it met business needs.
- Proposed committee dates agreed with the committee chairs.

May 2017
- The Clerk to the Board to contact the members to check their availability for the Board and committee dates.
- Meeting dates will be re-arranged to accommodate Board Members' availability to ensure all meetings are quorate.

- Finalised Board calendar to be agreed by Friday, 19 May, and presented to the Board meeting in June.

3.2 Board Evaluation

The Code of Good Governance for Scotland's Colleges states that boards must keep their effectiveness under annual review and have in place a robust self-evaluation process. Arrangements for the short, medium and long term development/evaluations of the Board, stretching to the next external evaluation in the autumn of 2019, were noted by members at the last meeting of the Board.

In alignment with these arrangements the following annual evaluation activities will take place over May/June/July 2017: Nominations Committee review of membership and skills; individual self-evaluation; committee self-evaluation; evaluation of the Chair; and, a review of compliance against the Code.

Board members will be contacted in due course to find suitable dates in June/July to meet with the Chair as part of their individual self-evaluation, and to meet with the Vice Chair as part of the evaluation of the Chair.

3.3 Good College Governance: Consultation Paper

In its report published in March 2016, the College Good Governance Task Group made a series of recommendations to encourage effective governance in Scotland's colleges.

On 18 April, a consultation was launched to seek stakeholders and individuals opinions on a number of areas, including; accountability, remuneration of college board members, trade union nominees on boards and Ministers' powers to issue guidance on appointments and sanctions. The results from the consultation will be used to guide future developments to college governance arrangements.

The full consultation can be accessed here: https://consult.scotland.gov.uk/college-policy/good-college-governance/

The Board are asked to review the consultation paper and consider whether members wish to respond on an individual basis, or through a more formal Board response.

4. BENEFITS AND OPPORTUNITIES
The implementation of robust self-evaluation processes will ensure that governance arrangements are compliant with the Code of Good Governance.

Participation in the consultation exercise provides an opportunity for the Board and its members to be heard on future developments in governance across the college sector.

5. STRATEGIC IMPLICATIONS
Not applicable.

6. RISK
Effective forward planning will mitigate the risk of governance failure.

7. FINANCIAL IMPLICATIONS
Not applicable.

8. **LEGAL IMPLICATIONS**
    Compliance with the Code of Good Governance is a condition of grant.

9. **WORKFORCE IMPLICATIONS**
    Not applicable.

10. **REPUTATIONAL IMPLICATIONS**
    Reputational risks associated with poor governance may occur, if appropriate planning is not implemented.

11. **EQUALITIES IMPLICATIONS**
    Not applicable.

CONCLUSIONS/RECOMMENDATIONS

The Board are asked to NOTE planning arrangements with regards to the Board/committee schedule 2017/18 and ongoing evaluation activities.

Members' are asked to DISCUSS the Good College Governance Consultation Paper and consider how the Board responds.

For the future you want

FOR DISCUSSION / INFORMATION / APPROVAL			
Meeting	Board of Management 02.05.17		
Presented by	R Whetton		
Author/Contact	M Walker	Department / Unit	Governance
Date Created	19.04.17	Telephone	0131 344 7048
Appendices Attached	*Appendix 1*: Board Membership and Tenures *Appendix 2:* Proposed Committee Membership as of May 2017		
Disclosable under FOISA		Yes.	

BOARD AND COMMITTEE MEMBERSHIP

1. **PURPOSE**

    The paper provides an update on Board membership following the recruitment of new members in March 2017. Further to this, the paper puts forward changes to committee membership to accommodate new members and maintain a skills/knowledge balance across each committee.

2. **BACKGROUND**

    On 14 February, the Board endorsed the appointment of three new non-executive Board members, subject to the approval of Scottish Ministers. Ministerial approval was subsequently granted on 23 February for Lesley Drummond, Judith Sischy and Jeanette Stevenson to join the Edinburgh College Board of Management.

    02 March, the re-appointment of Ian Young as a non-executive Board member for a further two years was approved by Scottish Ministers. This ratified an earlier decision taken by the Board on 14 February.

    The appointments outlined above bring Board membership to its full complement of 18, as outlined in Appendix 1. Further to this, the appointments maintain the 50:50 gender balance of the Board.

3. **DETAIL**

    Recent appointments and departures from the Board of Management have impacted upon the membership of its committees. The Board are therefore asked to consider Board membership and the proposal put forward by the Chair of the Board (Appendix 2).

    The committee membership proposal incorporates the following changes:

    - The tenure of Robin Stimpson as a non-executive Board member ended on 01 March, leaving a vacancy on the Remuneration Committee. On 16 March, the Board agreed that Niki McKenzie would join the Committee to maintain its required level of

membership. In line with the Remuneration Committee's terms of reference, members subsequently agreed Ms McKenzie's appointment as Committee Chair.

As a result of this appointment, the new Chair of the Remuneration Committee automatically joined the membership of the Policy & Resources Committee.

- Following initial discussions between new members and the Chair of the Board, it is proposed that new members join the following committees:

  - Lesley Drummond   External Engagement Committee
  - Judith Sischy   Audit & Risk Assurance Committee
  - Jeanette Stevenson   Academic Council

These appointments closely align with the skills and experience of each of the new Board members.

- The appointment of a new member to the External Engagement Committee, and the commitment of an existing member to both the Remuneration and Policy & Resources Committees, have led to a further proposal to appoint Bob Downie to the Audit & Risk Assurance Committee in place of Niki McKenzie.

Bob Downie would therefore vacate his position on the External Engagement Committee.

The proposed changes outlined above are clearly illustrated in Appendix 2.

4. **BENEFITS AND OPPORTUNITIES**
The opportunity to review Board and committee membership provides an appropriate opportunity to consider current arrangements and future succession planning.

5. **STRATEGIC IMPLICATIONS**
The Board shall ensure that it operation aligns with the Post-16 Education Act (2013)

6. **RISK**
Failure to fully consider Board and committee membership may lead to inappropriate governance arrangements.

7. **FINANCIAL IMPLICATIONS**
Not applicable.

8. **LEGAL IMPLICATIONS**
Not applicable.

9. **WORKFORCE IMPLICATIONS**
Not applicable.

10. **REPUTATIONAL IMPLICATIONS**
Not applicable.

11. **EQUALITIES IMPLICATIONS**
Gender balance (in context of public sector targets) taken into account in the proposed committee membership.

CONCLUSIONS/RECOMMENDATIONS

Members are asked to CONSIDER the proposed changes to committee membership and APPROVE the new arrangements.

BOARD MEMBERSHIP & TENURES

As of May 2017, the Edinburgh College Board of Management membership is as follows:

	Forename	Surname	Position	Date of Appointment	Tenure Expires
1	Ian	McKay	Regional Chair	01.10.12	02.03.18
2	Colin	Arthur	Academic Staff Member	01.03.15	01.03.19
3	Neal	Black	ECSA President	01.07.16	30.06.17
4	Annette	Bruton	Principal	18.05.15	N/A
5	Bruce	Cassidy	Support Staff Member	13.12.16	13.12.20
6	Amanda	Clark	ECSA Vice President (Welfare)	01.07.16	30.06.17
7	Bob	Downie	Non-Executive	09.02.16	09.02.19
8	Stephen	Dunn	Non-Executive	09.02.16	09.02.19
9	Lesley	Drummond	Non-Executive	01.03.17	01.03.20
10	Alan	Johnston	Non-Executive	01.03.15	01.03.18
11	Ann	Landels	Non-Executive	09.02.16	09.02.19
12	Niki	McKenzie	Non-Executive	01.03.15	01.03.18
13	Nigel	Paul	Non-Executive	01.03.15	01.03.18
14	Fiona	Riddoch	Non-Executive	20.10.15	20.10.18
15	Azra	Sharif-Qayyum	Non-Executive	09.02.16	09.02.19
16	Judith	Sischy	Non-Executive	01.03.17	01.03.20
17	Jeanette	Stevenson	Non-Executive	01.03.17	01.03.20
18	Ian	Young	Non-Executive (Vice Chair)	01.03.17	01.03.19

An updated register of interests for the Edinburgh College Board of Management can be found on the College website here.

PROPOSED COMMITTEE MEMBERSHIP

The table below outlines the committees of the Board of Management and their proposed membership as put forward by the Chair of the Board. Terms of reference for the committee of the Board can be accessed on the college website here.

	Academic Council	Audit & Risk Assurance Committee	External Engagement Committee	Policy & Resources Committee	Nominations Committee	Remuneration Committee
Non-Executive Membership	Fiona Riddoch (Chair) Ann Landels **Jeanette Stevenson**	Nigel Paul (Chair) **Bob Downie** **Judith Sischy**	Alan Johnston (Chair) **Lesley Drummond** Azra Sharif-Qayyum Ian Young	Ian Young (Chair) Stephen Dunn Alan Johnston Ian McKay **Niki McKenzie** Nigel Paul Fiona Riddoch	Ian McKay (Chair) Ian Young Fiona Riddoch	**Niki McKenzie (Chair)** Stephen Dunn Alan Johnston
Principal, Staff, Student Members	Colin Arthur Annette Bruton Neal Black Amanda Clark		Neal Black Bruce Cassidy		Colin Arthur Bruce Cassidy Amanda Clark	
Co-opted Members	x8 Academic staff x2 Student reps	Ian Doig				

For the future you want

FOR DISCUSSION / INFORMATION			
Meeting	Board of Management 02.05.17		
Presented by	R Whetton		
Author/Contact	M Walker	Department / Unit	Governance
Date Created	13.04.17	Telephone	0131 344 7048
Appendices Attached	*Appendix 1*: Development Plan Progress Report		
Disclosable under FOISA		Yes.	

DEVELOPMENT PLAN PROGRESS REPORT

1. **PURPOSE**

   This paper provides an update on progress against the Development Plan actions agreed by the Board of Management.

2. **BACKGROUND**

   On 14 February, the Board agreed to delegate powers to a short-life working group to approve the Development Plan for submission to the Scottish Funding Council (SFC).

   Following consideration by the short-life working group, a final version of the Development Plan was approved and submitted to the SFC on 28 March. The Plan was accompanied by the Self-Evaluation Report approved by the Board on 13 December.

   The submitted Development Plan is attached as Appendix 1. The attached version of the Plan also includes additional commentary on progress to date (as of 21 April).

3. **DETAIL**

   3.1 Format
   At its last meeting in February, the Board agreed a series of objectives for inclusion in the Development Plan. These objectives have subsequently been transferred into the attached 'improvement plan' template, a model currently being utilised by a number of service areas across the college as a means of service enhancement.

   The improvement plan format allows users to clearly identify the following:

   - Action required
   - target completion date
   - forecast actual completion date
   - individual/committee responsible
   - status update (commentary)

- current RAG status

The format and minor revisions were subsequently approved by the short-life working group in March 2017.

3.2 Review of the Development Plan
The Board are asked to note the contents of the Development Plan, specifically the actions and the target completion dates outlined, at its meeting on 02 May.

In the academic year 2017/18, the Board will be asked to review progress made by the Head of Corporate Development and his team on a quarterly basis. At each point of review, the Head of Corporate Development will propose a RAG status for each action to the Board, and members will be asked to discuss and confirm the RAG ratings provided.

It is intended that progress on the Development Plan will next be reviewed by the Board at its meeting in September 2017. By this point, a number of actions will have been progressed towards completion over the summer period.

Two Board Development Days in October 2017 and May 2018 will be scheduled in the upcoming academic year. These events will provide the Board with additional opportunities to consider progress against the development plan.

3.3 Annual Self-Evaluation
The attached Development Plan covers the reporting period up to the end of September 2018.

In future, as part of the annual self-evaluation process, a review of the plan and progress against actions will become a key part of that process.

4.   **BENEFITS AND OPPORTUNITIES**
Boards must develop and maintain a development plan in compliance with the Code of Good Governance.

The annual evaluation and development cycle is an opportunity for boards to reflect on their performance and implement improvement measures.

5.   **STRATEGIC IMPLICATIONS**
Strategic plan objectives are under review. Ongoing planning of board development activity will take account of strategic plan objectives.

6.   **RISK**
Effective development planning will mitigate the risk of governance failure.

7.   **FINANCIAL IMPLICATIONS**
There are currently are no costs associated with board development as in-house and free development opportunities can be pursued. Any external training or facilitation would incur modest costs.

8.   **LEGAL IMPLICATIONS**
Compliance with the Code of Good Governance is a condition of grant.

9.   **WORKFORCE IMPLICATIONS**
Not applicable.

10. REPUTATIONAL IMPLICATIONS

Some reputational risks associated with poor governance.

11. EQUALITIES IMPLICATIONS

Effective succession planning, an element of the development plan, is in the interests of equality and diversity.

CONCLUSIONS/RECOMMENDATIONS

Members are asked to NOTE the Development Plan to September 2018.

If members are content with the outline approach for reviewing the Development Plan a progress report will be presented to the Board at its meeting in September 2017.

IMPROVEMENT PLAN: BOARD DEVELOPMENT

PROGRESS / EVIDENCE REVIEW

FOR REPORTING PERIOD UP TO END OF SEPTEMBER 2018

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

Lead: Head of Corporate Development

March 2017

1.	IMPROVING APPOINTMENT, INDUCTION AND DEVELOPMENT		OVERALL STATUS: IN PROGRESS		R	A	G

ACTION	IMPROVEMENT REQUIRED	TARGET COMPLETION	FORECAST/ ACTUAL COMPLETION	RESPONSIBLE	STATUS UPDATE EVIDENCE COLLECTED	STATUS Proposed	STATUS Agreed
1.1	**Enhance succession planning to improve balance and representativeness of board**	**September 2017**		**Nominations Committee**	**NOT YET STARTED**	**G**	**G**
	High level diversity succession plan in place to ensure the Board upholds the Equality and Diversity Policy of Edinburgh College.					G	G
	Enhance the use of co-option and advisory/interim board roles to build capacity, succession planning, and fill any gaps identified by the Board in its core skills matrix.					G	G
1.2	**Achieve/maintain gender balance**	**September 2018**		**Nominations Committee**	**NOT YET STARTED**	**G**	**G**
	Diversity succession planning to take account of 50/50 by 2020, an initiative to which Edinburgh College has voluntarily pledged its participation, and the gender representation bill.					G	G
1.3	**Improve induction/training**	**Sept 2018**		**Chair of the Board / Head of Corporate Development**	**NOT YET STARTED**	**G**	**G**
	All Board members to complete CDN mandatory induction on					G	G

	governance within 6 months of joining.					G	G
	All Remuneration Committee Members to complete dedicated CDN training, which provides the basic knowledge they require to fulfil their responsibilities.					G	G
	Audit Chair/members to complete dedicated CDN training, which provides the basic knowledge they require to fulfil their responsibilities.					G	G
	Senior Independent member to complete CDN training and engage at national level to share/develop sector practice.					G	G
	Develop more systematic approach to committee chair induction in line with the code, to ensure consistent and effective convenorship.					G	G
	Executive-led sessions on curriculum and academic structure to be held to develop all Board members understanding of core college business.			/ Executive Team		G	G
	Finance/funding session to be held to ensure that all Board members have an appropriate understanding of internal financial			/ Chief Operating Officer and Head of Finance		G	G

	reporting and current funding mechanisms.					G	G
1.4	**Introduce 6 month induction review**	**Sept 2018**		**Chair of the Board / Head of Corporate Development**	**NOT YET STARTED**	**G**	**G**
	In line with recommendations in the development framework, give new board members the opportunity of a one-to-one meeting with the Chair at the end of their first six months.					G	G
1.5	**Improve use of individual evaluations to meet needs and aspirations of board members**	**Sept 2018**		**Chair of the Board / Head of Corporate Development**	**NOT YET STARTED**	**G**	**G**
	Monitor and improve effectiveness of system introduced in 2015/16 to set and review progress against individual objectives. Supporting the process by which Board members reflect on their individual contribution and consider how they can continue to effectively support the Board going forward.					G	G
1.6	**Develop use of mentoring**	**Sept 2017**		**Chair of the Board / Head of Corporate Development**	**NOT YET STARTED**	**G**	**G**
	Develop more systematic approach to mentoring of new non-executive, staff and student members to ensure consistency and effective decision making.					G	G

	2. ENHANCING DECISION-MAKING	OVERALL STATUS: IN PROGRESS	R	A	G

ACTION	IMPROVEMENT REQUIRED	TARGET COMPLETION	FORECAST/ ACTUAL COMPLETION	RESPONSIBLE	STATUS UPDATE EVIDENCE COLLECTED	STATUS Proposed	STATUS Agreed
2.1	**Review effectiveness of decisions**	Sept 2018		Head of Corporate Development / Clerk and Governance Advisor	NOT YET STARTED	G	G
	Introduce a critical debrief on selected decisions as part of annual performance review; use findings for benchmarking in future years. This will allow the Board to review its decision-making process, with a view to improving its future effectiveness.					G	G
2.2	**Improve quality of board papers**	Sept 2018		Head of Corporate Development / Clerk and Governance Advisor	NOT YET STARTED	G	G
	Review content and format of board papers to improve focus (e.g. through use of executive summaries, and reduce overall volume). [External Evaluator suggested target of 50% reduction in volume]				.	G	G

2.3	Develop capacity for horizon scanning/strategic perspective on risk and opportunity	Sept 2018		Executive Team / Head of Corporate Development	NOT YET STARTED	G	G
	Progress development of strategic risk reporting and improved horizon-scanning reports to board and committees.					G	G
	Increase focus on identifying board or committee-level need for briefings or think-pieces on areas of strategic importance (e.g. sustainability, community planning, commercial markets).					G	G
	Improve use of board strategy days to ensure appropriate degree of strategic focus.					G	G
2.4	Develop engagement of external stakeholders	Sept 2018		Executive Team / Head of Corporate Development	NOT YET STARTED	G	G
	Continue to develop programme of external speakers at board and committee meetings to bring stakeholder perspective and generate debate.					G	G
2.5	Ensure transparency around decision-making, consistent with FOISA	Sept 2017		Head of Corporate Development / Clerk and Governance Advisor	NOT YET STARTED	G	G
	Ensure ongoing timely publication of board agendas, minutes and papers on college website – in alignment with national guidance.			/ Freedom of Information Officer		G	G

						G	G
	Develop internal communications to make staff more aware of board responsibilities and key decisions, in order to support greater transparency and openness.			/ Communications & Social Media Manager		G	G
2.6	**Develop executive/non-executive relationship to support constructive debate and challenge**	**Sept 2018**		**Executive Team / Head of Corporate Development / Clerk and Governance Advisor**	**NOT YET STARTED**	G	G
	Hold joint board-executive development sessions in 2017-18 to focus on roles and relationships, continuing to build appropriate linkages between the board and executive functions.					G	G
	Continue to promote dialogue between committee chairs and executive leads so that the business of the committees is well defined, chairs are well briefed and executives are clear about chairs' expectation. One example of this is the current agenda planning process.					G	G

3.	CHALLENGING THE QUALITY OF THE STUDENT EXPERIENCE		OVERALL STATUS: IN PROGRESS			R	A	G

ACTION	IMPROVEMENT REQUIRED	TARGET COMPLETION	FORECAST/ ACTUAL COMPLETION	RESPONSIBLE	STATUS UPDATE EVIDENCE COLLECTED	STATUS Proposed	STATUS Agreed
3.1	**Strengthen board engagement with students**	**Sept 2018**		**Executive Team / Head of Corporate Development / Clerk and Governance Advisor**	**NOT YET STARTED**	G	G
	Continue to develop programme of campus/department visits to provide opportunities for board-student dialogue.					G	G
	Continue programme of student-led pre-board sessions to support further awareness of best practice initiatives taking place within the college.					G	G
	Work with student board members, through the Board of Management's Academic Council, to identify ways to improve board insight into the student experience.			/ Academic Council / Edinburgh College Students' Association.		G	G
3.2	**Continue to improve board insight into performance**	**Sept 2018**		**Executive Team / Head of Corporate Development / Clerk and Governance Advisor**	**NOT YET STARTED**	G	G
	Introduce new performance monitoring arrangements (further					G	G

	to the ongoing strategy review) to support effective Board oversight.					
	Continue to build on improvements in business intelligence to ensure clear insight into key performance indicators.				G	G

KEY:

Colour Key	Description
R	**At Risk or Late – Not Under Management Control – Action Required** **When Red**, there is usually a change that has to be made because the project is experiencing a problem which means the agreed plan in terms of cost/time/scope needs to be adjusted.
A	**At Risk or Late – Under Management Control** **When Amber**, there is usually a problem encountered that, while disruptive, is probably still within the tolerances of the defined project
G	**On Target and Under Management Control** **When Green**, it usually means there is low risk or the project is on schedule and still able to meet original objectives as planned.

For the future you want

FOR INFORMATION			
Meeting	Board of Management 02.05.17		
Presented by	P MacPherson		
Author/Contact	P MacPherson	Department / Unit	Governance
Date Created	25.04.17	Telephone	Ext. 67068
Appendices Attached			
Disclosable under FOISA		Yes	

CALENDAR OF EVENTS

1. **PURPOSE**
    This paper aims to update the Board on college activities over the academic year.

2. **BACKGROUND**
    Members are kept up to date with college events, Board training and visits throughout the academic year.

3. **DETAIL**
    Below are details of upcoming events including Prize Giving and Graduation.

Date	Time	Event	Location
Wed 3 May	1830-2000	Glow Festival Launch	Scottish National Portrait Gallery
The programme for Glow is available to download: http://doc.edinburghcollege.ac.uk/glow%20programme%202017.pdf			
Thurs 11 May	1430-1600	STEM Manifesto Launch	Granton Campus
Thurs 18 May	1730-1930	ECSA-llence Awards	Atrium, Sighthill Campus
Thurs 1 June	1800-2100	Employer and School Engagement Event	Dovecot Gallery
Fri 9 June	4.30pm-8pm	Prize Giving	TBC
Fri 16 June	7.30pm (Ticket information on King's Theatre website)	Cross Currents	King's Theatre
Thurs 22 June	1700-1900	Edinburgh College Staff Awards	Granton Campus
Thurs 28 Sep	All Day	Graduation	Usher Hall

4. **BENEFITS AND OPPORTUNITIES**
   Not applicable.

5. **STRATEGIC IMPLICATIONS**
   Not applicable.

6. **RISK**
   Not applicable.

7. **FINANCIAL IMPLICATIONS**
   Not applicable.

8. **LEGAL IMPLICATIONS**
   Not applicable.

9. **WORKFORCE IMPLICATIONS**
   Not applicable.

10. **REPUTATIONAL IMPLICATIONS**
    Not applicable.

11. **EQUALITIES IMPLICATIONS**
    Not applicable.

CONCLUSIONS/RECOMMENDATIONS

Board Members are asked to contact the Governance Administrator to confirm availability for events.

Edinburgh College

For the future you want

FOR INFORMATION			
Meeting	Board of Management 02.05.17		
Presented by	A Williamson		
Author/Contact	A Bamberry	Department / Unit	Estates Services
Date Created	12.04.17	Telephone	0131 2979554
Appendices Attached	None.		
Disclosable under FOISA		Yes.	

RIDDOR REPORT

1.   PURPOSE

This report provides a summary of RIDDOR reportable incidents within Edinburgh College for the reporting period 01 January 2017 to 31 March 2017.

2.   RIDDOR INCIDENTS

2.1   There was **one** reportable incident in the reporting period.

3.   DETAIL

3.1   On 05 January 2017 a child in the Waterfront Nursery climbed onto a pram and fell, injuring his lip which caused bleeding and swelling. Although first aid was applied at the scene, the resulting injury resulted in the child being taken to hospital for treatment (two stitches). The nursery staff will continue to closely observe children to prevent further re-occurrence.

3.2   The chart below highlights the comparison of RIDDOR reportable incidents occurring over the same reporting period (01 January to 31 March) covering the previous three years.

RIDDOR 01 January to 31 March 2017
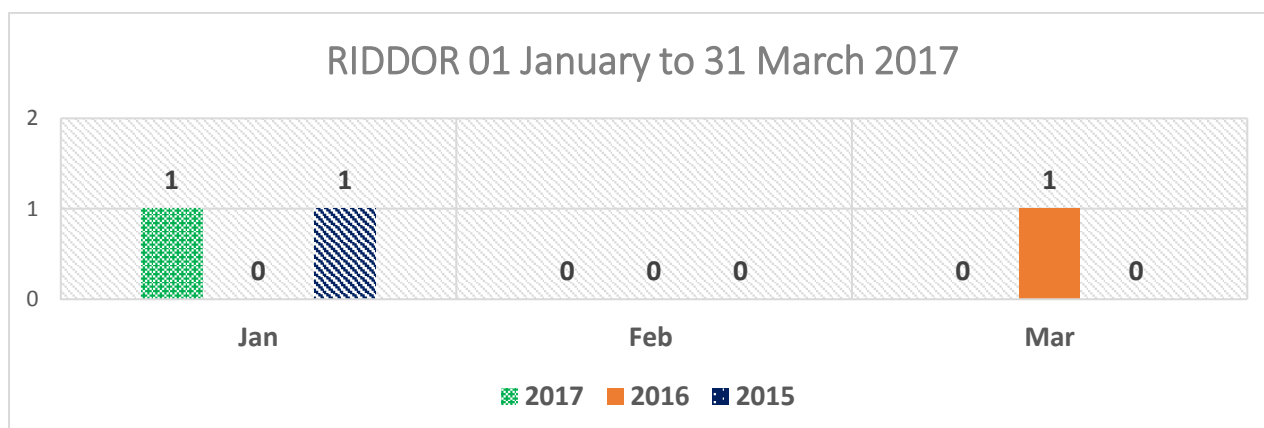
4. **BENEFITS AND OPPORTUNITIES**
    To monitor any trends that may occur and assess (where possible) areas of potential risk. Further to this, the report for remedial actions to be implemented to ensure the college operates a safe environment and meets legal compliance.

5. **STRATEGIC IMPLICATIONS**
    In line with strategic planning and monitoring for health & safety.

6. **RISK**
    Reviews of incidents and accidents assists in the monitoring of risk across the college, and through this procedure mitigation plans are implemented.

7. **FINANCIAL IMPLICATIONS**
    If the incidents/accidents are not monitored nor investigated accordingly to ensure no recurrence there will be financial claims against the college.

8. **LEGAL IMPLICATIONS**
    Monitoring and carrying out investigations ensures that the college is operating within H&S legislation, and continuous improvements can be implemented which mitigate future exposure.

9. **WORKFORCE IMPLICATIONS**
    To maintain a safe learning and working environment for students, staff and visitors to the college.

10. **REPUTATIONAL IMPLICATIONS**
    To manage any possible negative media around an incident/accident accordingly.

11. **EQUALITIES IMPLICATIONS**
    Not applicable.

CONCLUSIONS/RECOMMENDATIONS
The Board are asked to NOTE the summary of RIDDOR reportable incidents.