



For the future you want

BOARD OF MANAGEMENT

AGENDA

A meeting of the Board of Management will be held at 14:00 hours on Tuesday, 12 June 2018 in the Boardroom, Milton Road Campus.

		Lead Speaker	Paper
1	WELCOME & APOLOGIES	Chair	
2	DECLARATIONS OF INTEREST	Chair	
3	MINUTES OF PREVIOUS MEETING <i>for approval</i>	Chair	A
4	MATTERS ARISING REPORT	Chair	B
5	BOARD DEVELOPMENT DAY REPORT	Chair	C attached
6	EDINBURGH COLLEGE STUDENTS' ASSOCIATION		
6.1	ECSA Quarterly Report	N Black	D attached
6.2	ECSA End of Year 2017/18 Report	N Black	E attached
6.3	ECSA Strategic Planning & Funding 2018/19 Report	N Black	F attached
7	COMMITTEE BUSINESS		
7.1	<u>Policy & Resources Committee</u> Minutes 22.05.18 Recruitment & Credits Dashboard Management Accounts to April 2018 College Budget 2018/19 <i>for approval</i>	I Young J Pearson A Williamson A Williamson	G H attached I attached J
7.2	<u>Audit & Risk Assurance Committee</u> Minutes 18.04.18 Minutes 30.05.18 Top Risk Register to May 2018	J Sischy J Sischy N Croft	K L M
7.3	<u>Academic Council</u> Minutes 25.05.18	F Riddoch	N

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

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|-----|---|---------|----------|
| 7.4 | <u>External Engagement Committee</u>
<u>Minutes 29.05.18</u> | I Young | O |
| 7.5 | <u>Nominations Committee</u>
<u>Minutes 30.05.18</u> | Chair | P |

[Refreshment Break]

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|-----|--|---------|----------|
| 8 | CLOSED ITEM(S) OF BUSINESS | | |
| 8.1 | Closed Minutes of the Previous Meeting
for approval | Chair | Q |
| 9 | EDINBURGH COLLEGE DEVELOPMENT TRUST:
DRAFT MEMORANDUM OF UNDERSTANDING
for approval | N Croft | R |

Item 9 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 27, Information Intended for Future Publication.

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|------|------------------------------------|---------------------|-------------------|
| 10 | PRINCIPAL & CHIEF EXECUTIVE REPORT | A Bruton | S attached |
| 11 | GOVERNANCE REPORT | | |
| | 11.1 Governance Quarterly Report | N Croft | T attached |
| | 11.2 Board Year Planner 2018/19 | N Croft | U attached |
| 12 | NATIONAL REPORT | Chair /
A Bruton | Verbal |
| 13 | RIDDOR REPORT | A Williamson | V attached |
| 14 | ANY OTHER COMPETENT BUSINESS | | |
| 15 | DATE OF NEXT MEETING: 18.09.18 | | |
| 15.1 | <u>Upcoming Committee Dates</u> | | |
| | Policy & Resources Committee | 21.08.18 | |
| | External Engagement Committee | 28.08.18 | |
| | Academic Council | 07.09.18 | |

FOR INFORMATION / DISCUSSION			
Meeting	Board of Management 12.06.18		
Presented by	Chair		
Author/Contact	Nick Croft / Marcus Walker	Department / Unit	Governance
Date Created	11.05.18	Telephone	0131 344 7048
Appendices Attached			
Disclosable under FOISA		Yes.	

BOARD DEVELOPMENT DAY REPORT

1. PURPOSE

This report provides an overview of matters raised at the Board Development Day on 01 May 2018, and outlines potential areas for further consideration/action.

2. BACKGROUND

The Edinburgh College Board of Management held its second development day of 2017/18 on Tuesday 01 May at Forth Sector, Duddingston. Following an introduction from the Chair of the Board, members received presentations on the following strategic matters:

- Brexit;
- Student Experience;
- Granton Waterfront Development;
- Future Economy of Edinburgh and the Lothians.

After each presentation the Board considered challenge questions put forward by the Executive Team. An overview of these consideration is highlighted below in Section 3.

3. KEY POINTS OF DISCUSSION

3.1 Brexit

The Board received a presentation on what Brexit means for Edinburgh College from the Assistant Principal Income & Product Development. Members were asked to consider *'what the college needs to do to address the challenges and shape the opportunities presented by Brexit?'*. The following points were raised in Board discussions:

- The need for effective scenario planning by the Executive, to place the college in a better position to deal with the current uncertainty around Brexit;

- The development of a timeframe (over the next 3-5 years) and further forecasting to support strategic decision-making;
- The need to conduct further detailed analysis into current EU students status (in a non-intrusive manner) and report back to the Board;
- The means by which the college could potentially fill the gap left by EU students, including: (i) the enhancement of school-college partnerships; (ii) greater engagement with employers on potential gaps and future needs; (iii) further development of adult training opportunities; (iv) the need to raise the profile of the college through effective marketing to challenge universities within the region; (v) the recruitment of international students from outside the EU; (vi) improved articulation for students to universities (inc. more 2+2 courses); (vii) further developments to the utilised modes of learning;
- The importance of college retention rates, and the need to reduce the number of credits lost through course non-completions;
- The need for continued lobbying of the UK Government, through Colleges Scotland to reduce restrictions on Tier 4 students;
- The tackling of in work poverty as an instrument to tackle any potential loss in credits through Brexit;
- The impact of Brexit on the employment profile in the region, particularly in the service sector.

The Board, in general, agreed that the college needed to maintain student numbers at their current levels - with a view to future growth. Members encouraged the Executive to consider all potential means by which any gaps left by EU students leaving the region could be filled.

The Board noted the need for further information on the impacts of Brexit on Edinburgh College, and welcomed the proposal to develop further forecasting going forward.

3.2 Student Experience

The Board received a presentation from the Assistant Principal Recruitment & Retention and the ECSA Director on the student experience. Members were asked to reflect on three of the biggest issues affecting the student experience; funding, mental health and travel:

3.2.1 Funding

- The need for greater awareness and improved mechanisms of student funding amongst our college partners (e.g. schools and Skills Development Scotland);
- the potential for Learning Development Tutors to play a greater role in addressing students financial issues;
- the benefits of conducting a review of information on student funding, with a view to improving communications to parents, SDS and schools;
- the opportunity for further lobbying on national conditions for FE student funding;
- improved peer-to-peer support, with ECSA and the student experience team working together to welcome and induct new student (- especially students from SIMD 10 areas).

3.2.2 Mental Health

- The need to sustain existing work on mental health and wellbeing, whilst further developing the scope and profile;
- the scope for integrated approaches to tackles mental health and wellbeing issues through student induction and/or entry level discussion;

- greater focus on transitions and supporting students with additional support needs and from SIMD 10 areas;
- the training of more mental health first aiders / class reps, to support (but not replace) professional mental health services;
- the external resources available through partner agencies to support ECSA and existing college resources;
- the normalisation of the debate around mental health and wellbeing as part of the student journey, for instance including a wellbeing unit in every course framework;
- ensuring that the college remains plugged into best practice approaches across the FE and HE sector.

3.2.3 Travel

- The benefits of free travel for students on buses, and the need to lobby the Scottish Government and councils on this matter;
- the need to encourage more students to walk and cycle to campus;
- considerations around course timings and flexibility around course delivery;
- the need for greater use of the term 'engagement', rather than 'attendance' - which exclusively refers to time on campus.

The Board agreed that partnership working between the Board, ECSA and college staff to further raise awareness of students' needs was required. The Board felt that, using Maslow's hierarchy of needs as a model of approach, the college could lobby more on behalf of students and embed more local partnership solutions based on intelligence from ECSA.

3.3 Granton Waterfront Development

The Board received a presentation from the Depute Principal and the Head of Corporate Development on the planned redevelopment of the Granton Waterfront. The following points regarding opportunities available to the college to be part of the development were discussed:

- The need for the Granton Campus to become a community hub for the local area;
- the potential for businesses and voluntary groups to use facilities in the evening, and for the college to become more flexible regarding the use of its provisions;
- ways in which the development in the areas could make college services such as the nursery and catering more financially viable;
- the use of the Granton Campus to host resources for the local community, including a local library (- improving local residents digital access);
- the proposal to develop the Granton Waterfront as a creative industries hub, and the important role the college could play in this important curriculum area;
- the future of Forthside, which is currently Edinburgh Council owned, and its potential redevelopment for continued use by the college.

The Board reflected on the impact to the existing community of up to 6000 new houses being developed in the area, and highlighted the importance of the college maintaining/developing its connection with the local Muirhouse community. The Board agreed that the college had a role to play in engaging the whole community (new and old) in the locality.

The Board noted that although the Granton Waterfront Development was a long-term project, it was important that the college engaged further with local communities around Granton, and other college campuses and hubs.

3.4 Future Economy of Edinburgh and the Lothians

The Board received a presentation from the Assistant Principal Curriculum Development & Design on the role of the college in shaping the future economy of Edinburgh and the Lothians. The Board discussed the following points in relation to the alignment of the college with economic changes and the skills needs of the region:

- The considerable amount of work done since merger to refocus and align the curriculum;
- the need to look outwards (and horizon scan) to identify what a curriculum of the future will look like;
- the need to help teaching staff develop a more outward focus (for example, through the staff academy), allowing them to look at advancements in their sectors;
- the identification of clearer student pathways to the training/jobs the region requires.

The Board also discussed the role of individual Board members in terms of using their own networks to link curriculum staff to professionals/organisations in the region.

4. BENEFITS AND OPPORTUNITIES

4.1 Strategic Discussion

The Board welcomed the opportunity to consider the four varied strategic matters presented at the Board Development Day, and it was noted that members would appreciate more regular strategic discussion of this nature (e.g. a short presentation and the opportunity for open discussion).

Proposal 1: *To include an opportunity at each Board meeting in 2018/19 to focus on a single strategic matter of business in further detail. This item could be a standalone matter or a key issues arising from one of the Board's committees.*

Proposal 2: *As required by the Board Development Plan 2017/18 it is proposed that the Board, at least once per year, critically reviews its strategic decision-making. This aims to ensure that the Board reflects appropriately on the information it receives and the process by which decisions are made.*

4.2 Governance Review / Committee Remits

Each strategic area considered at the Board Development Day aligns with the remit of the Policy & Resources Committee, External Engagement Committee and Academic Council.

Proposal 3: *In line with its remit the Policy & Resource Committee shall continue to consider matters relating to Brexit and the future economy of the region, whilst the External Engagement shall (as appropriate) consider updates on the college's engagement with the Granton Waterfront Development.*

Proposal 4: *Matters affecting the student experience will continue to be considered by the Academic Council and the Board (directly through its ECSA Quarterly Report). As part of the*

upcoming governance review led by the Chair and the Board Secretary it is proposed that the Academic Council remit is developed to place further emphasis on the student experience and engagement.

4.3 Horizon Scanning

On a number of occasions the Board noted the need for further developments to forecasting, and internal and external intelligence.

Proposal 5: *The Head of Corporate development shall include such considerations in the development of the Horizon Scanning Report, as currently considered by the Policy & Resources Committee and the Audit & Risk Assurance Committee.*

5. STRATEGIC IMPLICATIONS

Ensuring that the College has effective governance arrangements in place enables the college to deliver the Strategic Plan 2017/22, the Blueprint 2017/22 and the annual Regional Outcome Agreement.

6. RISK

Effective forward planning will mitigate the risk of governance failure, which currently sits as Risk 12 on the top risk register.

7. FINANCIAL IMPLICATIONS

Not applicable.

8. LEGAL IMPLICATIONS

Not applicable

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 the key points of discussion raised in this report, and CONSIDER if any further action is required.

FOR INFORMATION / DISCUSSION			
Meeting	Board of Management 12.06.18		
Presented by	Neal Black		
Author/Contact	Neal Black	Department / Unit	ECSA
Date Created	22.05.2018	Telephone	-
Appendices Attached			
Disclosable under FOISA		Yes.	

EDINBURGH COLLEGE STUDENTS' ASSOCIATION (ECSA) REPORT

1. PURPOSE

To update the Board on the various activities of ECSA for the months of April and May 2018.

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

3.1 Recent Events

3.1.1 Fourth Class Rep Conference

ECSA delivered the fourth and final Class Rep Conferences of the academic year, over two weeks in the month of April. The conferences focused on Achievement and Progression. ECSA are constantly striving to improve the lives of students but also the experience of our volunteer class reps. ECSA asked class reps to evaluate their experience throughout the year so areas of improvement can be identified but also celebrating where ECSA got it right. This was an opportunity for class reps and the officer team to share their achievements for the year and focus on what lies ahead.

The conversation also moved on to how our class reps felt they were prepared for their next steps, be that into employment, further studies within the college or moving on to University.

3.1.2 ECSA-Ilence Awards 2018

Staff from across the college gathered with students and external guests at Sighthill on Thursday 17th May for the annual ECSA-Ilence Awards ceremony where awards are given to recognise those who make the student learning experience at Edinburgh College the best it can be.

This was the third annual awards, which give students the opportunity to show their thanks for the efforts put in by teaching and support staff. The awards are run by students, with them submitting all the nominations, and with a student judging panel to select the winners.

Congratulations to each of this year's award winners who were selected from a whopping 728 nominations from students, demonstrating the respect and admiration of staff and class reps across the college. The 2018 ECSA-Illence Award winners are:

Feedback Award	Jo Cockburn - Childhood Practice, Dental & Pharmacy Studies
Guiding Hand Award	Katie Thom – Learning Development Tutor
Innovation in the Classroom Award	Debbie Miller – Art & Design
Class Rep of the Year Award	Lewis Drummond – Computing
Outstanding Lecturer of the Year Award	Jackie Dunbar – Hair Beauty & Complimentary Therapy

3.1.3 Mental Health /Healthy Body Healthy Mind

VP Welfare and VP Sport & Activities have now submitted the final report for the Healthy Body, Healthy Mind Award, and the awards ceremony is taking place on Friday 15th June at St Andrews University. Both VP Welfare and VP Sport & Activities would like to thank everyone for the full support provided in the delivery of the award programme. We hope to improve on our 2 Star achievement from last year and have aimed to complete the criteria for 3 and 4 stars (out of 5). We await the results at the awards dinner on the 15th of June.

VP Welfare and VP Sport & Activities are working on submitting the Student Mental Health Agreement report in June. This award is similar to the work we have completed for HBHM. However it focuses on specifically student mental health. We have chosen four areas as objectives which are tackling the stigma around mental health; targeting vulnerable student groups (specifically the LGBT community); having a wellbeing focus; offering more physical activities to students; and encouraging students to take part in peer support with other students. It's the first year ECSA has taken part in this award and we are on track for the completion date of 13th June.

VP Welfare has been working in partnership with Jenni Moreland, team leader for Student Support at our Sighthill campus. We have run a number of events for students to try and tackle mental health. We've ran anxiety workshops at all of our campuses and incorporated a "stories of recovery" event in this, giving students the chance to tell other students about their experiences of mental health challenges and how they have found a positive outcome for themselves. For Mental Health Awareness Week, we had stalls on every campus, which included collecting student's thoughts on the best methods to tackling "stress", due to the national theme being "stress". The stalls were popular and we are looking to publish these tips into a leaflet and have them available in all of our offices.

Both VP Welfare and Jenni have managed to set up a partnership with Nightline. The organisation will be able to offer students a listening service that is able to give support and give students information on a variety of areas including anxiety, stress and suicide. The organisation is run by students for students, which is our main aim here at ECSA. The partnership will allow for students to call in and speak to someone about their mental health in the hours when they can't access the support from College, Monday to Friday 8pm to 8am. Both organisations are in final discussions to launch the partnership. We hope this partnership will be highly beneficial to students going forward as we look to bolster the support and information available.

3.1.4 'How good is our College?' Student Association engagement – sparqs

The President and the President-elect attended an event held by sparqs (Students' Partnership in Quality, Scotland) where the main topic on the agenda was the involvement of Student Associations,

from across the country, in their college's quality reporting to Education Scotland. HGIOC is the new quality process in Scotland for colleges and we are now into the second year of its existence after a trial year where no grading of the colleges were published.

The conversation was about how student associations engaged with their college to help in the report writing or evidencing of the Evaluative Report and Enhancement Plan. It was evident from the room there was little to no engagement from student associations in their college's reports, and this was clear when reading reports from other colleges and seeing how little the mention of the student association came up. The common mention was how student associations would run the class rep systems in partnership with their colleges' quality department.

The partnership between ECSA and Edinburgh College was highlighted as best practice as the ECSA President was invited to meet with the HMI for the college and several meetings throughout the year to discuss the report and the senior management groups meeting to conduct the self-grading of the report, despite the grade not being published publicly.

The main point to take away from the event was the cycle in which the framework lies can cover the tenure of two student association Presidents and this can create a problem during handover time as understanding and getting up to speed on the process can take a great deal of time. The question also remained about the role of the Student Team Members from Education Scotland. A role which was very specific, in the old arrangements, to engage with students of a particular college and feedback on areas that were identified as a concern. The role has somewhat changed since the new arrangements have come in and should look to be used as part of the ongoing enhancement plan operation to better the student experience. There is much discussion to be had around this and a pilot of how better to use the Student Team Member in the future is due to commence in the near future.

The President will continue their role as a Student Team Member for Education Scotland once they leave office at the end of June.

3.1.5 President's Sector Engagement

The President and the President-elect have both been busy out and around the country visiting other Student Associations as part of the handover process. Visiting Forth Valley College, Fife College, Perth College and Glasgow Clyde College, the President has been able to identify best practice from across the sector and have discussions with other student associations about their goals and ambitions for the coming year. This is important for any new Sabbatical officer to meet and hear the experiences of other officers from across the sector and begin to think about how our priorities can overlap, leading to a natural partnership approach within the sector to ultimately better the lives of students across Scotland.

NUS Scotland and the new officers will play a massive part in this to ensure college students' voices are heard at the highest level and the Scottish Government will take seriously the recommendations from the recent Scottish Student Support Review, which ECSA submitted a response to back in August 2017.

3.2 Current & Upcoming Events

3.2.1 CDN College Expo – Queen Margaret University

The President and Vice President of Welfare have both been asked to speak and hold stalls at this year's College Development Networks 'College Expo' which is being hosted at Queen Margaret University.

The President was part of a student working group looking at the College Lecturers Professional Standards in Scotland and will be presenting and holding a stall speaking to attendees about the importance of staffs awareness to students mental health while at college. Mental Health has been high on the agenda for the College and ECSA this year and having the opportunity to influence on a national scale is something noting.

The Vice President Welfare and Jenni Moreland will be presenting their partnership working on the day also – all the details you can find in the Mental Health/Healthy Body Healthy Mind submission, under section 3.1.3.

3.2.2 Full Time Officer Training 18/19

This year's 3rd annual Full-Time Officer residential training will take place on the 25th to the 27th of June at the University of Stirling. This has developed over the last couple of years and has been highly beneficial to the induction, training, and planning elements of the new team.

The training is in line with the Officer Training developed at a National Level by NUS, but delivered in a more tailored way to be as relevant as possible to the new officer team. The staff and Officers from the Association will take an active part in the delivery of the programme and help identify our priority objectives for the year ahead as well as looking at how they dovetail with the Association's strategic plan and the ongoing activities within the College's Blueprint.

4. BENEFITS AND OPPORTUNITIES

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

5. STRATEGIC IMPLICATIONS

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

6. RISK

Not applicable.

7. FINANCIAL IMPLICATIONS

The Board approved the 2017/18 ECSA funding bid in June 2017. The Students' Associations funding for the academic year was subsequently finalised in the College Budget 2017/18.

8. LEGAL IMPLICATIONS

Not applicable.

9. WORKFORCE IMPLICATIONS

Not applicable.

10. REPUTATIONAL IMPLICATIONS

Not applicable.

11. EQUALITIES IMPLICATIONS

Not applicable.

CONCLUSIONS/RECOMMENDATIONS

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

**BOARD OF MANAGEMENT
12 JUNE 2018
PAPER E**



For the future you want

FOR INFORMATION / DISCUSSION			
Meeting	Board of Management 12.06.18		
Presented by	Neal Black		
Author/Contact	Conor Murray-Gauld	Department / Unit	ECSA
Date Created	05.06.18	Telephone	-
Appendices Attached	Appendix 1: ECSA End of Year Report 2017/18		
Disclosable under FOISA		Yes.	

EDINBURGH COLLEGE STUDENTS' ASSOCIATION - END OF YEAR REPORT 2017/18

1. PURPOSE

To provide the Board of Management with an overview of activities conducted by ECSA in 2017/18, including an update on the Student Association's progress against measures outlined in its Operational Plan.

2. BACKGROUND

Every academic year ECSA are asked to produce a report for the Board outlining its achievements and progress against its Operational Plan.

3. DETAIL

See Appendix 1 attached.

4. BENEFITS AND OPPORTUNITIES

The report provides a comprehensive overview of the work of ECSA in 2017/18, and highlights key benefits and opportunities going forward.

5. STRATEGIC IMPLICATIONS

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

6. RISK

Not applicable.

7. FINANCIAL IMPLICATIONS

The Board approved the 2017/18 ECSA funding bid in June 2017. The Students' Associations funding for the academic year was subsequently finalised in the College Budget 2016/17.

8. LEGAL IMPLICATIONS

Not applicable.

9. WORKFORCE IMPLICATIONS

Not applicable.

10. REPUTATIONAL IMPLICATIONS

Not applicable.

11. EQUALITIES IMPLICATIONS

Not applicable.

CONCLUSIONS/RECOMMENDATIONS

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

Students' Association 2018 End of Year Report



Edinburgh College
Students'
Association

Foreword from the President

Coming to the end of my tenure as President, I have the great pleasure of presenting my last End of Year Report to the Board.

My second and final year of office has seen the support for ECSA grow stronger than ever and I would like to take this opportunity to thank the Board for the support and guidance they have shown to help ECSA achieve all that it has done over the last two years. Long may it continue.



The continued efforts of ECSA to enhance the learning experience for all students hasn't gone unnoticed this year. With the further development of the class rep system, our best year of recruitment, and the introduction of the new Education Committee, there was no surprise when we learned of being short-listed for the NUS Scotland's Education Award 2018. What did come as a surprise, was when we picked up the award on the night, fending off strong competition from all of Scotland's college and universities. On the same evening, we did the unthinkable, and successfully regained our deserved title as NUS Scotland's College Students' Association of the Year.

Picking up Awards and being recognised for hard work is only possible with continued support and partnership working between ECSA and the College and a testament to how much impact a real partnership can have. With the development of the College's Strategic Blueprint, and with the success of ECSA leading on a Business Transformational Plan project around retention, it was excellent to see the college further include ECSA in its work towards achieving the Strategic goals set in the blueprint. Hopefully, ECSA, in the coming years, can make an even bigger impact on the lives of those who pass through our campuses and beyond, improving the Student Experience through this project and our annual cycle of activities.

I would like to wish everyone a well-deserved summer break and look forward to watching the new officer team from the side-lines who are destined to achieve great things in the coming year.

A stylized, handwritten signature in black ink, appearing to read 'NBL'.

Neal Black
President 2016-18

#1: We're on top of the country - again!

- College Students' Association of the Year
- NUS Scotland Education Award
- LGBT Youth Charter Mark

#2: Highlighting ECSA-llent practice

- Highest amount of nominations from students, most staff nominated
- Recognised as the most effective college Learning & Teaching awards

#3: Gaining Climate Challenge Funding

- Gained £178,000 funding for two full-time and four student staff
- Supporting retention by overcoming barriers in getting to college

#4: Class Reps taking the lead

- Class Rep meetings now based around the student lifecycle
- Reps are identifying issues and leading on workshops themselves

#5: Healthier Bodies, Healthier Minds

- On course to upgrade to a three-star rating this year
- Students engaging in sharing their experiences of mental ill-health

#6: Building the Education Committee

- Around 50 students from all campuses are driving our work forward
- They provide data for Academic Council and devise student training

#7: Self-evaluation days' engagement

- Devised and ran training for Class Reps to better engage in self-eval
- Students identified key areas for improvement across the college

#8: Supporting student mental health

- Ran workshops in partnership with student support around anxiety
- Set up partnership with Nightline to support students at all hours

#9: Establishing LGBT groups on campus

- LGBT Groups established on all campuses, with online forum
- Working on improving our LGBT Youth Charter Mark rating

#10: Paid opportunities for students

- Worked with Quality to recruit students for the Destination Survey
- Currently recruiting a new team of Student Engagement Assistants

#1: We're on top of the country - again!

For the first time in the award's history, we were again named College Students' Association of the Year at the NUS Scotland Awards for the second year in a row. At the ceremony, we were also grateful winners of the Education Award for our work on retention and improving the learning experience, beating off tough competition from other colleges and universities.

This February, we were pleased to receive the Bronze LGBT Youth Charter Mark for our work on ensuring the Students' Association is a welcoming and supportive place for LGBT people. This coming year, we look forward to working to improve our rating and ensuring Edinburgh College is the place that LGBT people want to study, building on our work of supporting LGBT groups across the campuses.



In addition, our President-elect, Sarah Hay, has been shortlisted for the Herald Higher Education Awards' Student of the Year for her work in overcoming barriers to education, leading on improving student mental health, and making the college a better place for students. As well as Sarah's shortlisting, the rest of this year's team were glad to be shortlisted for Team of the Year at the college's Star Awards. We await the results of both awards.

#2: Highlighting ECSA-Illent practice

This year marked the third time we've ran our ECSA-Illence Awards, which give students a voice in paying thanks to the staff members and class reps who've made an impact upon their education. The student-led teaching awards had gained more nominations than ever before, with even more members of staff nominated.

Our work has gained us widespread recognition throughout the sector, with student representatives from four other colleges in attendance as well as representatives from NUS Scotland and sparqs, spreading the news of the good work that Edinburgh College does. Throughout the sector, we're recognised as running the most effective college learning and teaching awards, with the best engagement, and the only ones that are fully student-led from nominations, shortlisting panel, and even to giving the awards out!



#3: Gaining Climate Challenge Funding

Working with the College Development Trust and the college's Sustainability team, we were successful in our bid for £178,000 from the Scottish Government's Climate Challenge Fund to run a programme of work to help drive behavioural change in how students travel to and from college. As the first college to bid successfully, we will be employing two full-time active travel officers to help students to make more sustainable and healthier travel choices. As of writing, the officers have been recruited and we eagerly await them starting in the team!

Four part-time student positions have also been created, supporting the full-time staff to lead student activities on each of the campuses, which ensures that activities are student-focussed and relevant to the target groups. The student retention project highlighted travel to college as a key barrier to students staying on to pass their course - we hope that with this expertise coming into the team, we'll be able to help even more students stay on course.



#4: Class Reps taking the lead

As part of our iterative approach to improving course representation and student involvement in college processes, this year's rounds of Class Rep conferences were themed around the different stages of the student lifecycle. This meant that from our first meeting, we were able to gather good quality data that allowed us to make evidence-based representations on behalf of students. That first round of meetings gave us the indication to clear issues in relation to student funding, which led to a college review of the funding process.

Class Reps also identified student mental health as a massive issue, so we supported volunteers to develop and lead workshops for students and staff, which resulted in two of those volunteers successfully standing for election. This work also became a key driver of the creation of the college student counselling service, due to begin next academic year. Keen to develop class reps' skills in reflection on practice, our last round of conferences were based around improvement & progression, even in the knowledge that the changes wouldn't directly benefit them.



#5: Healthier Bodies, Healthier Minds

We have, again, been involved in the Healthy Body, Healthy Mind project, in conjunction with NUS Scotland and Scottish Student Sport this year, aiming to improve on our initial two-star rating to three or hopefully four stars based on the programme of work we've delivered throughout the year.

This has included delivering workshops to college staff and students, presenting to other institutions, and attending key sector events. The Vice-Presidents have worked closely with college staff from sustainability, facilities & student services to continue to create more chances for students to lead healthier lives.



The two most student-facing pieces of work undertaken was the 'Stories of Recovery' in which VP Welfare worked with a group of students to share their experiences of Mental Health and how they have come through it and survived, it has been a positive experience and was excellent to see students being so open about such a difficult subject.

The second project, wellbeing packs, were handmade goodie bags given to students from ECSA to give advice on taking care of themselves, and also included stress balls, a hot drink, sweets & information on HBHM. Finally, a student tips leaflet suggested ways to deal with poor mental health, written by other students.

Both of these student facing projects have been positively received by students, with the VP Welfare and VP Sports & Activities having given out over 1000 wellbeing packs across the four campuses.

#6: Building the Education Committee

We had a membership of about 50 students in the group, from across the 4 campuses, contributing to our feedback to Academic Council, and designing the training for Class Reps to participate in the course team self-evaluation days.

We had a membership of about 50 students in the group, contributing to our feedback to Academic Council, and designing the training for Class Reps to participate in the course team self-evaluation days.



The Education Committee is a key part of our succession planning, helping to develop student capacity to understand and engage in the college's quality processes. Of the four candidates for President (with whom the Education remit sits), three were members of the committee.

#7: Self-evaluation days' engagement

Early on in our annual planning, we identified the importance of building Class Rep capacity to engage in course team self-evaluation days, so we made sure to dedicate the second round of conferences to that, based on input from the Education Committee.

We used that opportunity to gather class rep feedback so as to identify traits that well-performing courses share, and areas where low-performing courses need to improve.

Students identified four key areas of improvement for the college that would make a significant impact upon the student experience, such as course organisation, curriculum co-creation, flexible and varied learning styles, and effective feedback.



#8: Supporting student mental health

In conjunction with the student support team, we ran a series of events and workshops, which were designed to support students facing mental ill-health to provide them with tools and strategies to succeed on their course. We crafted resources for students facing common issues, such as stress and anxiety, to give them good quality advice and support, being made available in all our offices.

Recently, we set a up partnership with Nightline, a listening, emotional support and information service, run by students for students, which operates at night by a team of volunteers to give students advice on conditions such as anxiety, stress and suicide.

In the next few weeks, we'll also be involved with the upcoming Staff Development Day where we'll be working to ensure that all staff have a greater understanding of student mental health and how we can best support them.



#9: Establishing LGBT groups on campus

As part of our work on the LGBT Youth Charter Mark, we wanted to build a space for LGBT students to self-organise and to give us feedback on how we could improve the way we work for LGBT students. Groups were established on each campus, with an online discussion space to coordinate their activity and giving a voice to those unable to take part in the campus groups for whatever reason.

That online space was key to giving LGBT students a space to raise and discuss issues that affect them, and to give those who want peer-support a supportive environment to find it. In recognition of our work in building the groups and more, we were awarded the Bronze LGBT Youth Charter Mark and hope to improve on that in time.

Beyond the establishment of the groups, participating students started to discuss how to challenge the stigma around mental health particularly in the LGBT community, sharing information, events, and planning activities for the coming year.



#10: Paid opportunities for students

Over the last couple of years, we have been keen to work to create as many paid work opportunities for students. This year, we worked in partnership with the Quality team to create new roles supporting the Student Destination Survey - the outcome of which was a marked improvement in the timeliness and overall response rate of the survey.

One of our student engagement assistants carried on her employment with us through the year, working on a range of projects including getting us GDPR-ready, updating website content, and growing our social media reach.

We are also currently recruiting a new team of student engagement assistants for next year who will support us to deliver activities for students across the campuses.



POWERED BY STUDENTS
DRIVEN BY VALUES
COMMITTED TO BETTER

FOR INFORMATION / DISCUSSION			
Meeting	Board of Management 12.06.18		
Presented by	N Black		
Author/Contact	A Wilson	Department / Unit	ECSA
Date Created	24.04.17	Telephone	-
Appendices Attached	<i>Appendix 1: ECSA Funding Bid 2017/18</i>		
Disclosable under FOISA		The approved strategic framework and the ECSA budget (as part of the wider college budget) will be published.	

ECSA FUNDING 2017/18 AND STRATEGIC PLANNING 2017-20

1. PURPOSE

The paper provides the Board with an opportunity to consider ECSA's strategic planning and funding for 2018/19.

2. BACKGROUND

In April 2017, ECSA published its first ever Strategic Plan, detailing the changes and impacts that we plan on making up to and including the academic year 2019-20.

3. DETAIL

The supporting of the Strategic Plan is supported with the attached budget (Appendix 1). The proposed ECSA budget aims to retain current level of funding, whilst taking cognisance of the fact that permanent staff costs are increasing and the way in which ECSA delivers its activities are changing. ECSA seek to reduce organisational costs in some areas, and increase new income streams from external sources to help bridge the gap between this year and next as it moves into the next phase of the strategic plan.

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

ECSA funding will be considered further as part of the full college budget for 2018/19, which will come forward to the next meeting of the Board for approval.

7. LEGAL IMPLICATIONS

Not applicable.

8. WORKFORCE IMPLICATIONS

Salary costs are outlined within the funding bid.

9. REPUTATIONAL IMPLICATIONS

Failure to fund the Students' Association appropriately may lead reputational implications for ECSA and the college.

10. EQUALITIES IMPLICATIONS

Guidance requires the Board to seek to represent the community the college serves in its diversity.

CONCLUSIONS/RECOMMENDATIONS

The Board are asked to CONSIDER the ECSA Funding Bid 2018/19.

Board of Management Paper

*ECSA Strategic Planning & Funding
June 2018*

Background

In April 2017, ECSA published our first ever Strategic Plan, detailing the changes and impacts that we plan on making up to and including the academic year 2019-20. In the first year of the plan, we have worked hard to ensure that our priority objectives are mapped against our own strategic priorities, as well as those contained within the regional outcome agreement and the College's own strategic plan.

After a successful first year of the plan, we have moved forwards as an organisation, showing particular success in the areas of Student Representation, Mental Health, and support for Liberation campaigns.

Strategic Plan 2017-20

Our Strategic Plan involves 4 main 'Pillars of Activity', which guide our work. Below is a brief synopsis of how we focus our actions with regards to the Strategic Plan:

Education	We will work to make sure the student voice is consulted & listened to, ensuring that you have the best possible learning experience studying at Edinburgh College.
Activities	Help students to make the most of their time at Edinburgh College, supporting their personal & social development through opportunities to volunteer & participate in Clubs & Societies
Support	Provide students with professional, confidential, and effective advice & support, ensuring they stay on course, and equipping more students with the tools to help themselves & their peers
Equality	We value & celebrate diversity and will work to ensure Edinburgh College is a welcome & safe place for all. We will always challenge inequality at College and in society, ensuring students are treated equally, regardless any characteristic

Supporting the Plan

Financially, the plan is supported with the attached budget. This is largely based on retaining our current level of funding, but takes cognisance of the fact that permanent staff costs are increasing and the way in which we deliver our activities is changing. We are able to seek to reduce organisational costs in some areas, and increase new income streams from external sources to help bridge the gap between this year and next as we move into the next phase of the strategic plan.

We hope the College Board of Management can see how this work we're delivering through our Strategic Plan clearly compliments the work of their own Strategic Plan and Blueprint and sets ECSA on course to becoming an even more sustainable, strong, effective and relevant organisation in the years to come. We are delighted to have been recognised in the recent NUS Scotland Awards as College Students' Association of the year, but we are only beginning to implement our plans and we hope the Board is as excited as we are as we seek to reach our full potential in the coming years.

Al Wilson
Director

Proposed ECSA Budget 2018-19

	Budget 2017-18	Budget 2018-19	Annual Variance	%age Variance
Income				
Total Grant Bid	£ 236,665	£ 248,000	£ 11,335	5%
NUS Extra Membership	£ 1,750	£ 1,000	-£ 750	-43%
Advertising income	£ 500	£ 500	£ -	0%
Sponsorship	£ 1,000	£ 1,500	£ 500	50%
Sundry income	£ 2,750	£ 5,500	£ 2,750	100%
Interest received		£ -	£ -	
Total Income	£ 242,665	£ 256,500	£ 13,835	6%

Outgoings				
Salaries	£ 194,628	£ 205,500	£ 10,872	6%

Organisation Costs				
Equipment	£ 500	£ 300	-£ 200	-40%
Printing postage & stationery	£ 500	£ 150	-£ 350	-70%
Mobile	£ -	£ -	£ -	
Subscriptions/affiliations	£ 5,600	£ 5,000	-£ 600	-11%
Hospitality	£ 100	£ 100	£ -	
Travel & subsistence	£ 3,000	£ 3,500	£ 500	17%
Conferences	£ 4,000	£ 4,500	£ 500	13%
External Advertising	£ -		£ -	
Merchandised materials	£ 1,500	£ 1,500	£ -	0%
Audit fees	£ 4,500	£ 4,250	-£ 250	-6%
Staff Training (CPD)	£ 1,500	£ 800	-£ 700	-47%
Executive training	£ 250	£ 250	£ -	0%
Elections	£ 1,000	£ 1,000	£ -	0%
Organisation Costs Total	£ 22,450	£ 21,350	-£ 1,100	-5%

Direct Spend				
Freshers fair	£ 3,000	£ 3,000	£ -	0%
Re-Freshers	£ 2,000	£ 2,000	£ -	0%
Sports, clubs and societies	£ 12,000	£ 8,000	-£ 4,000	-33%
Student engagement	£ 3,500	£ 12,000	£ 8,500	243%
Student trips & social events	£ 2,500	£ 2,000	-£ 500	-20%
Liberation Campaigns	£ 2,000	£ 2,000	£ -	0%
Direct Spend Total	£ 25,000	£ 29,000	£ 4,000	16%

Total Operational Costs	£ 47,450	£ 50,350	£ 2,900	6%
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Total Outgoings	£ 242,078	£ 255,850	£ 8,413	6%
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Income/Expenditure	£ 587	£ 650		
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Budget Notes

1. Staff costs have increased by more than £10k - this is a combination of annual increments, national pay deal outcomes, and staff opting into the pension scheme. In this budget, we have included 50% of this increase in our block grant bid and have looked to cover the other 50% with a combination of increased external funding and a squeeze in expenditure in other areas.
2. We have looked to implement more savings in our expenditure - this is not about cutting what we do, but cutting what we spend on doing it, so our output should be the same as this year, but costs cut where possible. Some of our major expenditure areas are difficult to control (e.g. sending FTOs to National Conferences/events), but we have looked to direct funding to student-focussed areas as best we can, given the overall funding pressures.
3. Due to the above 2 points, we are not hitting our agreed 80% to 20% on staff vs non-staff costs - we are now sitting at 82% vs 18%, which could slip further if staff costs increase. The focus will be on developing more paid opportunities for students to work part-time jobs whilst studying at Edinburgh College. This will help support our own students as well as increase resource markedly in terms of what we can offer as an organisation.
4. This budget includes an additional £6k funding for student-staff roles conducting telephone surveys as part of the data return for the Student Destination Survey. This took place in February 2018 where 8 students were employed for a 2-week period, resulting in more than a 6% increase in returns. These roles were paid for under a Quality department budget in 2018 and it was agreed at the time, that this would move to the ECSA budget for 2019.
5. The overall budget should produce a very small surplus - this is in line with Trustee Board agreements on our reserves policy, aiming to gradually build up the figure in line with our Reserves Policy. This is set by our Board of Trustees at 3 months operating costs and is a requirement under the Charity & Trustees Investment Act, regulated by via our annual Charity returns to OSCR.

FOR INFORMATION			
Meeting	Board of Management 12.06.18		
Presented by	Jonny Pearson		
Author/Contact	Jonny Pearson	Department / Unit	Executive
Date Created	24.05.18	Telephone	0131 297 8449
Appendices Attached			
Disclosable under FOISA		Yes.	

2017/18 RECRUITMENT & CREDITS UPDATE

1. PURPOSE

This paper aims to provide the Board with an updated overview of the College's performance against its 2017/18 recruitment and retention targets and to update progress around full-time recruitment for AY 2018/19.

The figures in this paper are accurate as of 24 May 2018.

2. BACKGROUND

For academic year 2017/18 the SFC set Edinburgh College an activity target of 187,028 credits. This is comprised of:

Core Credits	Additional Childcare Credits	ESF Credits	Total Credits
184,028	1,714	2,000	187,742

As in 2016/17, the college is required to achieve its core credits (184,028) including a minimum of 52,340 HE credits before we are able to claim the 2,000 ESF credits.

The additional 1,714 Early Years credits were allocated to the college to enable our local authority partners to meet the workforce development needs of the Scottish Governments 1140 hours commitment.

3. DETAIL

Current credit position 192,023 (60,707 HE credits).

3.1 Semester 2

Planned Credits	Delivered Credits	Enrolled	Early WD
17,687	17,640	5,712	1.6 %

We have achieved ALL of our activity target(s) and have over-delivered by 5,984 (Inc. Childcare) credits at no extra cost. This has been achieved through:

- Improved recruitment
- Increased average class size
- Improved retention
- Increased number of progressing students

Throughout AY 2018/19 we have focused attention on improving achievement and reducing the level of completed partial success. We have done this through:

- Performance Review - highlighting courses with poor PI's and implementing Course Remediation Action Plans
- Partnership work with Education Scotland - hosting AA training
- Sharing good practice through CM forum
- CPD focused on Learning and Teaching

3.2 2018/19 Full-time Recruitment

Applications for full-time courses for AY 2018/19 opened on Monday 22nd January 2018, our current position is:

Applications	Offers Made	Offers Accepted
(2018/19) 14,729	9,400	7,766
(2017/18) 15,352	8,762	7,452

- 4% decrease in number of applications (*Decrease relates P/T applications - these courses opened 2 weeks later than last year*)
- 7.3% increase in number of offers
- 4.2% increase in number of offers accepted

4. BENEFITS AND OPPORTUNITIES

Following evaluation of last year's data, we have implemented changes designed to further improve our PI's for 2018/19. Constant analysis of comparative data has enabled us to make proactive changes to the curriculum and to the application process as a whole.

5. STRATEGIC IMPLICATIONS

The Board is responsible for the financial sustainability of the College. It is Good practice for the Board to monitor all areas of performance that can impact on the College's viability.

6. RISK

At the latest Risk Management meeting it was agreed that the risk register should be updated with a reduction in the risk score.

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

Achieving this level of continued growth improves our reputation and helps both SG and SFC have confidence in the direction of travel of Edinburgh College

11. EQUALITIES IMPLICATIONS

Not applicable.

CONCLUSIONS/RECOMMENDATIONS

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

FOR INFORMATION / DISCUSSION			
Meeting	Board of Management 12.06.18		
Presented by	Alan Williamson		
Author/Contact	Lindsay Towns	Department / Unit	Finance
Date Created	31.05.18	Telephone	-
Appendices Attached	<i>Appendix 1: Management Accounts to April 2018 (with commentary)</i>		
Disclosable under FOISA		Yes.	

MANAGEMENT ACCOUNTS TO APRIL 2018

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 April 2018.



FINANCIAL REPORT

9 MONTHS TO 30 APRIL 2018

CONTENTS

Report from Chief Operating Officer

1. Executive Summary
2. Credit Activity
3. Progress with the Transformational Plan and its alignment to the College's 2017/18 Budget
4. Income Analysis
5. Expenditure Analysis
6. Staff Cost Analysis
7. Trading Departments
8. Cash-flow
9. Balance Sheet
10. SFC Reporting
11. Key Performance Data

Appendices:

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

DISTRIBUTION

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

The following report provides an update on the financial position of
Edinburgh College at 30th April 2018

1. EXECUTIVE SUMMARY

Activity

	2017/18 Annual Budget		Actuals achieved @ 22/05/18	Over-achieved
GIA @ £224 per credit income	£41,293,859		£41,293,859	-
Credit Target / achieved	184,028		184,028	4,270
Additional Childcare @ £141.5 per credit income	£242,554		£242,554	-
Credit Target / achieved	1,714		1,714	-
ESF @ £238.15	£476,300		£476,300	-
ESF Credit target / achieved	2,000		2,000	-

- 1.1 The College has achieved its 2017/8 credit targets (total credits at 22nd May are **192,012**) and the College is currently discussing, with the SFC, the possibility of securing additional ESF or Childcare funding.

1.2 Income and Expenditure

	<u>Annual Budget</u> £000s	<u>YTD Budget</u> £000s	<u>YTD Actuals</u> £000s	<u>YTD Variance</u> £000s	<u>Previous YTD</u> £000s	<u>Full Year Forecast</u> £000s
Funding Council Grants	45,699	33,152	33,536	384	32,333	46,577
Tuition Fees and Commercial & Other Income	17,154	13,558	12,421	(1,137)	12,050	15,523
Deferred Income	3,187	2,396	2,396	-	2,313	3,187
Exceptional Support Grants	-	-	-	-	648	-
Total Income	66,040	49,106	48,353	(753)	47,344	65,287
Staff Costs	45,592	33,564	33,059	505	33,499	44,776
Other Costs	15,715	12,007	11,616	391	11,792	15,411
Depreciation	5,246	3,944	3,944	-	3,980	5,246
Exceptional Support Costs	-	-	-	-	648	-
Total Expenditure	66,553	49,515	48,619	896	49,919	65,433
Operating (Deficit)	(514)	(409)	(266)	143	(2,575)	(146)

- 1.3 The £0.51m deficit budget for 2017/18 is in line with the second year of the business transformation plan as agreed with the SFC.

1.4 The April year to date operating deficit position of £0.27m (previous month deficit £0.3m) is £0.14m favourable compared to the phased budget. The main variances are:

- Favourable expenditure variances (mostly within staff costs), as a result of unfilled vacant posts, delayed recruitment and vacancy churn across a number of College departments
- Positive income variances within SFC grants of £384k (largely FWDF unbudgeted income of £374k) and within other income of £103k (mast rentals, bank interest and sustainability grants)
- Adverse income variances within tuition fees of £617k (mainly lower SAAS funding, Associate Degree income and IES (WEACT) pre-employability contract revenues) and within commercial income of £623k (lower than planned revenue from SDS contracts, bespoke & scheduled courses, the Nursery function and Halls of Residencies activity).

1.5 The full year forecast operating deficit of £0.146m has improved by £28k from last month and is £368k favourable to the College's starting budget. The main forecast movements are outlined below:

- Nursery income is forecast to be a further £50k below budget due to continued lower recruitment than envisaged.
- Income from SAAS funded, FE & HE and Associate Degree students and PT self-payers is projected to settle the year £24k lower in total, than budget, compared to last month's total projected shortfall for these items (current projected total shortfall: £462k).
- The full year income projection for the FWDF programme has been increased by £72k (and now stands at £523k above budget), whilst the forecast for scheduled and bespoke course income has improved by £40k (and is now forecast to settle at £462k below budget).
- The full year forecast for SDS income has deteriorated by a further £75k and now stands at £614k, a shortfall of £315k compared to full year budget.
- Forecast revenue from other income generating activities has increased by £43k (largely mast rental income).
- Efficiency savings totaling net £17k have been identified within marketing expenditure.
- A small increase has been forecast in debt interest and other finance costs of £10k.

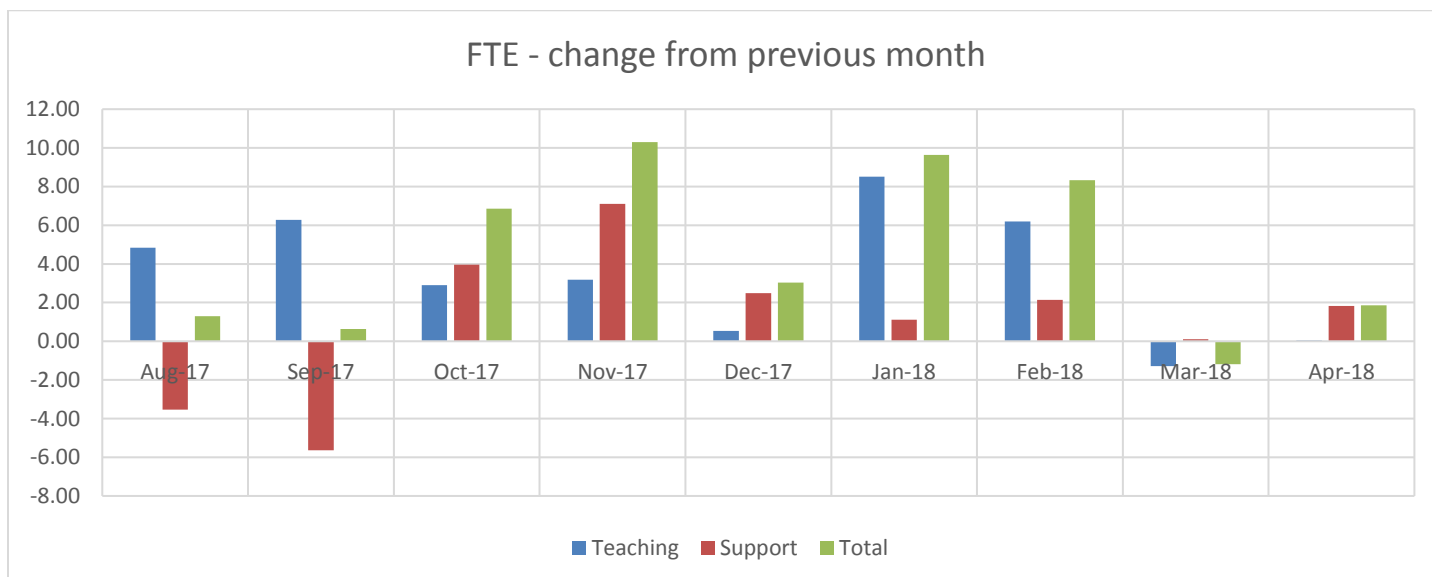
1.6 Staff (Full Time Equivalent)

FTE	31/07/17	30/04/18	Other movement	VS reduction (phase 3 scheme)	30/04/17
Teaching	473.8	505.0	31.2	-	497.7
Support	548.0	557.6	11.7	(2.1)	580.5
	1,021.8	1,062.6	42.9	(2.1)	1,078.2

FTE numbers have increased by 1.8 in April (purely support staff). Since the start of the academic year, staff numbers have increased by net 40.8 FTE across a number of departments, as a result of vacancies being filled. The table below shows the components of this net increase:

Breakdown of FTE Variance To Date	
Change of hours	5.4
Positions vacated	(60.5)
Vacant positions filled	35.4
VS leavers	(2.1)
New Positions	39.8
New Positions - Commercial	10.4
New Positions - Maternity Cover	3.6
New Positions - Sickness cover	8.8
Total	40.8

FTE Staff movements by month are shown below:



1.7 Cash Position

Opening Cash	Month-end cash	Forecast year-end cash	Comments
01/08/2017	30/04/2018	31/07/2018	<p>Opening cash includes net £1.4m of 2016/17 underspent student support funds which were returned to the SFC in March.</p> <p>The forecast balance for the year-end is £0.2m lower than last month owing to lower net tuition fee and commercial revenue projections together with a small increase in net Student Fund outflows.</p>
£'m.	£'m.	£'m.	
4.8	3.6	1.7	

1.8 Capital Expenditure

Opening Fixed Assets	Additions YTD	Depreciation	Closing Fixed Assets	Comments
01/08/2017	30/04/2018	30/04/2018	30/04/2018	Additions to date are fully funded by grants and include College Energy Efficient Pathfinder (CEEP) projects, together with ICT developments, Network Access Control solutions, fire protection & UPS battery upgrades and CCTV enhancements.
£'m.	£'m.	£'m	£'m.	
146.5	2.8	(3.9)	145.4	

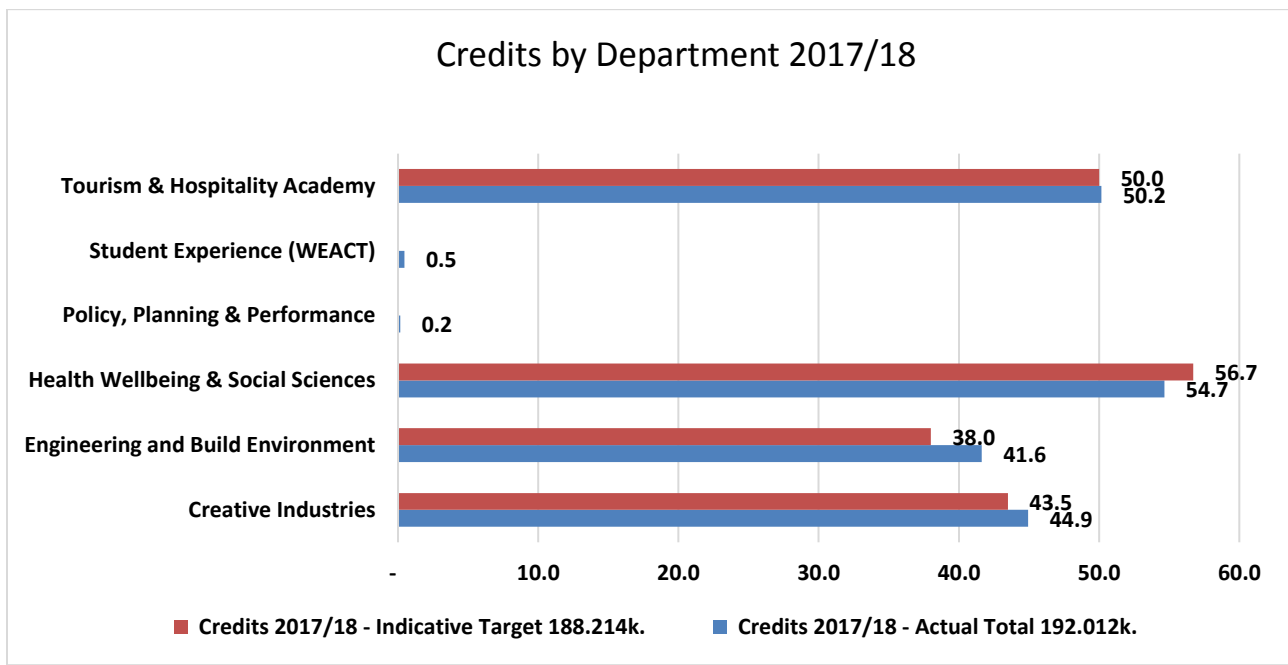
1.9 Underlying Operating Result

	Actual 2015-16	Actual 2016-17	Budget 2017-18	YTD Actuals Apr 18
As per SFC Measurement basis	£000	£000	£000	£000
Deficit (2016/17 after £2.9m adjustment)	(7,035)	(5,379)	(514)	(266)
Add:				
Depreciation net of deferred capital grant release	2,862	2,235	2,059	1,548
Non-cash pension adjustments (not included in deficit 2016/17 and 2017/18)	1,829	2,198	0	0
Deduct:				
Revenue funding allocated to loan repayments	1,518	1,598	1,452	1,089
Underlying operating result	(3,862)	(2,544)	92	193

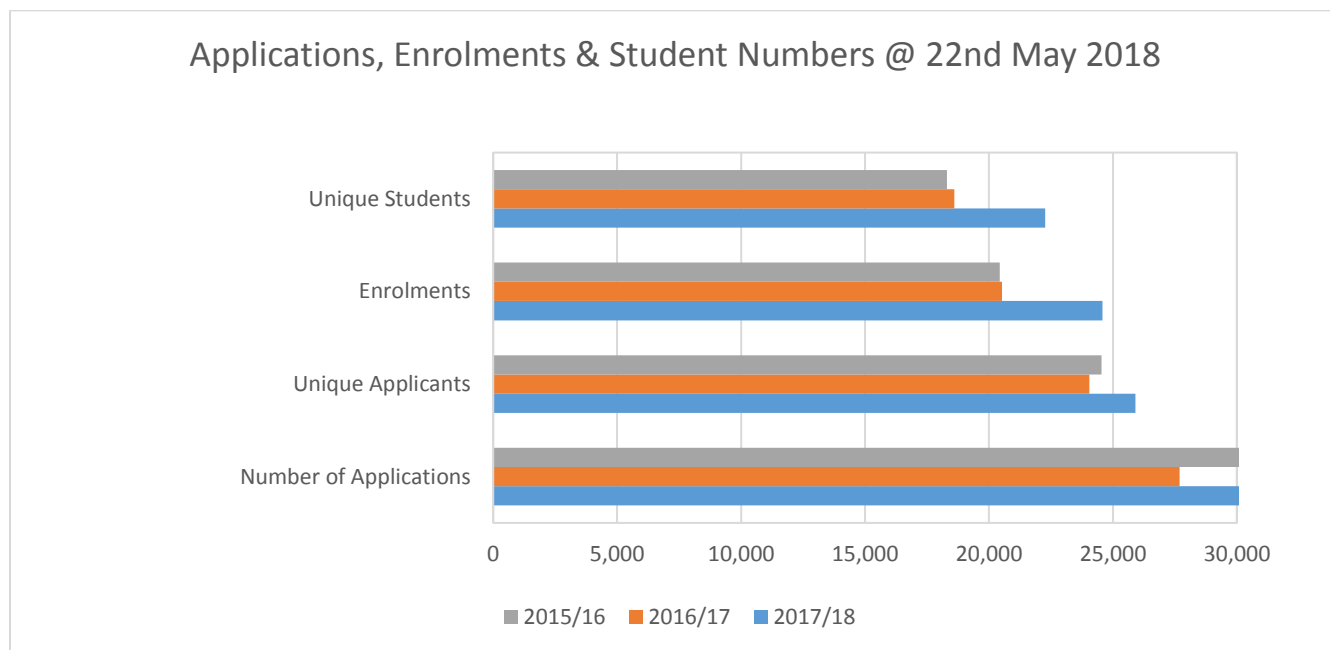
The College's underlying operating position is a measure introduced by the SFC following recommendations by Audit Scotland. The current year figures excludes pension adjustments which will not be known until after the end of the academic year.

2. CREDIT AND STUDENT ACTIVITY

- 2.1 The total credit target for Academic Year 2017/18 is **187,742** (refer para 1.1 for detail). The College has achieved **192,012 credits** at 22nd May 2018. The “Credits by Department” table (below) shows a comparison of YTD performance by department, against current full year targets.



- 2.2 The following table shows a comparison of Applications, Enrolments and Unique Student numbers over the years 2015/16 to 2017/18 (to date).



3. PROGRESS WITH THE TRANSFORMATION PLAN AND ITS ALIGNMENT TO THE COLLEGE'S 2017/18 BUDGET


3.1 In April 2016, a 3 year Business Transformation Plan which outlined a sustainable business model for the future was implemented, and the 2017/18 budget which stands at £0.51m deficit has been set in line with the transformation plan. The budget incorporates recurring savings to date as shown in the table below. Indicative budget for 2018/19 shows a small surplus position, prior to repayment of the first tranche of our £2.9m loan.

3.2 The 'total achieved' figures are only included when cost reductions have been clearly identified and agreed. It is anticipated that non-pay savings will be recognized in the latter part of this year.

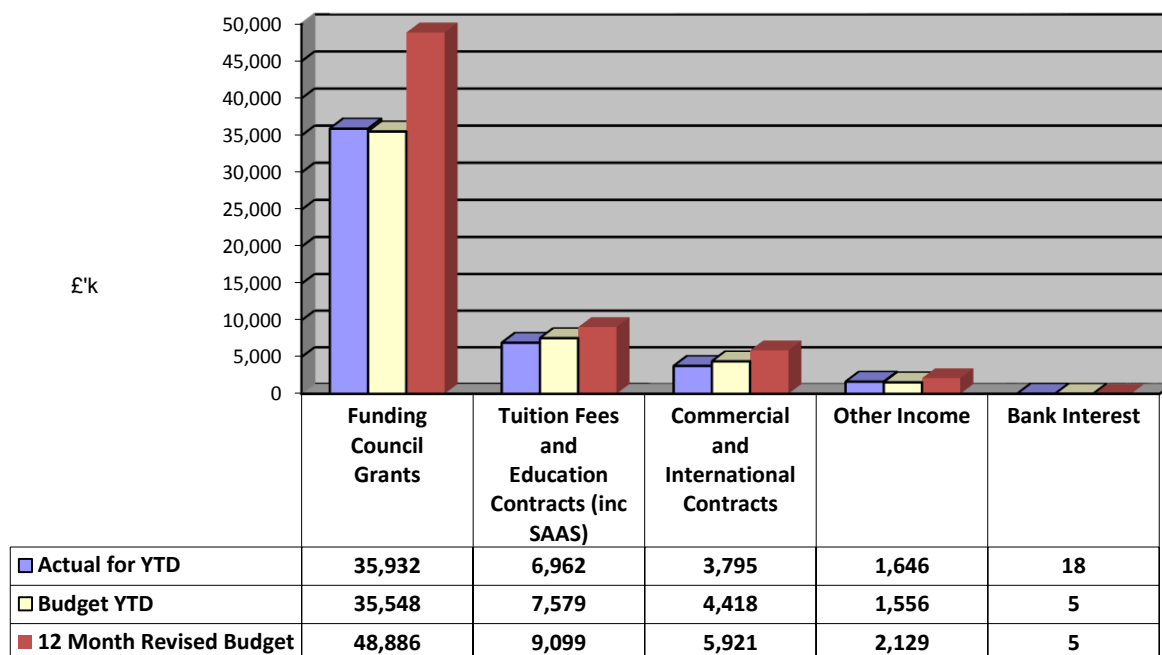
3.3 Phase 4 of the VS scheme has now closed and will be funded from unspent Phase 3 funding.

Savings for future starting budgets	For Academic Year 2015/16	For Academic Year 2016/17	For Academic Year 2017/18	For Academic Year 2018/19
	£'m	£'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	0.45m	0.35m
Achieved/planned to date:				
Voluntary Severance 1	1.07m	-	-	-
Voluntary Severance 2	-	0.77m	-	-
Voluntary Severance 3	-	1.71m	-	-
Voluntary Severance 4	-	-	-	0.70m
Other Staff Cost Savings	-	0.53m	-	-
Non-Pay costs	-	0.81m	0.45m	0.40m
Total Achieved/planned	1.07m	3.82m	0.45m	1.10m

INCOME ANALYSIS

Income Account Detail for the 9 Months to 30th April 2018 (Ex Core SFC Grants)							
 Edinburgh College For the future you want	Original	Revised					
	Annual	Annual					
	Budget	Budget	YTD Budget	YTD Actuals	YTD Variance	Previous YTD	Year End Projection
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
4. Income Analysis							
Tuition Fees & Education Contracts							
FE - UK & EU	106	106	105	89	(15)	107	89
HE - UK & EU	369	369	364	367	3	359	367
PT Self Payers	766	766	759	669	(89)	698	675
Examination Fee Income	20	20	15	20	5	17	20
SAAS	4,221	4,221	3,301	3,020	(281)	2,979	4,013
Associate Degree Fees	990	990	973	846	(127)	680	846
Managing Agents	1,362	1,362	1,121	1,159	38	996	1,411
Edinburgh Council - Pre Emp Contract	1,265	1,265	940	791	(149)	752	995
	9,099	9,099	7,579	6,962	(617)	6,588	8,416
Commercial & International							
International	1,350	1,350	1,091	1,091	0	778	1,350
SDS	929	929	697	462	(235)	541	614
EH15 and The Apprentice Restaurants	53	53	42	57	15	61	57
Bliss SPA and Employability Salons	120	120	89	89	(0)	96	120
Gym	313	313	241	248	7	231	313
Nursery	1,150	1,150	765	607	(158)	698	950
Residences	541	541	400	363	(38)	458	491
Access Centre Provision	130	130	97	106	9	129	130
Bespoke Contracts for Employers	549	479	374	315	(59)	431	368
Scheduled Short Courses	786	856	621	456	(165)	461	505
	5,921	5,921	4,418	3,795	(623)	3,884	4,898
Other Income							
Catering	1,753	1,753	1,229	1,206	(23)	1,199	1,753
Other Income Generating Activities	377	377	327	440	114	378	440
	2,129	2,129	1,556	1,646	90	1,576	2,192
Endowment & Investment							
Bank Interest	5	5	5	18	13	2	18
	5	5	5	18	13	2	18
Exceptional Support Grants						648	
TOTAL INCOME (EX CORE SFC GRANTS)	17,154	17,154	13,557	12,421	(1,136)	12,698	15,524

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



- 4.1 Grant in Aid and ESF income has been achieved, whilst activity above the College's original funded level is being discussed with the SFC, in the hope of securing additional funding (which will depend on the position of the sector as a whole). Following the recent SFC announcement of funding allocations for 2018/19, £341k was allocated to cover 2017/18 unfunded national bargaining costs and has already been included in the forecast (and will be accrued into the current academic year).
- 4.2 SAAS funded, HE & FE students and PT self-payers fees are forecast to settle £318k in total behind budget (an overall adverse movement of £24k compared to last month).
- 4.3 Associate degree student numbers remain lower than budget across a number of courses and the full year forecast for associate degree income currently stands at £0.85m (a shortfall of £144k compared to budget and unchanged from last month's projection). This income stream was impacted by the lack of eligible students to replace previous withdrawals (or to replace those students who have decided not to progress to university). Managing agent activity remains on track to settle the year £49k above budget (in line with last month), with any adverse contract positions continuing to be offset by positive movements.
- 4.4 Following the latest review of outcomes to date in relation to the IES (WEACT) pre-employability contract, a full year shortfall for the year of £270k was identified (in line with last month). This has been partly mitigated by associated partnership payment savings of £90k, leaving a current net forecast I&E shortfall for the year of £180k.
- 4.5 SDS income is currently expected to settle at £0.6m, a shortfall of £315k compared to budget (and an adverse movement of £75k compared to last month). Although new courses have been added to try to bridge the gap, enrolments eligible for SDS funding and securing work placements continues to prove challenging. The Foundation Apprentice portion of this contract has proved to

be particularly demanding, due to timescales and associated eligibility criteria. However, all Colleges are in a similar position and mitigating expenditure savings are still being sought to bridge this current income gap (£50k of associated savings have been identified to date and are already included in the College's full year projections).


- 4.6 The Nursery function has forecast full year income to be £200k below budget due to lower than planned recruitment (an adverse movement of £50k from last month). On a brighter note, the forecast for other income generating activities has increased by £43k (largely mast rental income), whilst the forecast for bank interest has increased by £13k (interest generated from a recently matured deposit account).
- 4.7 The College can access up to £1.6m of FWDF funding in the current academic year to deliver bespoke training packages to apprenticeship levy payers in the Edinburgh region. The deadline for applications has been extended to the end of June 2018. At the end of April, 59 applications have been received (up from 51 applications last month), with a total gross value of approximately £562k. Marketing campaigns remain in progress (including a bespoke 'LinkedIn' campaign) to promote the FWDF (and to promote the College's other bespoke and scheduled short courses).

Although the FWDF represents an opportunity to draw down additional income, strict criteria and reporting deadlines have reduced the ability of the College to maximise income. In addition, significant extra resources are likely to be required to support this activity, including the use of external associates. Latest projections indicate that circa £600k of income is likely to be achieved in the current year. FWDF income flows were previously unbudgeted and have now been included in the full year forecast (within other SFC grants) - £523k has been reflected in the forecast for prudence (an improvement of £72k compared to last month's projection).

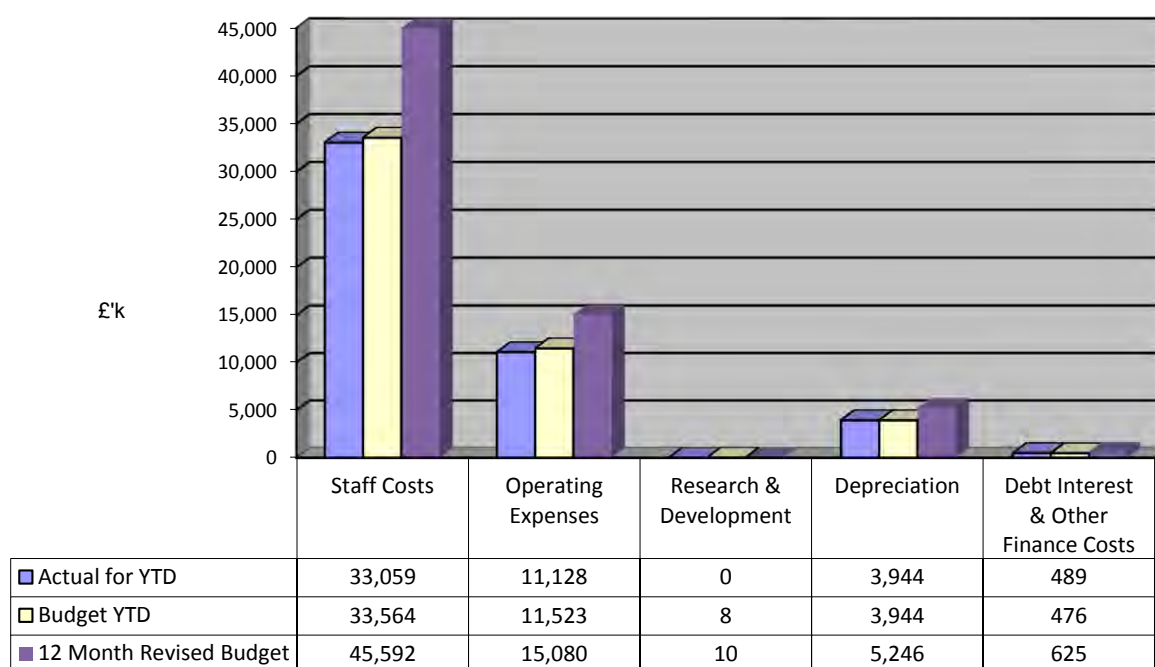
A number of organisations which would have previously booked bespoke and scheduled courses through the College have now channeled their activities through the FWDF programme. As a consequence, the full year forecast for bespoke and scheduled courses, compared to budget has been reduced by £462k in total (a favourable movement of £40k compared to last month). Associated budget expenditure is being used to support the FWDF programme, whilst further improvement continues to be sought by the Business and International Development teams, who are busy focusing on maximizing FWDF drawdowns before the closing date and seeking new contracts with prospective customers. On a pleasing note, following the improved forecasts for FWDF, bespoke and scheduled courses, last month's forecast full year income gap of net £51k has improved by £112k and now stands as a forecast income surplus of net £61k.

- 4.8 The trading positions for the catering and nursery operations are shown in paragraph 7.
- 4.9 Following the above changes to tuition fees, SDS, FWDF, scheduled & bespoke courses, nursery income, other income generating activities and bank interest revenue forecasts (together with a small increase (£2k) to the full year projection for EH15 and The Apprentice Restaurant income), the full year forecast for total income now stands at £65.3m, £0.8m lower than full year budget and an improvement of £21k compared to last month's full year income projection.

5. EXPENDITURE ANALYSIS

 <p>For the future you want</p>	Total Expenditure (Non-Staffing) Account Detail for the 9 Months to 30th April 2018						
	<u>Original</u>	<u>Revised</u>					
	<u>Annual</u>	<u>Annual</u>					
	<u>Budget</u>	<u>Budget</u>	<u>YTD Budget</u>	<u>YTD Actuals</u>	<u>YTD</u>	<u>Previous</u>	<u>Year End</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>Variance</u>	<u>YTD</u>	<u>Projection</u>
					<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Other Operating Expenses							
Premises	4,760	4,771	3,609	3,475	134	3,587	4,798
Teaching Activity & Support	900	911	774	882	(108)	791	911
Childcare Costs	1,500	1,500	1,280	1,280		1,247	1,500
Transport Costs	59	62	54	56	(2)	60	62
IT Costs	942	942	688	640	47	711	927
Telecomms Costs	185	185	139	114	25	121	185
Equipment	59	56	40	35	5	23	56
Health & Safety	37	38	29	26	3	38	26
Travel & Subsistence	436	435	295	314	(18)	262	435
Admin Costs	181	191	144	116	28	137	186
Corporate, Consultancy, Professional	1,001	968	627	536	91	645	910
Staff Welfare	16	16	15	15		11	16
Catering	1,319	1,303	862	820	43	776	1,213
Training & Development	113	115	86	57	28	51	115
VAT	1,300	1,300	1,086	1,086		1,095	1,300
Marketing & PR	203	213	147	111	37	114	188
Partnership Costs	560	560	415	378	36	396	470
Overseas Agents Commission	118	118	33	27	6	70	118
Registration & Exam Fees	1,352	1,357	1,171	1,129	42	1,129	1,307
Bad Debts	40	40	31	31	0	22	40
	15,080	15,080	11,523	11,128	396	11,285	14,763
Depreciation for the year	5,246	5,246	3,944	3,944		3,980	5,246
Debt Interest & Other Finance Costs							
Interest On Bank Loans	595	595	446	446		466	595
Other Finance Charges	30	30	30	43	(13)	42	43
	625	625	476	489	(13)	508	638
Research & Development	10	10	8	0	7		10
Exceptional Support Costs						648	
TOTAL EXPENDITURE (NON-STAFFING)	20,961	20,961	15,951	15,561	390	16,420	20,657

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



- 5.1 The full year forecast for 'other' operating expenditure currently stands at £14.8m, £317k lower than full year budget, and a net favourable movement of £17k from last month's projection. This movement follows a review of projected marketing costs for the remainder of the session (now forecast to be lower than full year budget by £20k), partly offset by a small increase (+£3k) in the full year projection for health & safety costs.

The full year forecast for total expenditure now stands at £65.4m, £1,120k lower than full year budget and a net improvement of £7k from last month's projection (reflecting the movements in other operating expenditure above partly offset by a small forecast increase in debt interest and other finance costs of £10k). Controlling expenditure remains a priority as we move towards the year-end, whilst overspent areas to date remain under close review.

6. STAFF COST ANALYSIS

Staffing Expenditure Account Detail for the 9 Months to 30th April 2018							
	Original Annual Budget	Revised Annual Budget	YTD Budget	YTD Actuals	YTD Variance	Previous YTD	Year End Projection
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Staff Costs							
Senior Management	1,617	1,617	1,215	1,213	2	1,429	1,597
Academic Departments	23,520	23,479	17,285	17,019	265	16,954	23,206
Academic Services	4,405	4,405	3,248	3,179	69	3,123	4,305
Admin & Central Services	11,923	11,995	8,720	8,414	307	9,051	11,685
Premises	1,164	1,164	874	847	26	892	1,148
Catering & Residences	1,150	1,150	863	832	31	765	1,090
Temporary, Agency & Staff Bank Costs	1,157	1,157	864	1,007	(143)	855	1,157
Other Staffing Expenditure	656	626	497	549	(52)	430	589
	45,592	45,592	33,564	33,059	505	33,499	44,776

- 6.1 Staff costs are currently £505k lower than the profiled budget, as a result of unfilled vacant posts, delayed recruitment and vacancy churn across many College departments.

- 6.2 Full year staffing costs are currently projected to settle the year at £44.8m, £816k lower than budget, and in line with last month's projection. For the remainder of the year, fixed term and temporary contracts, as well as agency staff costs, will remain under close review. This forecast does not include 'cost of living' pay increases (per NJNC negotiation) from 1 April 2017 (the effect of this would be approximately £0.23m in the current year if the increase was 1%). The forecast does include a £100 per employee pay award relating to prior years that was paid in May (cost £0.1m)
- 6.3 Staff numbers have increased by net 40.8 FTE since July 2017, as vacancies are filled across a number of College departments.

7. TRADING DEPARTMENTS

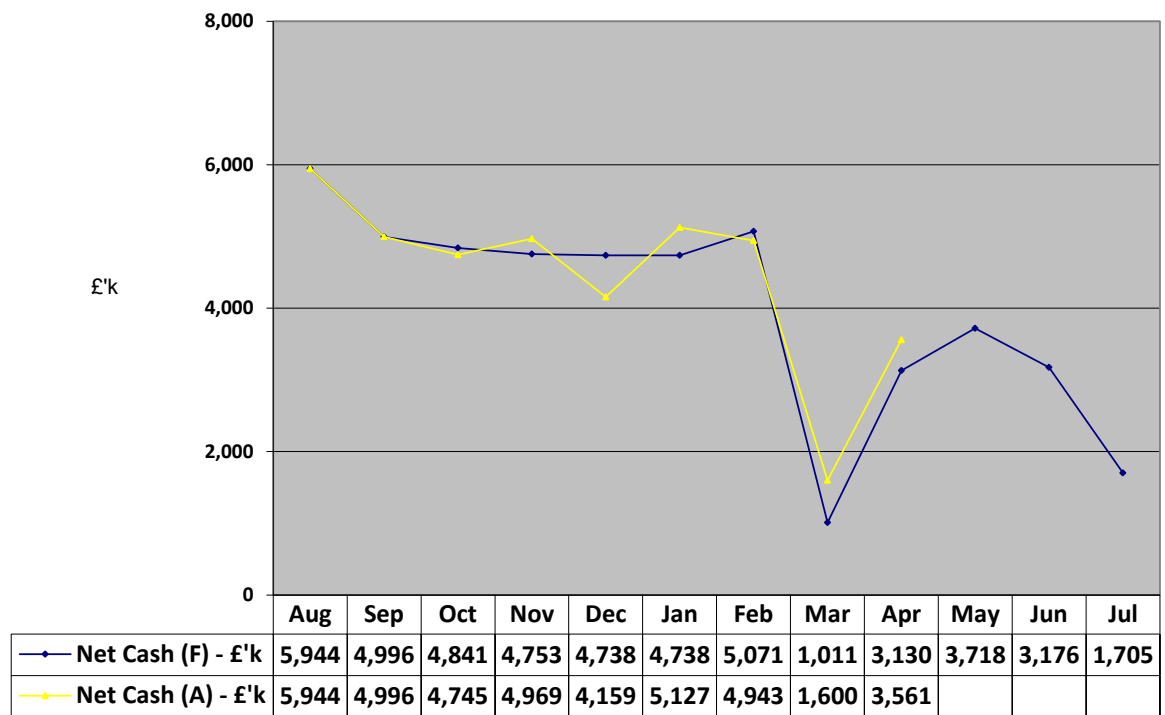
	Catering				Nursery			
	YTD Apr 2018				YTD Apr 2018			
	Full Year Budget (£000)	YTD Revised Budget (£000)	Actuals (£000)	Full Year Forecast (£000)	Full Year Budget (£000)	YTD Revised Budget (£000)	Actuals (£000)	Full Year Forecast (£000)
Income	1,753	1,229	1,221	1,753	1,150	765	608	950
Staffing Expenditure	(1,103)	(828)	(794)	(1,103)	(1,021)	(736)	(679)	(1,021)
Non Staffing Expenditure	(730)	(529)	(546)	(730)	(148)	(83)	(22)	(78)
Net (Deficit) Contribution Towards Associated Costs	(81)	(127)	(120)	(81)	(19)	(54)	(93)	(149)

- 7.1 The above information provides an overview of the trading positions of the catering and nursery departments.
- 7.2 The Nursery has forecast full year income to be £200k below budget due to lower than planned recruitment (an adverse movement of £50k from last month). Lower associated costs of £70k in totality have been identified to partly mitigate this current projected income shortfall and this figure has already been included in the full year forecast. Various initiatives (including marketing) remain in progress to increase revenue within the Nursery function, whilst tight cost controls have been implemented and further efficiency savings continue to be sought to bridge the current unmitigated gap (£130k).
- 7.3 Performance to date within the Catering department remains broadly in line with budget but with potential for cost savings due to delayed staffing recruitment and vacancy churn offsetting lower than budget income. The full year forecasts remain in line with full year budgets (unchanged from last month).

8. CASH-FLOW

- 8.1 The cash balance at the end of April is £3.6m, which includes £1.1m of student support funds. The forecast balance for the year-end is £1.7m, a deterioration of £249k compared to last month's projection owing to lower net tuition fee and commercial revenue projected inflows together with a small increase in net Student Fund outflows.

Cash Position - Forecast versus Actuals to April 2018



9. BALANCE SHEET

<u>Balance Sheet as at 30 April 2018</u>		<u>As at 30</u> <u>Apr 18</u>	<u>As at 31</u> <u>Jul 17</u>	YTD Mvmt
		<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Fixed Assets	Land and Buildings	136,809	139,276	(2,467)
	Fixtures, fittings and Equipment	8,573	7,186	1,387
		145,382	146,462	(1,080)
Current Assets	Stock	93	136	(43)
	Debtors	2,233	2,141	92
	Cash - Main	2,492	2,937	(445)
	Cash - Student Support	1,069	1,862	(793)
Total		5,886	7,076	(1,190)
Creditors		(68,221)	(69,092)	871
Bank Loans		(10,258)	(10,577)	319
Lennartz		(455)	(1,037)	582
Provisions		(26,641)	(26,873)	232
		45,693	45,959	(266)
Funded by:				
Reserves		45,693	45,959	(266)
		45,693	45,959	(266)

9.1 The movements in Fixed Assets and Cash are detailed in sections 1.7 and 1.8 above. Debtors has reduced by £0.4m since March as amounts invoice reduce towards the end of the year.

10. SFC REPORTING

10.1 The College reports to the SFC on our financial performance each quarter during the year (monthly during the final quarter). There has been no returns submitted since the final return for the 2017/18 financial year which was covered in the March 2018 commentary.

10.5 In December 2017 the SFC sent out a communication with a framework for the spend of the fixed cash budget for priorities (CBP) [previously named 'net depreciation'], and confirmed the Scottish government's agreement to lock the CBP at the 2015/16 level of net depreciation. The value for Edinburgh College of this figure is £2,547k (an impact of this decision is underway). The table below outlines how this is forecast to be spend until 2021/22.

	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast
Table of cash budget for priorities spend	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022
Revenue	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Pay award	874	637	874	874	874	874	874
Estates-related (revenue)	-	-	-	687	925	905	885
Operating deficit	470	-	196	-	-	-	-
Total impact on operating position	1,344	637	1,070	1,561	1,799	1,779	1,759
Capital							
Loan repayments	385	406	418	440	464	484	504
Payments against provisions pre 1 April 2014	1,133	1,192	1,059	546	284	284	284
Total Capital	1,518	1,598	1,477	986	748	768	788
Total cash budget for priorities spend	2,862	2,235	2,547	2,547	2,547	2,547	2,547

11. KEY PERFORMANCE DATA

Financial Performance Monitoring Template

	2016/17 Annual Target	2016/17 Revised Annual Target		2017/18 Annual Target	2017/18 YTD Actual	Over- achieved	2016/17 Annual Out-turn
Credits	184,028	184,028		184,028	188,298	4,270	184,978
Credits Additional Childcare	-	-		1,714	1,714	-	-
Credits ESF	2,000	2,000		2,000	2,000	-	2,000

	2016/17 Annual Budget	2017/18 Annual Budget	Revised Annual Budget	2017/18 YTD Budget	2017/18 YTD Actuals	YTD Variance	Previous YTD
	£k	£k	£k	£k	£k	£k	£k
Commercial & International Contracts	5,313	5,921	5,921	4,418	3,795	(623)	3,884

Refer sections 2 to 5

Income	67,819	66,040	66,040	49,106	48,353	(753)	47,344
Expenditure	68,733	66,553	66,553	49,515	48,619	896	49,919
Operating Surplus / (Deficit) pre SSAP24	(914)	(514)	(514)	(409)	(266)	143	(2,575)

Refer sections 6 to 7

Net Cash Inflow / (Outflow)	(452)	(1,245)	(1,245)	(1,238)	(1,238)	-	944
Bank Balance	1,539	3,554	3,554	3,561	3,561	-	3,399

Fixed Assets	145,409	142,335	142,335	145,382	145,382	-	147,417
Net Current assets / (liabilities)	(6,517)	(7,414)	(7,414)	(7,150)	(7,150)	-	(10,019)
Creditors and Provisions	(97,538)	(89,898)	(89,898)	(92,539)	(92,539)	-	(97,007)
Net Assets	41,354	45,023	45,023	45,693	45,693	-	40,391

Pay costs % of Income	% 67.2	69.0	69.0	68.4	68.4	-	70.7
Current Ratio	0.47	0.35	0.35	0.45	0.45	-	0.39
Cash Days in Hand	(37)	(44)	(44)	(44)	(44)	-	(60)
Borrowings as % of reserves	% 10.6	10.4	10.4	10.1	10.1	-	11.1

	<u>Original Annual Budget £000s</u>	<u>Revised Annual Budget £000s</u>	<u>YTD Budget £000s</u>	<u>YTD Actuals £000s</u>	<u>YTD Variance £000s</u>	<u>Previous YTD £000s</u>	<u>Year End Projection £000s</u>
Funding Council Grants	44,899	44,899	32,352	32,736	384	31,732	45,777
Deferred Capital Grant Releases	3,187	3,187	2,396	2,396	0	2,313	3,187
Debt Support Grant	800	800	800	800	0	600	800
Tuition Fees and Education Contracts (inc SAAS)	9,099	9,099	7,579	6,962	(617)	6,588	8,416
Commercial and International Contracts	5,921	5,921	4,418	3,795	(623)	3,884	4,898
Other Income	2,134	2,134	1,561	1,665	103	1,578	2,210
Exceptional Support Grants	0	0	0	0	0	648	0
Total Income	66,040	66,040	49,106	48,353	(753)	47,344	65,287
Staff Costs	45,592	45,592	33,564	33,059	505	33,499	44,776
Other Operating Expenses	15,080	15,080	11,523	11,128	396	11,285	14,763
Depreciation	5,246	5,246	3,944	3,944	0	3,980	5,246
Debt Interest & Other Finance Costs	625	625	476	489	(13)	508	638
Research & Development	10	10	8	0	7	0	10
Exceptional Support Costs	0	0	0	0	0	648	0
Total Expenditure	66,553	66,553	49,515	48,619	896	49,919	65,433
Operating Surplus / (Deficit)	(514)	(514)	(409)	(266)	143	(2,575)	(146)
Statement of Historical Cost Surpluses and Deficits for the 9 Months to 30th April 2018							
Operating Surplus / (Deficit)	(514)	(514)	(409)	(266)	143	(2,575)	(146)
Difference between historical cost depreciation and actual revaluation charge for the period	623	623	467	467	0	467	623
Historical Cost Surplus / (Deficit)	109	109	58	201	143	(2,108)	477



I&E Account Detail for the 9 Months to 30th April 2018

	<u>Original Annual Budget £000s</u>	<u>Revised Annual Budget £000s</u>	<u>YTD Budget £000s</u>	<u>YTD Actuals £000s</u>	<u>YTD Variance £000s</u>	<u>Previous YTD £000s</u>	<u>Year End Projection £000s</u>
INCOME							
<u>Funding Council Grants</u>							
Recurrent Grant Inc Fee Waiver	41,536	41,536	29,702	29,702		28,844	41,536
Childcare Funds	1,500	1,500	1,280	1,280		1,247	1,500
Deferred Capital Grants	3,187	3,187	2,396	2,396		2,313	3,187
Debt Support Grants	800	800	800	800		600	800
Other SFC Grants	1,863	1,863	1,370	1,754	384	1,641	2,740
	48,886	48,886	35,548	35,932	384	34,646	49,764
<u>Tuition Fees & Education Contracts</u>							
FE - UK & EU	106	106	105	89	(15)	107	89
HE - UK & EU	369	369	364	367	3	359	367
PT Self Payers	766	766	759	669	(89)	698	675
Examination Fee Income	20	20	15	20	5	17	20
SAAS	4,221	4,221	3,301	3,020	(281)	2,979	4,013
Associate Degree Fees	990	990	973	846	(127)	680	846
Managing Agents	1,362	1,362	1,121	1,159	38	996	1,411
Edinburgh Council - Pre Emp Contract	1,265	1,265	940	791	(149)	752	995
	9,099	9,099	7,579	6,962	(617)	6,588	8,416
<u>Commercial & International</u>							
International	1,350	1,350	1,091	1,091	0	778	1,350
SDS	929	929	697	462	(235)	541	614
EH15 and The Apprentice Restaurants	53	53	42	57	15	61	57
Bliss SPA and Employability Salons	120	120	89	89	(0)	96	120
Gym	313	313	241	248	7	231	313
Nursery	1,150	1,150	765	607	(158)	698	950
Residences	541	541	400	363	(38)	458	491
Access Centre Provision	130	130	97	106	9	129	130
Bespoke Contracts for Employers	549	479	374	315	(59)	431	368
Scheduled Short Courses	786	856	621	456	(165)	461	505
	5,921	5,921	4,418	3,795	(623)	3,884	4,898
<u>Other Income</u>							
Catering	1,753	1,753	1,229	1,206	(23)	1,199	1,753
Other Income Generating Activities	377	377	327	440	114	378	440
	2,129	2,129	1,556	1,646	90	1,576	2,192
<u>Endowment & Investment</u>							
Bank Interest	5	5	5	18	13	2	18
	5	5	5	18	13	2	18
Exceptional Support Grants							
						648	
TOTAL INCOME	66,040	66,040	49,106	48,353	(753)	47,344	65,287
<u>EXPENDITURE</u>							
<u>Staff Costs</u>							
Senior Management	1,617	1,617	1,215	1,213	2	1,429	1,597
Academic Departments	23,520	23,479	17,285	17,019	265	16,954	23,206
Academic Services	4,405	4,405	3,248	3,179	69	3,123	4,305
Admin & Central Services	11,923	11,995	8,720	8,414	307	9,051	11,685
Premises	1,164	1,164	874	847	26	892	1,148
Catering & Residences	1,150	1,150	863	832	31	765	1,090
Temporary, Agency & Staff Bank Costs	1,157	1,157	864	1,007	(143)	855	1,157
Other Staffing Expenditure	656	626	497	549	(52)	430	589
	45,592	45,592	33,564	33,059	505	33,499	44,776
<u>Other Operating Expenses</u>							
Premises	4,760	4,771	3,609	3,475	134	3,587	4,798
Teaching Activity & Support	900	911	774	882	(108)	791	911
Childcare Costs	1,500	1,500	1,280	1,280		1,247	1,500
Transport Costs	59	62	54	56	(2)	60	62
IT Costs	942	942	688	640	47	711	927
Telecomms Costs	185	185	139	114	25	121	185
Equipment	59	56	40	35	5	23	56
Health & Safety	37	38	29	26	3	38	26
Travel & Subsistence	436	435	295	314	(18)	262	435
Admin Costs	181	191	144	116	28	137	186
Corporate, Consultancy, Professional	1,001	968	627	536	91	645	910
Staff Welfare	16	16	15	15		11	16
Catering	1,319	1,303	862	820	43	776	1,213
Training & Development	113	115	86	57	28	51	115
VAT	1,300	1,300	1,086	1,086		1,095	1,300
Marketing & PR	203	213	147	111	37	114	188
Partnership Costs	560	560	415	378	36	396	470
Overseas Agents Commission	118	118	33	27	6	70	118
Registration & Exam Fees	1,352	1,357	1,171	1,129	42	1,129	1,307
Bad Debts	40	40	31	31	0	22	40
	15,080	15,080	11,523	11,128	396	11,285	14,763
Depreciation for the year							
	5,246	5,246	3,944	3,944		3,980	5,246
<u>Debt Interest & Other Finance Costs</u>							
Interest On Bank Loans	595	595	446	446		466	595
Other Finance Charges	30	30	30	43	(13)	42	43
	625	625	476	489	(13)	508	638
Research & Development							
	10	10	8	0	7		10
Exceptional Support Costs							
						648	
TOTAL EXPENDITURE	66,553	66,553	49,515	48,619	896	49,919	65,433
Operating Surplus / (Deficit)	(514)	(514)	(409)	(266)	143	(2,575)	(146)

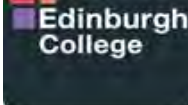


For the future you want

Balance Sheet

For the 9 Months to 30th April 2018

	<u>2017/2018</u> <u>YTD Actuals</u> <u>£000s</u>	<u>2016/17</u> <u>Year End</u> <u>£000s</u>	<u>2016/2017</u> <u>Previous YTD</u> <u>£000s</u>
Fixed Assets			
L&B	136,809	139,276	140,082
FFE	8,573	7,186	7,335
	145,382	146,462	147,417
Current Assets			
Stock	93	136	111
Debtors	2,233	2,141	2,888
Cash	3,561	4,799	3,399
	5,886	7,076	6,398
Creditors < 1yr			
Loans	(436)	(436)	(408)
Payments received in advance	(21)	(335)	(726)
Trade creditors	(718)	(1,126)	(618)
Taxes & social sec	(1,660)	(1,218)	(1,798)
Accruals, Def Inc & Other Creditors	(3,579)	(5,041)	(3,919)
Amounts owed to SFC	(3,434)	(2,542)	(5,883)
Deferred Capital Grants - Government	(3,189)	(3,193)	(3,065)
	(13,037)	(13,896)	(16,417)
Net current assets / (liabilities)	(7,150)	(6,820)	(10,019)
Total assets less current liabilities	138,232	139,642	137,398
Creditors > 1yr			
Bank loans	(9,822)	(10,141)	(10,339)
Lennartz VAT	(65)	(262)	(213)
Deferred Capital Grants - Government	(56,010)	(56,407)	(56,358)
	(65,897)	(66,810)	(66,910)
Provisions			
Early retirement	(4,622)	(4,854)	(4,823)
Other			20
	(4,622)	(4,854)	(4,803)
Net pension asset / (liability)	(22,019)	(22,019)	(25,294)
NET ASSETS	45,693	45,959	40,391
Reserves			
I&E account	40,662	40,460	38,013
Pension reserve	(22,019)	(22,019)	(25,294)
Revaluation reserve	27,050	27,518	27,671
RESERVES	45,693	45,959	40,391

 For the future you want	<u>Original</u>	<u>Revised</u>													<u>YTD</u>	<u>Annual</u>	<u>Var From</u>
	<u>Budget</u>	<u>Budget</u>	<u>Aug 17</u>	<u>Sep 17</u>	<u>Oct 17</u>	<u>Nov 17</u>	<u>Dec 17</u>	<u>Jan 18</u>	<u>Feb 18</u>	<u>Mar 18</u>	<u>Apr 18</u>	<u>May 18</u>	<u>Jun 18</u>	<u>Jul 18</u>	<u>Cumulative</u>	<u>Forecast</u>	<u>Budget - Fav</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>/ (Adv)</u>
	<u>Total</u>	<u>Total</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Total</u>	<u>Total</u>	<u>Total</u>
SFC Grants - Core	41,536	41,536	4,527	3,503	5,269	3,824	3,807	0	2,602	1,648	5,407	4,621	3,621	2,521	30,587	41,350	(186)
SFC Grants - ESF	476	476	32	32	158	32	32	32	32	65	32	32	32	32	443	538	62
SFC Grants - Other	6,240	6,240	116	298	807	584	547	846	749	722	152	191	259	118	4,822	5,389	(851)
SFC Grants - VS Scheme		0	0	15	0	0	0	0	0	0	0	0	625	0	15	640	640
SAAS Funds	4,221	4,221	0	0	0	0	0	3,806	0	0	207	0	0	0	4,013	4,013	(208)
Tuition Fees / Education Contracts	4,878	4,878	325	258	78	505	443	813	107	384	711	300	300	179	3,624	4,403	(475)
Commercial / International	5,921	5,921	458	471	422	444	291	203	390	727	389	396	396	311	3,795	4,898	(1,023)
Other Income	2,135	2,135	145	157	231	234	168	113	264	193	155	129	185	236	1,660	2,210	75
Operational Income	65,407	65,407	5,603	4,733	6,965	5,623	5,288	5,812	4,144	3,739	7,052	5,668	5,417	3,396	48,959	63,441	(1,965)
Staff Costs	46,892	46,892	3,807	3,599	3,631	3,622	3,616	3,648	3,678	3,691	3,773	3,945	3,944	3,822	33,065	44,776	2,116
Purchase Ledger / Other Expenditure	9,754	9,754	524	1,472	953	802	776	666	566	562	1,278	510	557	447	7,599	9,113	641
Childcare Expenditure	1,500	1,500	0	34	169	233	215	108	217	173	130	154	154	13	1,279	1,600	(100)
Premises Costs	4,761	4,761	366	329	476	348	418	409	375	413	341	441	441	441	3,475	4,798	(37)
Pension Strain Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff VS & Restructuring Costs	116	116	37	57	22	0	0	0	0	0	0	0	625	0	116	741	(625)
Operational Expenditure	63,023	63,023	4,734	5,491	5,251	5,005	5,025	4,831	4,836	4,839	5,522	5,050	5,721	4,723	45,534	61,028	1,995
Net Income Generated From Operations	2,384	2,384	869	(758)	1,714	618	263	981	(692)	(1,100)	1,530	618	(304)	(1,327)	3,425	2,413	30
Capital Expenditure	3,273	3,273	0	0	1,909	64	106	26	80	528	0	0	20	0	2,713	2,733	540
Pensioners (against enhanced provision)	288	288	23	25	24	36	24	29	25	24	24	25	25	25	234	309	(21)
Capital Loan Repayments	416	416	0	36	68	0	36	69	0	37	71	37	0	72	317	426	(10)
VAT Repaid - Lennartz	800	800	0	218	0	0	194	0	0	194	0	0	194	0	606	800	0
Non-Operational Expenditure	4,777	4,777	23	279	2,001	100	360	124	105	783	95	62	239	97	3,870	4,268	509
Net Income Generated From Op and Non-Op Activities	(2,393)	(2,393)	846	(1,037)	(287)	518	(97)	857	(797)	(1,883)	1,435	556	(543)	(1,424)	(445)	(1,855)	539
Student Funds Inflow	9,180	9,180	300	636	844	914	772	786	1,890	(525)	1,272	897	849	3	6,889	8,638	(542)
Student Funds Outflow	9,180	9,180	1	547	808	1,207	1,486	675	1,277	935	746	1,296	848	50	7,682	9,876	(696)
	0	0	299	89	36	(293)	(714)	111	613	(1,460)	526	(399)	1	(47)	(793)	(1,238)	(1,238)
Total Cash In	74,587	74,587	5,903	5,369	7,809	6,537	6,060	6,598	6,034	3,214	8,324	6,565	6,266	3,399	55,848	72,079	(2,508)
Total Cash Out	76,980	76,980	4,758	6,317	8,060	6,312	6,871	5,630	6,219	6,557	6,363	6,408	6,808	4,870	57,086	75,173	(1,807)
Net Inflow / (Outflow)	(2,393)	(2,393)	1,145	(948)	(251)	225	(811)	968	(185)	(3,343)	1,961	157	(542)	(1,471)	(1,238)	(3,094)	(701)
Opening bank balance	4,799	4,799	4,799	5,944	4,996	4,745	4,970	4,159	5,127	4,943	1,600	3,561	3,718	3,176	4,799	4,799	0
Closing bank balance	2,406	2,406	5,944	4,996	4,745	4,970	4,159	5,127	4,943	1,600	3,561	3,718	3,176	1,705	3,561	1,705	(701)
Ledger balances																	
Main accounts	4,799	4,799	3,783	2,746	2,459	2,977	2,880	3,737	2,940	1,057	2,492	3,048	2,505	1,081	2,492	1,081	(3,717)
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	2,161	2,250	2,286	1,993	1,279	1,390	2,003	543	1,069	670	671	624	1,069	624	624
Subsidiary accounts	4,799	4,799	5,944	4,996	4,745	4,970	4,159	5,127	4,943	1,600	3,561	3,718	3,176	1,705	3,561	1,705	(3,093)
Loan balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**BOARD OF MANAGEMENT
12 JUNE 2018
PAPER S**



FOR INFORMATION / DISCUSSION			
Meeting:	Board of Management 12.06.18		
Presented by	Annette Bruton		
Author/Contact	Annette Bruton	Department / Unit	Principal/Chief Executive
Date Created	01.06.18	Telephone	0131 344 7171
Appendices Attached	Appendix 1: Activity Report to June 2018		
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 March 2018

3. DETAIL

This report will cover business critical aspects of college business not already covered in substantive items on the agenda.

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

Not applicable.

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

Firstly, I would like to congratulate Audrey Cumberford on her appointment as Principal and Chief Executive of Edinburgh College and look forward to providing a smooth transition for when she takes up post on 3 September.

As this will be my final Principal's report I would like to take the opportunity to thank the Board of Management for its endless support over the last 3 and half years since I took up post. It goes without saying, it has been an honour and privilege to have been Principal and Chief Executive of Edinburgh College. I have been very fortunate to work with extremely professional and motivated staff, even when the challenges came thick and fast! I feel very proud every time I meet students and watch the progression they make from their first day on campus to their last day. At the time of writing this report, students will be busy finishing their courses and looking forward to their summer breaks and their next steps, whether this in returning to college next year, moving on to university or taking up employment. I wish them all the best for their futures.

2. Ministerial visits

2.1 Scottish Student Sport in Scotland investment

Shirley Anne Somerville, Minister for Further Education, Higher Education and Science visited Granton campus on 9 February to announce the investment of £465,000 to Scottish Student Sport (SSS) in Scotland. Delivered through the Scottish Funding Council the fund is allocated to encourage more students at colleges and universities to get involved in sport at all levels. SSS was established in 2011 and works with colleges and universities to promote physical activity and provide sports opportunities. There are currently over 600 student sports clubs in Scotland, covering more than seventy sports. This new funding will be used to further extend and develop sport at every campus in the country as part of an ambitious four year plan. Included in the plan is a focus on ensuring that students in both colleges and universities can access the best facilities available to them. The initiative also wants to harness sport as a way of making students more involved with their college or university, reducing the chances of them dropping out and enhancing their overall student experience. The Minister met with students from the college to discuss the impact and advantages sport can make in life.

2.2 15-24 Learner Journey Review

Edinburgh College hosted, John Swinney, Deputy First Minister, Shirley-Anne Somerville and Jamie Hepburn at the Granton Campus on Thursday 10 May to launch the findings of the 15-24 Learner Journey Review, which includes the following recommendations:

- Every pupil in Scotland will have access to an online account with personalised support in choosing courses and planning a career
- More joined-up advice and guidance on post-school options across the education sector.
- Young people to receive a better balance of work-based and academic skills informed by employer engagement, building on the success of the Developing the Young Workforce programme.
- Improved collaboration between schools, colleges and universities to enable, where appropriate, greater flexibility for young people to move from S5 to year one of a degree, from S6 to year 2, and from college into years 2 and 3 of university.

The report can be found here: <http://www.gov.scot/Publications/2018/05/4774>

The Ministers were joined by 20 of Edinburgh College students from across the curriculum, as well as four other young people organised by Young Scot, and another three from Clydebanks High School, who are SCQF ambassadors.

Other delegates included SFC Chief Executive John Kemp; SQA Chair David Middleton; Association of Directors of Education in Scotland Executive Officer Terry Lanagan; Colleges Scotland Chief Executive Shona Struthers; the Scottish Government's Director of Advanced Learning and Science, Aileen McKechnie; as well as representatives from Skills Development Scotland and Young Scot. The Ministers and representatives from the various organisations then held round-table discussions with the young people to hear their experiences of their own journeys through education so far.

3 International visits and opportunities

3.1 Bahrain Visit

A group of senior officials from the Bahrain government were in the UK, during April, as part of study visit organised by the Department for International Trade (DIT) and People 1st (sector skills council). The group visited Edinburgh College on the 25 April, hosted by Ian Young. The main objectives for their visit focus on: employability, apprenticeships, industry engagement, connections between schools, colleges and universities and careers guidance. The group plans to meet with representatives of the Scottish Government, Skills Development Scotland and also Glasgow Clyde College.

3.2 Saudi Visit

Assistant Principal Michael Jeffrey visited Saudi Arabia at the end of May to discuss Edinburgh College proposals for the following one-week management training programmes, in addition to other opportunities for collaboration in the future.

1. Leadership for Change and Organisational Development (2030)
2. Forward Looking Management

This is an opportunity to continue our long-standing collaboration with TVTC to provide high-quality training for executive staff members.

3.3 British Council Inspection

The British Council are to carry out an inspection on college based ESOL provision October 2018. The inspection will ensure the college meets the standards set out in the British Council's accreditation scheme. This will provide the college with a visible and explicit commitment to meeting and maintaining the quality standards through the use of the 'accredited by the British Council' marque. Will support opportunities for improvement in services through the inspection process and through the sharing of best practice. Ensures the College maintains its eligibility to enroll visa students on short-term study visa, up to six months for under 18's and 11 months of students over 18 and over (English language only), and incidental study up to 30 days for those on a standard visitor visa. The accreditation also offers overseas promotion through the British Council network in over 100 countries and inclusion in the Education UK website – the principle international student recruitment portal.

The college has had staff members visit the British Council in preparation for the visit. An inspection plan is being drafted at present for the week long inspection which will focus on:

- Management
- Premises and Resources
- Learning & Teaching (ESOL)

- Welfare and Student Services
- Safeguarding under 18s

4. College Improvement Project

On Wednesday 9 May, Edinburgh College's project team visited Dundee & Angus College, Arbroath Campus, to meet colleagues from the Scottish Government and four other regional colleges involved in the National Retention and Attainment project. It was an extremely interesting day with each college sharing their experiences of using the PDSA 'Small Test of Change' model. The Edinburgh College team received excellent feedback and look forward to expanding the testing in 2018/19.

5. Learning Analytics

Linking with the college retention and attainment improvement project, Assistant Principals', Jon Buglass and Jonny Pearson have been exploring other ways to understand student behaviour in order to keep our students 'on track' with their learning. Following a series of meetings and presentations, Civitas Learning have a proposal for the college which we hope can be put in place for 2018/19. Initially, this proposal could be either be a pilot led by Edinburgh College or potentially a joint proposal with other Scottish regional colleges. The proposal has received positive interest from the Scottish Funding Council.

6. Super Six Franchise

In August 2017 the Scottish Rugby Union announced its plans to restructure the domestic game in Scotland. The new top tier of Scottish domestic rugby will be created for the 2019/20 season, named the 'Super Six'. This will be semi-professional and work to close the gap between the club game and professional teams in Scotland. The aim is for more meaningful game time for age-grade/academy players and talented amateurs tilting at a professional contract. One of the most significant conditions of becoming a 'super 6' franchise was the requirement for bidding clubs to have a partnership with an educational institute. Edinburgh College was approached by Heriots Rugby Club to be their educational partner. Neil Mackenzie, Curriculum Manager for Sport and Fitness, worked closely with Heriot's staff on their submission and, on 1 May 2018, Heriots were awarded one of the six franchises. We very much look forward to developing our partnership and playing a significant role in the success of this new league structure.

7. Scottish Student Sport Success

Edinburgh College lifted the Champions Trophy at the Scottish Student Sport College Cup for a fifth consecutive year. The college had a team in each of the seven finals held at Oriam Sport Performance Centre on 2 May, winning six of them to be crowned the overall winners. They've been a credit to Edinburgh College and their sport. Scottish Student Sport provides an excellent opportunity every year to take advantage of competitive competition against their college peers. The continued success over the past five years to repeatedly perform over a number of sports is a great testament to the talented students we have at Edinburgh and the continued support from the Sport and Fitness staff to coach the teams.

8. The Scottish Parliament Cross Party Group

On 9 May, Assistant Principal Jon Buglass participated as a speaker to discuss the topic, 'the cultural impact of colleges and universities and their contribution to the creative industries'. Jon highlighted the importance of creative industries for the learner journey, from access courses through to degree level. He highlighted employability, linking the opportunities students have working in the tourism sector through local festivals as well as the college's own festival of creativity, Glow. Finally, he underlined the importance of the valuable partnerships the college has with employers and stakeholders which has now grown to over

550, and the benefits this has had for employers and students alike, giving examples of how this has worked best.

9. Digital Cities 2018 Panel Discussion

On 16 May, FutureScot ran a Digital Cities Roadshow to discuss the digital capabilities of Scotland's six regions – Edinburgh & South East, Glasgow, Stirling & Clackmannanshire, Tay City Regions, Aberdeen & North East and Inverness. Assistant Principal, Jon Buglass was a speaker in the Edinburgh roadshow to discuss the college's contribution in closing the skills gap in Edinburgh and the wider region. Jon highlighted the opportunity for growth through the City region deal to embed data driven innovation throughout the curriculum.

10. Staff Conference - Working Well: Putting wellbeing and positive mental health first

On 21 June, this event will provide an opportunity to learn and share our views on what we can all do to contribute to becoming an even healthier, happier and more resilient team. The aim is to build a culture of positive wellbeing and mental health for us all, and the outcomes of the day will support the college's development of a new wellbeing and mental health strategy.

On the day, there will be an opportunity for staff to share a healthy morning snack with colleagues, before starting with a recreational activity designed to boost wellbeing and fire up neurological pathways in preparation for a day of talks and workshops from specialists in the field of wellbeing and mental health.

There will be a keynote speech from Carol Craig, of the Centre for Confidence and Wellbeing, who will talk about how she applies the concept of a wellbeing quadrant to help people towards better wellbeing and mental health.

After lunch, staff will have the opportunity to take part in two workshops or talks that will introduce them to tools, concepts and ideas they can weave into their working day. We also have external organisations coming to share their knowledge - they will be exhibiting on the day so there will be lots of opportunity for staff to learn what they can do to become even healthier at work.

The day will close with our annual Staff Awards, giving us the chance to formally recognise and thank our colleagues who have made an outstanding contribution to the success of our college this year.

11. Glow festival

Once again, the Glow Festival continues to impress. The two-month creative festival taking place at exciting venues across Edinburgh has drawn crowds from all over to enjoy and appreciate the new generation of creative individuals showcasing their projects in music, theatre, dance, photography, sculpture, illustration, and many other areas within the creative industries.

This year's opening evening was even more special thanks to the National Galleries of Scotland for hosting the Glow launch event.

12. Achievements

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

Meet the local filmmakers: Glasgow Short Film Festival (8.3.18)

Former Edinburgh College student Duncan Cowles, creator of short documentary film 'Taking Stock' spoke to The Skinny about his film, which is to be screened at the Glasgow Short Film Festival.

Edinburgh College hairdressing students style their way to national competition finals (9.3.18)

Three Edinburgh College hairdressing students proved to be a cut above the rest as they scooped medals at the Association of Hairdressers and Therapists (AHT) south Scotland regional competition.

The students picked up two gold medals and a silver at the annual south Scotland heat of the competition held in Coatbridge. Their hairdressing skills were put to the test in timed competitions including cutting, styling, red carpet and team events, and they impressed the expert judging panel with their talents and stand-out looks.

Eighteen students represented the college at the competition, with Melissa Moor winning gold in the First-Year Commercial Blow Dry category, Hayley McEwan picking up gold in the Ladies Commercial Cut and Blow Dry category, and Sun Yim Chang winning silver in the Ladies Evening Style category.

Professional Marketing students commended by The Chartered Institute of Marketing (CIM) (13.3.18)

The performance of students working towards a Diploma in Professional Marketing has been commended by the industry's leading professional body.

The awarding body at The Chartered Institute of Marketing (CIM), 2200 Strategic Marketing, has commended Edinburgh College for the excellent standard of results achieved for assessments submitted in December 2017 as part of the Strategic Marketing module of the course.

Exhibition puts female body at its centre (14.3.18)

Former Edinburgh College student Jannica Honey held her inaugural solo photographic display at Edinburgh's Arusha Gallery.

Elizabethan Costume Show (14.3.18)

Elizabethan costumes designed by Edinburgh College students were displayed on mannequins at Perth Theatre.

BITC highlights importance of Scotland becoming a good food nation at Holyrood event (14.3.19)

Business in the Community Scotland (BITC) celebrated the importance of food, education and school in the year of the young people at event held at Holyrood. Edinburgh College Professional Cookery students created canapes for the evening event attended by Richard Lothead MSP and leading chef Gary Maclean.

Toks wins prestigious 'virtual assistant' gong (15.3.18)

Former Edinburgh College student Toks Adebajo from Musselburgh has won a top industry award after building up her own business in the past 15 months.

Toks was named the 'Best Newcomer VA' at the UK VA Awards in London last month.

Edinburgh College marketing team win four awards (16.3.18)

Edinburgh College's marketing team was honoured at the College Development Network's (CDN) annual Marketing Awards, taking home a Gold, two Silvers and a Bronze award.

Double triumph for ECSA at NUS Scotland Awards (16.3.18)

Edinburgh College Students' Association (ECSA) won two awards at the NUS Scotland awards held in Dunblane.

The ECSA team were named the College Students' Association of the Year for the second year running for their role in shaping education and empowering individuals in the previous 12 months.

ECSA also had their first win in the Education category, an award given for a project or campaign aimed at improving access to or attainment in post-16 education.

Students from Kunitachi College of Music in Japan link up with Edinburgh College during visit to the capital (19.3.18)

Music students from Japan and Edinburgh College struck all the right notes during the first of what is hoped to be a number of knowledge exchange visits.

Twelve classical music students have visited schools and projects around the city, taking part in a range of community and music education activities and lessons. They also visited two the college's Milton Road and Sighthill campuses to meet students, share their culture and ideas as well as perform songs and music – a wonderful common language.

The group also attended a reception with the Lord Provost of Edinburgh, Councillor Frank Ross, and the Consul General for Japan in Edinburgh at the City Chambers to learn more about the heritage of the area.

Open event for NC ESOL for Employability Level 5 (19.3.18)

An open day event was held for those who speak English as a second language and are considering improving their language skills for work or further training.

The NC ESOL for Employability Level 5 took place on Wednesday (21 March) at Sighthill Campus and gave prospective students the chance to ask questions about the course, its content and delivery.

Azerbaijan teachers benefit from college training course (20.3.18)

A group of 32 teachers from Azerbaijan have returned to their classrooms equipped with improved English teaching skills thanks to a course provided by the college's International and college-based English for Speakers of Other Languages (ESOL) teams.

The primary and secondary English teachers, the first group to visit the college from Azerbaijan, completed the one-week intensive Teacher Development course at Sighthill Campus. The course aims to help teachers develop the skills and confidence required to deliver subjects to pupils in their home country in English.

Edinburgh College says 'tchau' to Brazilian students (22.3.18)

A group of Brazilian students who studied with Edinburgh College have left Scotland with improved English language skills and a real knowledge of the country's tourism and hospitality industry.

Ten students arrived from South America in January to learn about the vigorous and fast-paced nature of the Hospitality and Tourism sector at the college's Granton campus.

As part of a programme funded by the Brazilian Ministry of Tourism and the Association of Colleges, the students joined in existing college courses in Hospitality, Professional Cookery, Travel and Tourism, as well as English-language classes.

Cabaret Diversity at eh15 (26.3.18)

An event to celebrate diversity and the Year of Young People (YOYP 2018) was held at eh15 restaurant at Milton Road on Tuesday 27 March.

'Cabaret Diversity' saw students from our Schools Academy events course collaborate with our Performing Arts and Music students to deliver an evening of performances to celebrate and promote diversity across the college.

Award for pupils' STEM rocket car challenge (29.3.18)

Edinburgh College has accepted an award for a STEM project that involved working with local schools to build model rocket cars based on one being used for the land speed world record attempt.

The college's Faculty of Engineering and Built Environment has been awarded £500 and a trophy from the George Pettigrew Trust Fund for its BLOODHOUND Rocket Car Education Programme in association with the Energy Skills Partnership.

The BLOODHOUND Rocket Car Education Programme involves the college engaging with P7 school groups from all around the Edinburgh area as part of its P7 STEM Inspiration Experience project.

Karen Gillan becomes PASS Patron (29.3.18)

Scottish actor Karen Gillan has become the patron of Edinburgh College's Performing Arts Studio Scotland (PASS), where she trained as a student before launching a career that has brought her worldwide acclaim and box office success.

As patron of performing arts, Karen will support the college's students by coming to the college to give talks and masterclasses, and sponsoring an award at the college's annual student Prize Giving Ceremony.

Karen studied acting at PASS at Edinburgh College from 2004 to 2005. Since graduating, she has gone on to star in Dr Who, Marvel's Guardians of the Galaxy films, the upcoming Avengers: Infinity War and the Jumanji sequel. She has also turned her hand to writing and directing. Her directorial debut The Party's Just Beginning, which she also wrote and stars in, had its premiere at the Glasgow Film Festival in February.

Jessica gears up for automotive career with electric vehicle scholarship (3.4.18)

A 16-year-old Edinburgh College student is on the road to a long future in automotive engineering after being awarded an electric vehicle (EV) scholarship.

Jessica O’Leary will complete a five-month scholarship designed to ensure she will leave college equipped with a greater depth of knowledge in electric vehicle technology, helping her to become an accomplished employee who can support the motor industry with future sustainable transportation developments.

Jessica is currently studying towards her IMI Level 1 Transport Maintenance (Light Vehicle) Certificate at Midlothian Campus and felt that applying for the EV scholarship, which involves working alongside EV administrator, Bob Murphy, was a chance not to be missed.

The EV scholarship is run by the Edinburgh College Development Trust and is funded by Alex F Noble & Son, a long-established Midlothian-based Nissan car dealership. Jessica is the second student to have been selected to complete the programme having shown a real interest in EV technology during the application process.

Nik and Rich to cycle from Edinburgh to Budapest for charity (18.4.18)

An Edinburgh College lecturer is gearing up to cycle from one capital to another as they aim to raise £2,000 for a dementia charity.

Edinburgh College lecturer, Nik Olliver, and partner Richard Newton are preparing to tandem cycle 2,000km from Edinburgh to Budapest later this year in aid of Alzheimer's Research UK, the country's leading Dementia charity.

BESA Pipefitting and Welding Competition held at Edinburgh College (24.4.18)

Some of Scotland’s top young engineering and construction workers took part in the Building Engineering Services Association (BESA) Pipefitting and Welding Competition at Edinburgh College.

Apprentices studying towards their SVQ 3 Heating and Ventilation Award at the college’s Midlothian Campus competed against their counterparts from Glasgow Kelvin College in two challenges.

The challenges, based on both pipefitting and gas-welding disciplines, put the students through their paces, testing the skills and knowledge they have learned through their apprenticeship and college training to date. The winners will be announced on Thursday 7 June.

Work placement leads to year of success for Edinburgh College built environment student (25.4.18)

An Edinburgh College Built Environment student is celebrating her first-year anniversary of working with planning and design consultancy Barton Willmore, after initially joining the company for just a five-day work-placement.

Edinburgh College sports teams crowned national champions (3.5.18)

Edinburgh College have lifted the Champions Trophy at the Scottish Student Sport College Cup for a fifth consecutive year.

The college had a team in each of the seven finals held at Oriam, winning six of them to be crowned the overall winners.

Gavin snaps up top photography awards (3.5.18)

An Edinburgh College HND Photography student is enjoying double success after scooping two industry awards.

Gavin Smart was named Scottish Student of the Year 2018 at the Master Photographers Association (MPA) Awards 2018.

His winning image 'Identity' was inspired by, and features, his close friend and actress, Daisy Grant, and focuses on gender fluidity and dispelling labels and social categories.

Make-up Artistry students bring the weird and wonderful to PASS Theatre (18.5.18)

Superheroes, werewolves, demons and witches took over Edinburgh College's PASS Theatre as the college's Make-up Artistry students showcased their cosmetic talents.

More than 30 students used their special effects and beauty make-up skills to bring the mythical creatures to life as part of Edinburgh College's annual Ministry of Make-up showcase.

Congratulations to this year's ECSA-Illence Awards winners (21.5.18)

Around 80 people gathered at Sighthill for the annual ECSA-Illence awards ceremony, recognising those who make the student learning experience at Edinburgh College the best it can be.

The 2018 ECSA-Illence Award winners are:

- Jo Cockburn - Childhood Practice Dental & Pharmacy studies
- Katie Thom - LDT
- Debbie Miller – Art & Design
- Jackie Dunbar – Hair, Beauty & Complementary Therapies
- Lewis Drummond – Computing

ALDI partnership cooks up support for Edinburgh College students (24.5.18)

ALDI has donated equipment worth £4,000 to Edinburgh College's Professional Cookery department through a partnership that is also providing new opportunities for students to develop their skills.

The support from ALDI will benefit the kitchens at the college's Milton Road Campus and has enabled the college to invest in equipment to aid students' learning, including bowls, trays, table-top and hand mixers, small fridges and sauté pans. ALDI has also donated a TV to assist class learning.

Edinburgh College students snap up national photography awards (24.5.18)

Edinburgh College Photography students and alumni captured the imagination of the judges at the country's top competition for young photographers, winning 18 awards in total.

The annual British Institute of Photography (BIPP) Scottish Region Awards saw 13 students and alumni recognised across areas of photography including photojournalism, advertising, fashion and social and portraiture.

Student president-elect nominated for Herald HE Award (28.5.18)

Edinburgh College student and ECSA president-elect Sarah Hay is nominated in the Outstanding Contribution from a Student category at this year's Herald HE Awards.

Sarah, 22, has been a student at Edinburgh College since January 2017, initially studying Childcare and Play: First Steps. After this, she returned in August 2017 to study NC Early Education and Childcare.

Sarah has been nominated in recognition of her personal journey through education and now into the role of ECSA president, which she has done while raising her daughter by herself.

Social Bite Village launches with help from Edinburgh College (29.5.18)

The Social Bite Village launched near Granton Campus, with the first residents to receive goodie bags to help them settle in.

The village has been created in partnership with the Cyrenians to provide accommodation for up to 20 homeless people and to help them find their way in life.

Representatives from the college visited the village and took with them goodie bags for each of the new residents, which included bright and colourful cushions made by PASS learning assistant Riba Duncan as well as chutneys and jams made by Professional Cookery students.

Student orchestra playing at TEDxYouth@Glasgow (30.5.18)

Edinburgh College's student orchestra performed at TEDxYouth at the Armadillo in Glasgow on Thursday 31 May.

The orchestra played film soundtrack music to entertain guests at the event. They played in front of a passing crowd of more than 2000 guests for two 30-minute slots on the Forth stage.

Student among inspirational speakers for Glasgow TEDx event (7.4.18)

Edinburgh College Graphic Design student Natalie Loh gave a talk on the connections between Science and Art at TEDxYouth at the SEC in Glasgow on May 31 2018.

Inspiring the next generation – STEM Construction Day at Granton Campus (31.5.18)

Pupils from Trinity Primary School have returned to their classroom inspired about careers in construction following the successful pilot of a STEM experience at Edinburgh College.

Fifty-eight primary 7s visited the college's Granton Campus to take a journey through the various stages of construction. From initial design to the erection of buildings, the pupils learned about the roles of architects, surveyors, construction managers and civil engineers.

BOARD OF MANAGEMENT
12 JUNE 2018
PAPER T



FOR INFORMATION / DISCUSSION			
Meeting	Board of Management 12.06.18		
Presented by	Nick Croft		
Author/Contact	Nick Croft / Marcus Walker	Department / Unit	Governance
Date Created	01.06.18	Telephone	0131 344 7048
Appendices Attached	<i>Appendix 1: Board Development Plan 2017/18</i>		
Disclosable under FOISA		Yes.	

GOVERNANCE REPORT

1. PURPOSE

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

2. BACKGROUND

The report provides an update on matters brought to the attention of the Board at its meeting on 20 March 2018, and further developments within the college and college sector over recent months.

3. DETAIL

3.1 Governance Review

Under the guidance of the newly appointed Chair of the Board, Sir Ian Diamond, it was proposed to the Nominations Committee on 30 May that an externally facilitated review of governance takes place in 2019. Whilst the 2016 Board Effectiveness Review had been positive, it was agreed by the Committee that the appointment of a new Chair of the Board provided an appropriate juncture to review arrangements.

Further to this, the Code of Good Governance for Scotland's College states that college boards should conduct an externally facilitated evaluation of its effectiveness at least every three years.

The following schedule is proposed for the external governance review:

June 2018	<i>Board informed of the requirements for an external review of governance arrangement and initial timescale. The Board is asked to approve the formation a working group consisting of Ian Diamond (Chair), Beth Anderson (Student Member), Nick Croft (Head of Corporate Development), Marcus Walker (Governance Advisor) and</i>
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	<i>two non-executive Board members (to be confirmed) to coordinate the review.</i>
July to September 2018	<i>Working group to develop a terms of reference for the external review and a procurement process to appoint an external evaluator.</i>
September 2018	<i>The Board shall consider and (if appropriate) approve a terms of reference for the review and the procurement process to appoint an external reviewer</i>
September / November 2018	<i>Procurement process initiated to recruit an external reviewer, with the chosen reviewer to be appointed by the Working Group.</i>
December 2018	<i>Board informed of external reviewer.</i>
January to March 2019	<i>External review undertaken and external governance review report agreed by the Working Group.</i>
March 2019	<i>Board informed of report and recommendations, and consider/approves improvement actions.</i>
June 2019	<i>Board to consider draft Board Development Plan for implementation in AY 2019/20.</i>

The Board is asked to consider the proposed timescale for the external governance review and approve the creation of a short life working group to coordinate the review.

3.2 Development Plan 2017/18

Following consideration by a short-life working group, a final version of the Development Plan was approved and submitted to the SFC on 28 March 2017. The Board subsequently agreed that it would review progress on the Development Plan at each of its scheduled meetings in 2017/18.

Attached (Appendix 1) for review by the Board is a working copy of the Development Plan which highlights progress to date. Below is an overview of recent progress on key elements of the Development Plan:

- 1. Enhance Succession Planning to improve balance and representativeness of board.**
The Nominations Committee on 30 May 2018 considered an update on the Gender Representation on Public Boards (Scotland) Act 2018 and its implementation. The Committee agreed to further develop its policies towards gender representation on the Board through continued improvements to its non-executive recruitment process.
- 2. Enhancing Decision-Making.** A proposal to develop horizon scanning further was welcomed by the Policy & Resources Committee and the Audit & Risk Assurance Committee at their meetings in May 2018. A newly configured horizon scanning report will be presented to the Board and its committee in AY 2018/19.
- 3. Challenging the Quality of the Student Experience.** (i) At the Board Development Day on 01 May 2018, the Board considered key elements of the student experience and actions arising will be progressed through the Academic Council in due course. (ii) The Governance Review, as outlined under Paragraph 3.1, will consider opportunities for further Board engagement with the student voice.

The reporting period for the 2017/18 Board Development Plan ends in September 2018. A final report will be presented to the Board at its first meeting in AY 2018/19 summarising

progress against the Development Plan, and highlighting matters which require further consideration/action.

3.3 Board Evaluations

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 2019, were noted by Board at its meeting on 14 February 2017.

As of 01 June, the following 2017/18 annual evaluation activities have taken place: (i) the Nominations Committee review of membership and skills; and, (ii) the reviews of operation for committees of the Board.

Due to the recent arrival of a new Chair of the Board in March 2019, it is proposed that the annual evaluation of the Chair (by the Vice Chair) is postponed for 2017/18. The Vice Chair, Ian Young, has indicated that Board members wishing to informally discuss any matters relating to the performance of the Chair should contact him (in confidence) directly.

One-to-one meetings with the Chair of the Board will be arranged over the summer period, as part of Board members individual self-evaluations. In addition to the proposed self-evaluations, an online survey will be circulated to members of the Board in July 2018. The survey will comprise of a series of questions focussing on current governance arrangements at the college and areas of future enhancement.

Key matters arising from the governance survey and individual Board member self-evaluation will be considered at the first Board meeting in AY2018/19.

3.4 Position of Vice Chair / Senior Independent Member

The tenure of the current Vice Chair of the Board, Ian Young, will end on 01 March 2019.

The Code of Good Governance states that a college board must appoint one its non-executive members to become a senior independent member. In Edinburgh College this role is fulfilled by the Vice Chair.

At its meeting on 30 May, the Nominations Committee agreed that a process for appointing a new Vice Chair would be brought forward to its next meeting for consideration - prior to its review by the Board.

A further update will be provided to the Board in due course.

3.5 Position of Chair of the External Engagement Committee

The position of Chair of the External Engagement Committee is currently vacant following the departure of a Non-Executive Board Member from the Board in March 2018. The Nominations Committee on 30 May agreed that an open call for nominations to act as Chair of the External Engagement Committee should be circulated to the Board. Those wishing to nominate themselves for this post should contact the Chair directly at ian.diamond@edinburghcollege.ac.uk.

3.6 College Development Network: College Board Members' Conference 2018

On 15 May 2018, the College Development Network held its annual College Board Members' Conference in Stirling. Eight Board members from Edinburgh College attended the Conference with the Head of Corporate Development.

The event offered college board members an opportunity to receive a keynote speech from the Minister for Further Education, Higher Education and Science, Shirley-Anne Sommerville, and engage in interactive discussions around current governance issues and topics.

4. BENEFITS AND OPPORTUNITIES

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

5. STRATEGIC IMPLICATIONS

Ensuring that the College has effective governance arrangements in place enables the college to deliver the Strategic Plan 2017/22, the Blueprint 2017/22 and the annual Regional Outcome Agreement.

6. RISK

Effective forward planning will mitigate the risk of governance failure, which currently sits as Risk 12 on the top risk register.

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 is asked to:

- NOTE the Governance Report and CONSIDER progress against the Development Plan 2017/18;
- CONSIDER the proposed timescale for an external governance review and APPROVE the creation of a short life working group to coordinate the process;
- NOTE proposed amendments to Board evaluation arrangements for 2017/18.



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

May 2018

1. IMPROVING APPOINTMENT, INDUCTION AND DEVELOPMENT	OVERALL STATUS: IN PROGRESS	R	A	G
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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 2018		Nominations Committee	IN PROGRESS	G	G
	High level diversity succession plan in place to ensure the Board upholds the Equality and Diversity Policy of Edinburgh College.				<p>Diversity planning considered at the Nominations Committee held on 26 October 2017.</p> <p>The Nominations Committee on 30 May 2018 considered an update the Gender Representation on Public Boards (Scotland) Act 2018 and its implementation. Further to this, the Committee agreed to continue to develop its policies towards gender representation on the Board - through its non-executive recruitment process.</p>	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.				<p>The Nominations Committee held on 26 October and 30 May considered if any gaps existed in the Board skills matrix.</p> <p>In October, the Committee agreed to seek a new non-executive member with 'relevant legal expertise' and/or 'current</p>	G	G

					or recent experience in the public sector, third sector or community engagement initiatives'. In March, a new Non Executive Member with relevant legal experience was appointed to the Board.		
1.2	Achieve/maintain gender balance	September 2018		Nominations Committee	IN PROGRESS	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.				<p>The Nomination Committee considered diversity succession planning, on 26 October, to take into account of 50/50 by 2020 and the gender representation bill.</p> <p>The Nominations Committee on 30 May 2018 considered an update on the Gender Representation on Public Boards (Scotland) Act 2018 and its implementation.</p>	G	G
1.3	Improve induction/training	Sept 2018		Chair of the Board / Head of Corporate Development	IN PROGRESS	G	G
	All Board members to complete CDN mandatory induction on governance within 6 months of joining.				<p>Three new Board members are awaiting CDN mandatory training, following the cancellation of an event in February due to adverse weather.</p> <p>CDN are currently developing a new schedule for mandatory induction events and this will be</p>	G	G

					circulated to members in due course.		
	All Remuneration Committee Members to complete dedicated CDN training, which provides the basic knowledge they require to fulfil their responsibilities.				Remuneration Committee training available to members online <i>[also available to all Board members for reference]</i> .	G	G
	Audit Chair/members to complete dedicated CDN training, which provides the basic knowledge they require to fulfil their responsibilities.				Audit & Risk Assurance Committee Chair attended CDN event on 16 March 2017.	G	G
	Senior Independent member to complete CDN training and engage at national level to share/develop sector practice.				Vice Chair completed senior independent member training on 07 December 2016.	G	G
	Develop more systematic approach to committee chair induction in line with the code, to ensure consistent and effective convenorship.				Arrangement to be brought forward to the next meeting of the Nominations Committee, with a view to arrangements being in place for the appointment of a new Chair of the External Engagement Committee.	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	Reports on curriculum and student numbers received by P&R Committee on 22 August. Follow-up session to be arranged in due course.	G	G

	Finance/funding session to be held to ensure that all Board members have an appropriate understanding of internal financial reporting and current funding mechanisms.			/ Chief Operating Officer and Head of Finance	Pre-Board finance session provided by Head of Finance on 20 June. Follow-up session to be arranged in due course.	G	G
1.4	Introduce 6 month induction review	Sept 2018		Chair of the Board / Head of Corporate Development	IN PROGRESS	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.				Support staff Board member and new non-executive members received 6 month induction review as part of one-to-one meeting with the Chair of the Board in July 2017. All members are welcome to meeting privately with the Chair at their discretion. All members will meet with the newly appointed Regional Chair in due course.	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	IN PROGRESS	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				Individual evaluation meeting with the Chair took place during July/August 2017, and individual objectives were agreed with members. All members will meet with the newly appointed Regional Chair in due course.	G	G

	continue to effectively support the Board going forward.						
1.6	Develop use of mentoring	Sept 2017		Chair of the Board / Head of Corporate Development	IN PROGRESS	G	G
	Develop more systematic approach to mentoring of new non-executive, staff and student members to ensure consistency and effective decision making.				<p>Mentorship arrangements for both Student Board Members are in-place.</p> <p>Following Board members meeting one-to-one with the new Chair in Summer 2018 formal arrangement will be proposed to the next meeting of the Nominations Committee in September/October 2018.</p>	G	G

2. ENHANCING DECISION-MAKING	OVERALL STATUS: IN PROGRESS	R	A	G
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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	IN PROGRESS	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-				Discussed at Board Development Day on 01 May 2018. Proposal to include such consideration at future Board meetings outlined in report to the June Board meeting.	G	G

	making process, with a view to improving its future effectiveness.						
2.2	Improve quality of board papers	Sept 2018		Head of Corporate Development / Clerk and Governance Advisor	IN PROGRESS	G	G
	Review content and format of board papers to improve focus (e.g. through use of executive summaries, and reduce overall volume). <i>[External Evaluator suggested target of 50% reduction in volume]</i>				New template for Board and committee papers introduced in January 2017. Papers, excluding appendices, limited to a maximum of 4 pages. Development session with senior management on drafting strategic papers – outlined in Governance Improvement Plan.	G	G
2.3	Develop capacity for horizon scanning/strategic perspective on risk and opportunity	Sept 2018		Executive Team / Head of Corporate Development	IN PROGRESS	G	G
	Progress development of strategic risk reporting and improved horizon-scanning reports to board and committees.				Strategic risk and horizon scanning reports presented to the Audit & Risk Assurance Committee. A proposal to develop horizon scanning further presented to the Policy & Resources Committee and the Audit & Risk Assurance Committee in May 2018.	G	G
	Increase focus on identifying board or committee-level need for briefings or think-pieces on areas of strategic importance (e.g.				In progress. The External Engagement Committee receives regular briefings on Community	G	G

	sustainability, community planning, commercial markets).				Planning Partnerships and City Regional Deal.		
	Improve use of board strategy days to ensure appropriate degree of strategic focus.				<p>Board Development Day on 01 November 2017 considered political landscape and innovations.</p> <p>Board Development Day on 01 May 2018 considered the following strategic matters: (i) Brexit; (ii) Student Experience; (iii) Granton Waterfront Development; (iv) the Future Economy of Edinburgh and the Lothians.</p> <p>Strategic outcomes from the Development Day in May 2018 were considered by the Board at its June meeting.</p>	G	G
2.4	Develop engagement of external stakeholders	Sept 2018		Executive Team / Head of Corporate Development	IN PROGRESS	G	G
	Continue to develop programme of external speakers at board and committee meetings to bring stakeholder perspective and generate debate.				<p>John Gribben, Employment Relations Policy Lead (College Scotland) attended September Board meeting.</p> <p>External presentations provided as part of Board Development Day in November planned.</p>	G	G
2.5	Ensure transparency around decision-making, consistent with FOISA	Sept 2017		Head of Corporate Development / Clerk and Governance Advisor	IN PROGRESS	G	G

	Ensure ongoing timely publication of board agendas, minutes and papers on college website – in alignment with national guidance.			/ Freedom of Information Officer	As of 20 November, all Board and committee agenda, minutes and (selected) papers published.	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	Internal communications to staff on Board responsibilities and key decisions progressed with Communications Team through implementation of Communications, Marketing and External Engagement Strategy.	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	IN PROGRESS	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.				Board Development Days confirmed in Board/committee calendar. Additional Board and Executive sessions to be considered as required.	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.				Pre-meetings for each committee held with appropriate Chair, Exec Lead(s) and Clerk present.	G	G

3. CHALLENGING THE QUALITY OF THE STUDENT EXPERIENCE	OVERALL STATUS: IN PROGRESS	R	A	G
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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	IN PROGRESS	G	G
	Continue to develop programme of campus/department visits to provide opportunities for board-student dialogue.				Programme of campus/departmental visits currently being devised. Tour of Sighthill Campus to be arranged for interested Board members.	G	G
	Continue programme of student-led pre-board sessions to support further awareness of best practice initiatives taking place within the college.				Students from Faculty of Health Wellbeing & Social Sciences invited to present an update on 'Early Years' training on 19 September. Outside Broadcast students invited to present at 12 December Board meeting. Dental Nursing presentation to be given to the Board prior to its June Board meeting.	G	G
	Work with student board members, through the Board of			/ Academic Council	ECSA Learning and Teaching Report 2017 reviewed by	G	G

	Management's Academic Council, to identify ways to improve board insight into the student experience.			/ Edinburgh College Students' Association.	Academic Council on 01 September. The Board Development Day on 01 May 2018 provided an opportunity for the Board to consider key elements of the student experience. Actions arising from the Board Development Day will be progressed through the Academic Council.		
3.2	Continue to improve board insight into performance	Sept 2018		Executive Team / Head of Corporate Development / Clerk and Governance Advisor	IN PROGRESS	G	G
	Introduce new performance monitoring arrangements (further to the ongoing strategy review) to support effective Board oversight.				Linked to development of Strategic Plan 2017-2022 and ROA 2017-20. Strategic Plan to be considered by the Board (for approval) on 19 September.	G	G
	Continue to build on improvements in business intelligence to ensure clear insight into key performance indicators.				Linked to development of Strategic Plan 2017-2022 and ROA 2017-20.	G	G

KEY:

Colour Key	Description
R	At Risk or Late – Not Under Management Control – Action Required

	<p>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.</p>
A	<p>At Risk or Late – Under Management Control</p> <p>When Amber, there is usually a problem encountered that, while disruptive, is probably still within the tolerances of the defined project</p>
G	<p>On Target and Under Management Control</p> <p>When Green, it usually means there is low risk or the project is on schedule and still able to meet original objectives as planned.</p>

**BOARD OF MANAGEMENT
12 JUNE 2018
PAPER U**



FOR INFORMATION			
Meeting	Board of Management 12.06.18		
Presented by	Nick Croft		
Author/Contact	Marcus Walker	Department / Unit	Governance
Date Created	31.05.18	Telephone	0131 344 7048
Appendices Attached	<i>Appendix 1: Board of Management Business Calendar 2018/19</i> <i>Appendix 2: Board of Management Year Planner 2018/19</i>		
Disclosable under FOISA		Yes. The Board schedule for 2018/19 will be made available online.	

BOARD & COMMITTEE SCHEDULE 2018/19

1. PURPOSE

The attached Board and committee calendar outlines meeting dates for 2017/18 academic year.

2. BACKGROUND

Following consultation with the Executive Team and the Board, the attached (Appendix 1 & 2) Board Schedule for 2018/19 has been agreed.

3. DETAIL

In total, 20 meetings of the Board and its committees have been scheduled, along with two Board Development Days in October 2018 and April 2019.

Meetings of both the Nominations and Remuneration Committees in 2018/19 will be agreed with appropriate Chairs/members in due course, subject to requirements.

4. BENEFITS AND OPPORTUNITIES

Not applicable.

5. STRATEGIC IMPLICATIONS

The scheduling of Board and committee meeting to meet the needs of college business is an important aspect of governance.

6. RISK

Effective forward planning will mitigate the risk of governance failure, which currently sits as Risk 12 on the top risk register.

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 the Board and committee schedule for 2018/19.

BOARD OF MANAGEMENT
BUSINESS CALENDAR 2018/19

	MEETING	DAY	DATE	TIME	VENUE
AUG	POLICY & RESOURCES	Tuesday	21/08/2018	14:00	Milton Road
	EXTERNAL ENGAGEMENT	Tuesday	28/08/2018	15:00	Milton Road
SEPT	ACADEMIC COUNCIL	Friday	07/09/2018	14:00	Sighthill
	BOARD	Tuesday	18/09/2018	12:00	Milton Road
OCT	AUDIT & RISK ASSURANCE	Wednesday	10/10/2018	15:00	Milton Road
	BOARD DEVELOPMENT DAY	Tuesday	30/10/2018	09:30	TBC
NOV	POLICY & RESOURCES	Tuesday	13/11/2018	14:00	Milton Road
	ACADEMIC COUNCIL	Friday	16/11/2018	14:00	Granton
	EXTERNAL ENGAGEMENT	Tuesday	20/11/2018	15:00	Milton Road
	AUDIT & RISK ASSURANCE	Wednesday	21/11/2018	15:00	Milton Road
DEC	BOARD	Tuesday	11/12/2018	14:00	Milton Road
JAN					
FEB	POLICY & RESOURCES	Tuesday	19/02/2019	14:00	Milton Road
	ACADEMIC COUNCIL	Friday	22/02/2019	14:00	Sighthill
	EXTERNAL ENGAGEMENT	Tuesday	26/02/2019	15:00	Milton Road
	AUDIT & RISK ASSURANCE	Wednesday	27/02/2019	15:00	Milton Road
MAR	BOARD	Tuesday	19/03/2019	14:00	Milton Road
APR	BOARD DEVELOPMENT DAY	Tuesday	30/04/2019	09:30	TBC
MAY	POLICY & RESOURCES	Tuesday	21/05/2019	14:00	Milton Road
	ACADEMIC COUNCIL	Friday	24/05/2019	14:00	Granton
	EXTERNAL ENGAGEMENT	Tuesday	28/05/2019	15:00	Milton Road
	AUDIT & RISK ASSURANCE	Wednesday	29/05/2019	15:00	Milton Road
JUN	BOARD	Tuesday	18/06/2019	14:00	Milton Road



Board and Committee Meeting Year Planner 2018/2019

2018/19	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
August			1 TSH	2 TSH	3 TSH	6 TSH	7 TSH	8 TSH	9 TSH	10 TSH	13	14	15	16	17	20	21 P&R 14:00	22	23	24	27	28 EE 15:00	29	30	31
September	3	4	5	6	7 AC 14:00	10	11	12	13	14	17 CC	18 BoM 12:00	19	20	21	24	25	26	27	28					
October	1	2	3	4	5	8	9	10 A&RA 15:00	11	12	15 TSH	16 TSH	17 TSH	18 TSH	19 TSH	22	23	24	25	26	29	30 BDD 9:30	31		
November				1	2	5	6	7	8	9	12	13 P&R 14:00	14	15	16 AC 14:00	19	20 EE 15:00	21 A&RA 15:00	22	23	26	27	28	29	30
December	3	4	5	6	7	10	11 BoM 14:00	12	13	14	17	18	19	20	21	24 CC	25 CC	26 CC	27 CC	28 CC	31 CC				
January		1 CC	2 CC	3 CC	4 CC	7	8	9	10	11	14	15	16	17	18	21	22	23	24	25	28	29	30	31	
February					1	4	5	6	7	8	11	12	13 TSH	14 TSH	15 TSH	18	19 P&R 14:00	20	21	22 AC 14:00	25	26 EE 15:00	27 A&RA 15:00	28	
March					1	4	5	6	7	8	11	12	13	14	15	18	19 BoM 14:00	20	21	22	25	26	27	28	29
April	1	2	3	4	5	8 TSH	9 TSH	10 TSH	11 TSH	12 TSH	15 TSH	16 TSH	17 TSH	18 TSH	19 CC	22 CC	23	24	25	26	29	30 BDD 9:30			
May			1	2	3	6 CC	7	8	9	10	13	14	15	16	17	20	21 P&R 14:00	22	23	24 AC 14:00	27	28 EE 15:00	29 A&RA 15:00	30	31
June	3	4	5	6	7	10	11	12	13	14	17	18 BoM 14:00	19	20	21	24	25	26	27	28					

KEY : Board; Audit & Risk Assurance; Academic Council; External Engagement; Policy & Resources; Board Development Day

CC = College Closed; TSH = Teaching Staff Holiday; ASD = All Staff Day

FOR INFORMATION			
Meeting	Board of Management 12.06.18		
Presented by	Alan Williamson		
Author/Contact	Andy Bamberry	Department / Unit	Estates Services
Date Created	31.05.18	Telephone	0131 2979554
Appendices Attached	None.		
Disclosable under FOISA		Yes.	

HEALTH AND SAFETY - RIDDOR REPORT

1. PURPOSE

This report provides a summary of RIDDOR reportable incidents within Edinburgh College for the reporting Quarters 2 & 3.

2. RIDDOR INCIDENTS

There were no reportable incident in the reporting period.

3. DETAIL

No reportable incidents were recorded during Quarters 2 & 3.

For information, the Health & Safety Manager will provide the Board with its Annual Health & Safety Report on 18 September 2018. This report includes an update on the state of health and safety within the college over the academic year 2017/18.

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 meets legal compliance.

5. STRATEGIC IMPLICATIONS

In line with strategic planning and monitoring for health & safety.

6. RISK

Review of incident and accidents assists in the monitoring of possible risk across the college.

7. FINANCIAL IMPLICATIONS

If the incidents/accident are not monitored and investigated accordingly to ensure no recurrence there is potential of claims to the college.

8. LEGAL IMPLICATIONS

Monitoring and carrying out investigations ensure that the college is operating with H&S legislation, and improvements can be implemented where any short falls occur.

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.

11. EQUALITIES IMPLICATIONS

Not applicable.

CONCLUSIONS/RECOMMENDATIONS

To ensure continued monitoring and investigation of any incident/accident that happens within the college to ensure remedial actions can be taken where required and to meet H&S legislation.

The Board are asked to NOTED the RIDDOR Report.