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POLICY & RESOURCES COMMITTEE

AGENDA

A meeting of the Policy & Resources Committee will be held at 15:00 hours on Tuesday 17 May 2022 via Microsoft Teams.

		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	PRINCIPAL & CHIEF EXECUTIVE REPORT	A Cumberford	C
<i>Item 5 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.</i>			
6	RECRUITMENT, RETENTION & CREDITS DASHBOARD	J Pearson	D
<i>Item 6 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.</i>			
7	FINANCE REPORT		
	7.1 Management Accounts to March 2022	A Williamson	E Attached
	7.2 Indicative College Budget 2022/23 Update	A Williamson	F
<i>Item 7.2 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 27, Information Intended for Future Publication.</i>			
8	HUMAN RESOURCES REPORT	A Williamson	G
<i>Item 8 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.</i>			
9	ESTATES & DIGITAL INFRASTRUCTURE REPORT		
	9.1 Edinburgh College Total Facilities Management Contract 2022/23 to 2026/27	A Williamson	H

Item 9.1 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.

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|----|--------------------------------------|--|--------------|-------------------|
| 10 | REVIEW OF COMMITTEE OPERATION | | | |
| | 10.1 | Review of Committee Operation 2021/22 | Chair | I Attached |
| | 10.2 | P&R Committee Annual Report to the Board 2021/22 | Chair | J |
| 11 | ANY OTHER COMPETENT BUSINESS | | | |
| 12 | CLOSED ITEM(S) ON BUSINESS | | | |
| | 12.1 | Closed Minutes of the Previous Meeting | Chair | K |
| | 12.2 | Granton Accommodation Update | A Williamson | Verbal |
| 13 | FOR INFORMATION | | | |
| | 13.1 | SFC Report: Financial Sustainability of College and Universities in Scotland | | L |
| | 13.2 | Committee Programme of Work 2022/23 | | M Attached |
| 14 | DATE OF NEXT MEETING: 30 August 2022 | | | |

Title	Management Accounts to March 2022
Appendices	Appendix 1: Management Accounts to March 2022 - with Commentary
Disclosable under FOISA	Yes
Primary Contact	Alan Williamson, Chief Operating Officer
Date of Production	03.05.22
Action Required	Information / Discussion

1. RECOMMENDATIONS

The Policy & Resources Committee are asked to discuss and note the Management Accounts to March 2022.

2. PURPOSE OF REPORT

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

3. DETAIL

Contained within Appendix 1.

4. IMPACT AND IMPLICATIONS

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

5. LINKS TO STRATEGIC PLAN AND KPIS

The activities and key priorities described in this report are linked to the following strategic aims and key performance indicators:

Strategic Aims:

- An Effective and Efficient College.

Key Performance Indicators:

- Commercial Income
- Total Credits
- Financial Adjusted Operating Position
- Staff Costs as a Percentage of Income.



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FINANCIAL REPORT

8 MONTHS TO 31 MARCH 2022

CONTENTS

Report from Chief Operating Officer

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

Appendices:

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

DISTRIBUTION

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

1. EXECUTIVE SUMMARY

Credits and SFC Grants

1.1 Edinburgh College's core activity target for academic year 2021/22 is **183,912** credits (a reduction of 2,700 from 2020/21), together with an ESF target of **3,829** credits (an increase of 2,572 credits from 2020/21), producing a total College target of **187,741** credits (a decrease of 128 credits from 2020/21). The College's target includes 4,015 of childcare credits for HNCs (a decrease of 1,997 credits from 2020/21) but excludes a target of 3,492 credits for deferred students places and 1,116 credits for foundation apprenticeships (FAs). The College has achieved **188,679** credits to date. This is slightly lower than at the same date in previous years largely due to a decrease in full-time enrolments.

1.2 Adjusted Operating Position

As per SFC Measurement basis	<u>Annual Budget</u> <u>2021/22</u>	<u>YTD Budget</u> <u>2021/22</u>	<u>YTD Actuals</u> <u>2021/22</u>	<u>YTD Variance</u> <u>2021/22</u>	<u>Previous YTD</u> <u>2020/21</u>	<u>Full Year Forecast</u> <u>2021/22</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
I&E Operating Position	(1,510)	(1,500)	(1,125)	376	(582)	(1,375)

Add:

Depreciation net of deferred capital grant release	2,612	1,908	1,908	-	1,747	2,612
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Deduct:

Revenue funding allocated to loan repayments	1,102	735	735	-	571	1,102
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Adjusted Operating Position	-	(327)	49	376	593	135
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The College's adjusted operating position excludes non-cash items included in the income and expenditure account (depreciation net of deferred grant release) and capital loan repayments (not included in the I/E account).

1.3 Income and Expenditure

	<u>Annual Budget</u> <u>2021/22</u>	<u>YTD Budget</u>	<u>YTD Actuals</u>	<u>YTD Variance</u>	<u>Previous YTD</u>	<u>Full Year Forecast</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Funding Council Grants	54,527	30,409	30,416	6	30,046	54,599
Tuition Fees and Commercial & Other Income	13,709	11,479	11,551	73	9,452	14,150
Job Retention Scheme (JRS) Income	-	-	7	7	725	7
Deferred Income	2,770	1,869	1,869	-	1,734	2,770
Total Income	71,006	43,757	43,843	86	41,957	71,526
Staff Costs	51,054	32,674	32,570	104	32,047	51,126
Other Costs	16,080	8,807	8,621	186	6,875	16,092
Depreciation	5,382	3,777	3,777	-	3,481	5,382
Exceptional Support Costs	-	-	-	-	136	300
Total Expenditure	72,516	45,258	44,968	290	42,539	72,900
Operating (Deficit) / Surplus pre SSAP24 and pension revaluation adjustments)	(1,510)	(1,500)	(1,125)	376	(582)	(1,375)

1.4.1 The College's annual budgeted operating position for the year is a deficit of £1,510k which results in an adjusted operating budget position for the year of **break-even** (refer para 1.2 for details). The operating position to March shows a deficit of £1,125k, against a profiled budget deficit of £1,500k. The main variances are:

- A favourable variance of £7k as a result of Job Retention Scheme (JRS) income.
- A favourable variance within tuition fees, commercial & other income of £73k (net SDS income).
- A favourable variance in staffing costs of £104k (effect of unfilled vacancies and recruitment freeze).
- A favourable variance within other costs of net £186k (savings within premises costs - rates, waste disposal, utilities (water) and maintenance, print, travel, marketing and training & development; partly offset by the outsourced catering subsidy).

Most income received to date is in line with overall profiled budgets whilst the majority of non-staff overheads are also broadly in line with budget. However, the forecast for SAAS / HEFT fees has been reduced by a net £296k against budget (an improvement of £40k from last month), whilst the forecasts for FEFT / PT fees and exam fee income have been reduced by £27k in total (an improvement of £10k from last month).

In addition, the full year forecasts for Bliss Spa, bespoke courses, accommodation and training restaurants have been reduced by a total of £100k (an adverse movement of £5k from last month), while the College's outsourced catering subsidy stands at £200k in total to date (an increase of £16k from last month). Following the recent spikes in energy wholesale prices, although the College's contracts, for these items, are partly hedged, the scale (and projected longevity) of the price rises has led to the forecast for premises costs (gas & electricity) increasing, this month, by £40k.

Costs associated with the unbudgeted Voluntary Severance leavers currently being finalized are likely to total circa £300k. These costs have been incorporated into the College's financial forecast and are in line with last month. Also, owing to the challenges of delivering multiple FWDF programmes spanning several years and to be delivered within strict timeframes, the FWDF income has in the current academic year has been reduced, this month, by £128k.

These adverse income/expenditure movements with the FWDF, catering subsidy, higher utilities costs and forecast VS costs, have been partially offset by an increase in other grants of £28k, higher net Nursery income of £30k, additional associate degree fees of £52k (computing courses in association with Edinburgh Napier), higher scheduled course income (+£35k), additional access centre fees (+£30k), extra managing agents income of net £555k (following the achievement of a number of retrospective milestones from 2020/21 (£0.25m) together with strong in-year delivery), additional SDS income following a retrospective claim of £160k, higher net international income of £33k (new contract with a Panamanian client), staffing savings of £30k (recruitment freeze) and gross forecast savings within non-pay costs of £273k in total. This results in a forecast adjusted operating surplus for the year of £135k (an improvement of £22k from last month). Additional work is being undertaken to drive managing agent's activity even higher towards the year end.

Departmental / faculty review meetings are held monthly, where full year forecasts of the latest income and expenditure positions are discussed and agreed. Regular SMT meetings also prioritise plans to bolster this year's operating position, and to improve the forecast deficits in future years.

High-level movements in March 2022 affecting the full year operating forecast are as follows:

	<u>£k - Fav /</u> <u>(Adv)</u>
Net SAAS / HEFT, Associate degrees, PT self payers, JRS	101
SDS income (retrospective claim – no associated costs)	75
Training restaurants	(5)
Scheduled short courses	35
Net FWDF income	(128)
Premises (higher utility costs)	(40)
Catering operation subsidy	(16)
Total movements during March affecting operating position:	<u><u>22</u></u>

In comparison to the full year budget (at operating and adjusted operating levels) there is an overall positive effect of £135k, the main details of which are shown below:

	<u>£k - Fav /</u> <u>(Adv)</u>
Net SAAS / HEFT, Associate degrees	(244)
FEFT / PT fees and examination income	(27)
Net Managing agents income	555
Bliss Spa (£45k), Accommodation (£15k), restaurant income (£10k)	(70)
Net bespoke income and scheduled courses	5
SDS income (retrospective claim)	160
Net FWDF income	(128)
Net Nursery income	30
Net International income	33
Other grant income (Scottish Government additional hours funding)	28

Lower premises costs (rates appeal net £84k, lower net upkeep of grounds / waste disposals / reactive maintenance)	121
Catering operation subsidy	(200)
VS leavers and CM / CL reshaping costs	(300)
Staffing (recruitment freeze)	30
VAT	95
Travel (car mileage), marketing, bad debts & other	47
Total YTD movement affecting cash:	135

The College has received notification from the SFC that NTTF and YPG credit funding for 2021/22, totalling £697k plus student support funding of £370k is available for drawdown although it is unlikely the College will deliver this activity. However associated development funding of £73k has been incurred, which will be claimed and is included in the financial forecasts. All of this funding is contingent upon the delivery of an additional 2,470 credits in total. However, as the recognition of NTTF / YPG credit funding is contingent upon achieving the College's core credit targets, neither income nor costs in relation to NTTF / YPG credits are included in the College's management accounts.

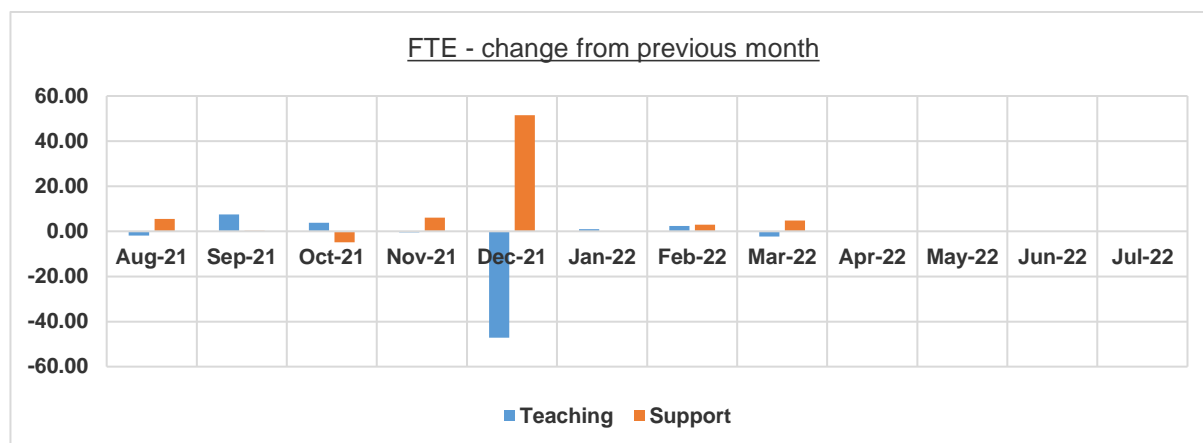
1.5 Staff (Full Time Equivalent)

FTE	31/07/21	31/03/22	YTD Movement	31/03/21
Teaching	468.9	431.7	(37.2)	485.0
Support	515.1	581.4	66.3	525.2
	984.0	1,013.1	29.1	1,010.2

Staff numbers have increased by 29.1 FTE since the beginning of the academic year to fill existing vacancies, together with the creation of three new permanent posts (to identify new income streams, expand learning platforms and to replace previously outsourced trainers). Three other posts were also created within the Nursery to maintain staff: child ratios.

Following the management capacity change within curriculum faculties, the newly created Head of School posts are now recorded against support staff (previously teaching) from December 2021. This equates to a movement of circa 46.8 FTE between teaching and support.

Monthly FTE staff movements are shown below:



1.6 Cash

Opening cash	Month-end cash	Comments
01/08/2021	31/03/2022	
£'m.	£'m.	
5.3	8.2	The cash balance at the end of March is £8.2m which includes £1.7m of student support funds. Approx. £1.6m of underspent 2020/21 student support funds were repaid to the SFC in March 2022. The higher than expected cash balance includes funds received in 2020/21 for FWDF, managing agents and international courses that relate to delivery in the current year.

1.7 Capital Expenditure

Opening Fixed Assets	Additions	Dep'n	Closing Fixed Assets	Comments
01/08/21	31/03/22	31/03/22	31/03/22	
£'m.	£'m.	£'m	£'m.	2021/22 Capital funding is allocated as follows: (1) £0.8m to maintain the estate (I&E Budget) (2) £1m net for condition survey backlog works and (3) £0.5m of digital support funding (which includes £0.1m for student digital poverty). To date £1.1m of work in progress has been incurred since the beginning of the academic year (on ICT, curriculum projects, building fabric works and environmental refurbishments), whilst £0.2m of works have been capitalised.
168.1	1.3	(3.8)	165.6	

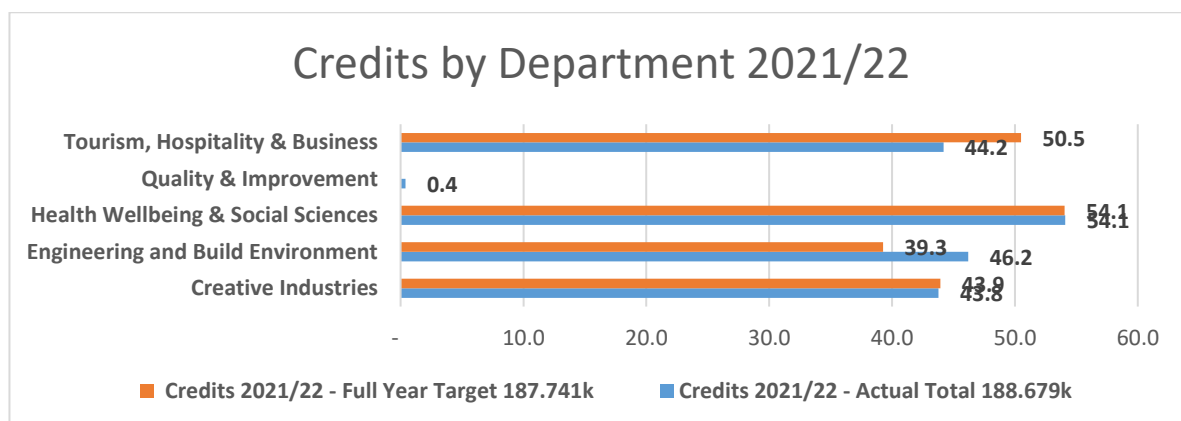
2. CREDIT AND STUDENT ACTIVITY

2.1 The activity target for 2021/22 is 187,741 credits, which includes 3,829 credits for ESF funding (subject to our core credit target being achieved in the year).

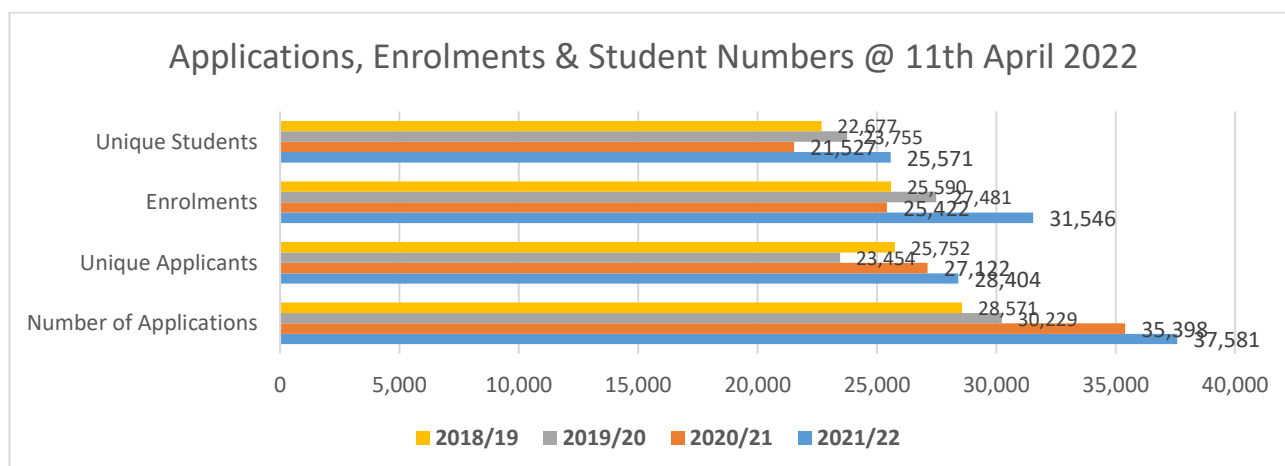
2.2 Total Enrolment figures are shown in the table para 2.3. There has been a decrease in full-time enrolments of 9% compared to March 2021 (a reduction of about 800 students). This is the main driver behind the 0.8% reduction in credits compared to this time last year, and has been caused by a number of factors including increased university places and a buoyant job market. FT student reductions are sector-wide and Edinburgh College is working closely with the SFC to safeguard Grant in Aid funding.

Following recent SFC guidance offering more credit flexibility, work has been undertaken in bolstering our credits achieved to date (**188,679 credits** have been achieved **as** at 11th April 2022).

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



2.3 The table below shows Applications, Enrolments and Student No's from 2018/19 to 2021/22 (to date).

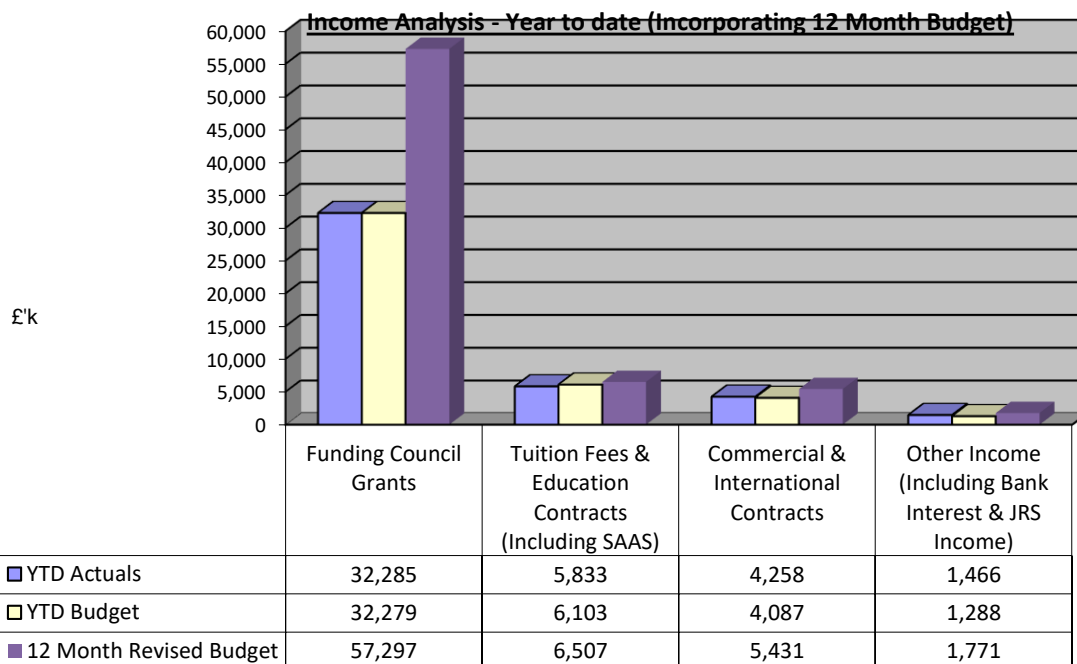


3. INCOME ANALYSIS



Income Expanded Account Detail for the 8 Months to 31st March 2022

	<u>Original Annual Budget</u> £000s	<u>Revised Annual Budget</u> £000s	<u>YTD Budget</u> £000s	<u>YTD Actuals</u> £000s	<u>YTD Variance</u> £000s	<u>Previous YTD</u> £000s	<u>Year-End Projection</u> £000s
INCOME							
Funding Council Grants	57,136	57,297	32,279	32,285	6	31,780	57,370
Tuition Fees & Education Contracts	6,387	6,507	6,103	5,833	(270)	6,359	6,841
Commercial & International	5,551	5,431	4,087	4,258	172	1,981	5,379
Job Retention Scheme				7	7		7
Other Income	1,771	1,771	1,288	1,459	171	1,112	1,929
TOTAL INCOME	70,845	71,006	43,757	43,843	86	41,957	71,526



3.1 Total income for the year to date is £43.84m, which is £0.1m higher than the profiled budget of £43.76m.

3.2 Grant-in-Aid income across all credit-bearing areas has been brought to account on the presumption that credit activity remains on target (although the potential credit risk has been highlighted in para 2.2).

3.3 Following our latest review of student numbers, the annual forecast for total tuition fees income (ex managing agents) shows an adverse variance on the full year budget of £271k (an improvement of £102k from last month). This total adverse variance is due to lower SAAS & HEFT fees (net £296k adverse) and lower forecasts for FEFT / PT fees and exam fee income (£27k adverse in total), partly offset by higher projected associate degree income (higher than full year budget (£719k) by £52k – largely computing courses in association with Edinburgh Napier).

Managing agent's income is currently forecast to exceed its full year budget by at least £605k (to £1.7m), with an additional £50k of associated forecast expenditure (ie a net income benefit of £555k), following the achievement of a number of retrospective milestones from 2020/21, together with strong progress both to date and projected for the coming months (all in line with last month).

3.4 Now that the deadlines for the Year 3-4 FWDF programmes have passed, the Commercial UK team are largely focusing on the 2021/22 Year 5 programme, which can be delivered until December 2022. The academic year budget for FWDF income totals £2.67m; a combination of Year 3-5 programmes have delivered £1.88m of activity to date (an increase of £0.1m from last month).

There is £0.8m of FWDF funding still to be allocated before the end of July 2022, which remains a challenging target due to impact of Covid-19 upon business confidence (which is now slowly beginning to recover). For prudence, the FWDF income target has been reduced this month by £200k (to £2.47m), whilst associated OOE savings (external associates) of £72k are also reflected in this month's forecast.

Bespoke income increased in March to £301k, against a full year budget (and target) of £305k (in line with last month), from ongoing / new contracts with Network Rail, NHS Medical Terminology / Mental

Health, National Museums and Blackwood Homes SVQ's, together with income from FWDF top-up fees and the delivery of SVQs following a recently secured Argyll & Bute contract.

Scheduled income to date sits at £353k, against a full year budget of £335k and a full year target of £370k (an increase of £35k from last month). This income stream was initially challenged by restricted access to College campuses but has continued to recover strongly.

SDS income for the year stands at £575k (FY budget £415k). FA income is higher to date than the full year budget (currently by £160k) following the submission of a retrospective claim by the SDS team. As a consequence, the full year income forecast for SDS income has been increased this month by a further £75k (to £575k) and may settle a little higher over the coming months.

The full year forecast for room hires is £96k, some £4k below full year budget (in line with last month) and although enquiries regarding room availability continue to increase, it remains uncertain if this income stream can recover towards previous levels. YTD income currently stands at £25k (an increase of £13.5k from last month) and remains under close scrutiny.

Milton Road 'Club' activity is continuing to recover following the easing of Covid-19 restrictions and the re-opening of our facilities. Summer school bookings remain impacted by concerns regarding international travel together with the ongoing situation in Ukraine, and the accommodation team are focusing on 'tourist lets' revenue to cover any forecast gaps (which have the added benefits of no associated catering costs or classrooms). However, bookings for Kaplan and Security Scotland, over the July / August period, have recently been secured, which will bolster our forecast income.

The Dnipro family project started in mid April to mid-August 2022. Stairwells were secured (to restrict access to floors) and rooms re-configured (as necessary), whilst QMU catering is being initially provided.

Despite the underlying circumstances, this contract will be financially covered by Edinburgh Council via the Scottish Government. The accommodation team are optimistic that halls revenue will settle close to its current target, but for prudence the full year forecast for accommodation income remains at £385k (a reduction of £15k from starting budget and in line with last month).

Leisure membership sales slowed down in March, following the end of the peak sales period (January and February). In April a no-joining fee offer, aimed at College staff and students, will be marketed, through a 'healthier lifestyle' campaign. As a result, there's growing confidence that the area will help the College achieve its full year sports income target of £225k (in line with full year budget).

The full year Bliss Spa income forecast stands at £55k (£45k lower than full year budget and unchanged from last month) with income to date of £41k, whilst the full year forecast for EH15 and The Apprentice restaurants is currently £38k (£10k below full year budget and a decrease of £5k from last month), with income to date of £19k.

International income currently sits at £0.78m against a full year budget of £0.9m. The international development team are continuing to actively promote their EFL and summer school course offerings, which were due to be face-to-face from May 2022 but will now commence in June, due to a low volume of applications. 2022 summer school activity is likely to be low (compared to pre-pandemic numbers) as confidence in travel is still affected by Covid-19 and (now) by the conflict in Ukraine.

However, a number of projects remain in progress with Hainan University Y2s, a Malawi mentoring assignment, a Thailand teacher training programme, Central Asia teacher training webinars and German Academic Exchange Service (DAAD) EMI training.

Despite the concerns mentioned above, the International Development team have recently secured an on-line English language course contract with Panama IFARHU (which will bridge both 2021/22 and 2022/23) and, as a consequence, have increased their full year income forecast by £53k (to £960k) with £20k of additional forecast spends (on visiting lecturer fees) – in line with last month.

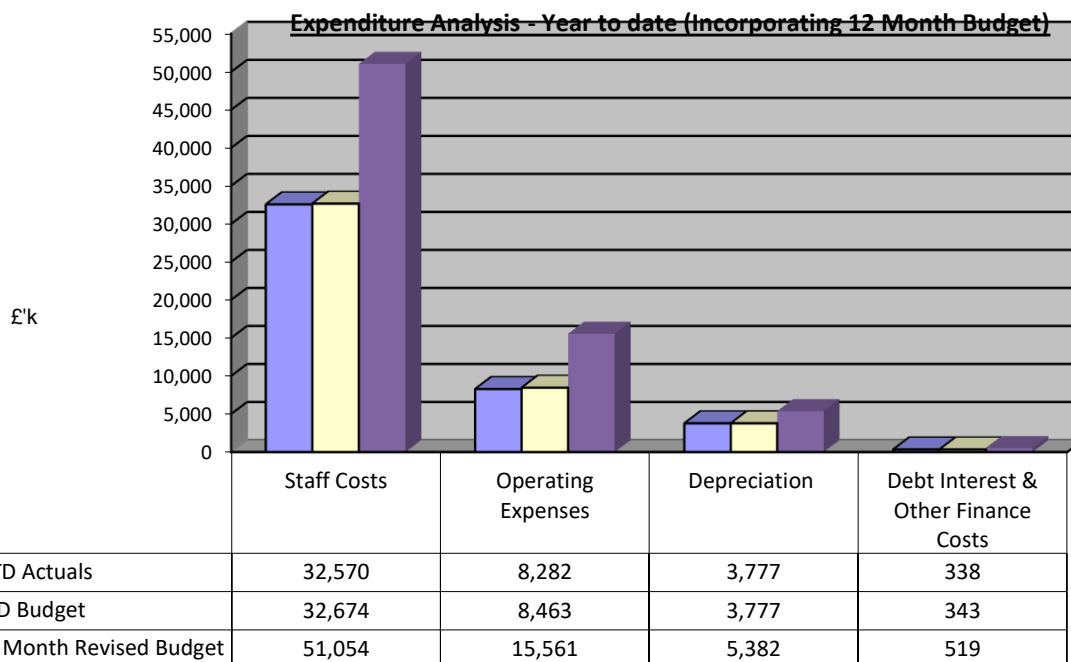
4. EXPENDITURE ANALYSIS



For the future you want

Expenditure Expanded Account Detail for the 8 Months to 31st March 2022 (Ex Staff Costs)

	<u>Original Annual Budget</u> £000s	<u>Revised Annual Budget</u> £000s	<u>YTD Budget</u> £000s	<u>YTD Actuals</u> £000s	<u>YTD Variance</u> £000s	<u>Previous YTD</u> £000s	<u>Year-End Projection</u> £000s
Other Operating Expenses	15,494	15,561	8,463	8,282	181	6,516	15,573
Depreciation for the year	5,382	5,382	3,777	3,777		3,481	5,382
Debt Interest & Other Finance Costs	521	519	343	338	5	360	519
Exceptional Support Costs						136	300
Total Expenditure (Ex Staff Costs)	21,397	21,462	12,583	12,397	186	10,493	21,774



- 4.1 Total expenditure for the year to date is £45m, which is £0.3m lower than the profiled budget of £45.3m. The operating expenses underspend of £0.2m is largely due to savings within premises costs (£188k), ICT (largely printing) - £55k, travel (£34k) and marketing (£22k) partly offset by the costs of subsidising the College's outsourced catering service (net £97k) – full year projections have been updated to reflect the continued adverse effects of this subsidy.
- 4.2 The College has benefited from a rates appeal, resulting in a lower rates for the current year (lower by £84k and already shown within the forecast). A detailed review of operating budgets remains in progress, in tangent with Departmental Directors and Faculty AP's to identify further savings / cost reductions to help bolster the College's underlying operating position.

5. STAFF COSTS ANALYSIS



For the future you want

Staffing Expenditure Account Detail for the 8 Months to 31st March 2022

	<u>Original Annual Budget</u> £000s	<u>Revised Annual Budget</u> £000s	<u>YTD Budget</u> £000s	<u>YTD Actuals</u> £000s	<u>YTD Variance</u> £000s	<u>Previous YTD</u> £000s	<u>Year-End Projection</u> £000s
Staff Costs							
Senior Management	1,600	1,585	1,064	1,050	14	1,000	1,585
Academic Departments	24,453	24,430	16,150	16,114	36	15,945	24,488
Academic Services	5,003	5,028	3,288	3,059	229	3,226	5,028
Admin & Central Services	13,455	13,534	8,768	8,401	367	8,236	13,519
Premises	1,430	1,430	952	899	53	919	1,430
Catering & Residences	117	36	24	23	0	70	36
Temporary, Agency & Staff Bank Costs	2,220	2,220	1,460	1,832	(372)	1,536	2,250
Other Staffing Expenditure	2,678	2,790	968	1,192	(224)	1,116	2,790
	50,957	51,054	32,674	32,570	104	32,047	51,126

- 5.1 Staff costs are currently £0.1m lower than the profiled budget, due to the positive financial effects of unfilled vacancies. Following a recruitment freeze the full year forecast for staffing now stands at £51.1m, in line with last month.
- 5.2 The 2020/21 VS scheme resulted in annual recurring savings of £1.2m (which are included in the 2021/22 budget).

There are indications that the 2021/22 pay negotiations could result in higher than the budgeted management offer (aligned to the Public Sector Pay Policy). It is envisaged that full year vacancy savings, assisted by the recruitment freeze, will contribute to the indicative current year pay award shortfall of up to £0.5m (although not on a recurring basis).

The increase in management capacity costs within faculties will also be covered during the year. Following this restructure, two members of staff are leaving the College (having applied for VS), whilst other colleagues are also likely to leave the College through the 2020/21 scheme; the costs of these leavers have been included within the College's full year projections (shown as exceptional support costs (totaling £0.3m) and unchanged from last month).

- 5.3 JRS income of £7.2k (representing 4 staff) has been recorded to date (and is likely to settle at this level).
- 5.4 As a result of the pandemic and campus closures, the College incurred £230k severance costs in 2020/21 for the staff employed by Gather & Gather, our catering contractor. The College had also provided a guarantee to Lothian Pension Fund (LPF) relating to pension liabilities of the catering staff transferred to Gather & Gather at the start of the current contract. As a result, following the severance of these staff a pension strain cost of £206k became due to the LPF. Following negotiations with LPF, they have agreed to a 'pass-through' arrangement, which means that the sum due to LPF is added to Edinburgh College's existing pension liability (as opposed to being paid to LPF in the current year).

6. TRADING DEPARTMENT

	Nursery			
	YTD Mar 22			
	Full Year Budget (£000)	YTD Budget (£000)	YTD Actuals (£000)	Full Year Forecast (£000)
Total income	990	689	729	1,050
Staffing expenditure (inc agency)	(977)	(652)	(655)	(1,007)
Non staffing expenditure	(37)	(26)	(26)	(37)
Net (deficit) / surplus contribution pre associated premises costs	(24)	11	47	6

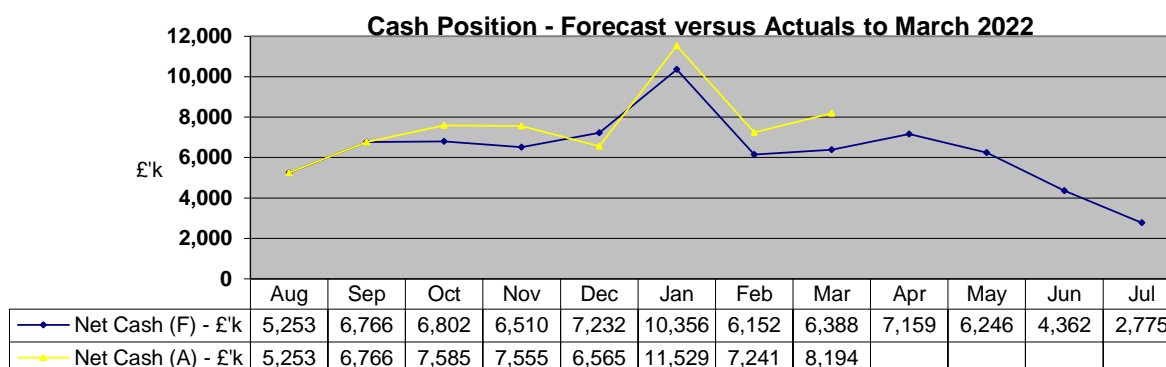
- 6.1 The above information provides an overview of the current nursery trading position. Nursery income is currently projected to settle £60k higher than full year budget, whilst associated staffing costs (including agency staff) are forecast to settle the year £30k higher than budget (in line with last month).

As a result, the Nursery is currently projected to improve from a deficit contribution of £24k to a surplus of £6k for the year, before associated premises costs (which total £64k for the year, which covers maintenance, cleaning, rates and utilities costs).

The College continues to work closely with local councils to increase the current Nursery intake (where opportunities arise) whilst targeted marketing campaigns continue.

7. CASH-FLOW

- 7.1 The cash balance at the end of March is £8.2m which includes £1.7m of student support funds. Approx. £1.6m of underspent 2020/21 student support funds were repaid to the SFC in March 2022. The higher than expected cash balance includes funds received in 2020/21 for FWDF, managing agents and international courses that relate to delivery in the current year. The chart below shows the forecast (blue) cash position through the year compared to the actual (yellow) cash position.



8. SFC REPORTING

- 8.1 The cashflow return submitted to the SFC in April 2022 was in line with the month end cash flow included as part of this commentary.

9. BALANCE SHEET

<u>Balance Sheet as at 31 Mar 2022</u>		<u>At 31 Mar</u> <u>2022</u>	<u>At 31 July</u> <u>2021</u>	YTD Mvmt
		<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Fixed Assets	Land and Buildings	157,243	162,780	(5,537)
	FFE & Intangibles	8,398	5,302	3,096
		<u>165,641</u>	<u>168,082</u>	<u>(2,441)</u>
Current Assets	Stock	42	84	(42)
	Debtors	4,890	5,844	(954)
	Cash - Main	6,451	4,196	2,255
	Cash - Student Support	1,743	1,093	650
		<u>13,126</u>	<u>11,217</u>	<u>1,909</u>
		(69,652)	(68,861)	(791)
		(8,645)	(8,949)	304
		(48,486)	(48,380)	(106)
		<u>51,984</u>	<u>53,109</u>	<u>(1,125)</u>
Funded by:				
	Reserves	51,984	53,109	(1,125)
		<u>51,984</u>	<u>53,109</u>	<u>(1,125)</u>

- 9.1 The movements in Cash and Fixed Assets are shown in the sections above. The increase in creditors since the beginning of the academic year mainly represents SFC Grant-in-Aid, capital formula grants and FWDF cash received but not yet released into the Income Statement / utilised to support capitalisations.

10. KEY PERFORMANCE DATA

Financial Performance Monitoring Template

	2020/21 Annual Target			2021/22 Annual Target	2021/22 YTD Actuals		2020/21 Year-End
Credits	186,612			183,912	188,679		186,612
Credits ESF	1,257			3,829	-		1,257
Credits Deferred Students / Foundation Apprenticeships	-			4,608	-		-
Credits YPG/NTT	6,774			-	-		6,131

	2020/21 Annual Budget	2021/22 Annual Budget	Revised Annual Budget	2021/22 YTD Budget	2021/22 YTD Actuals	YTD Variance	Previous YTD
	£k	£k	£k	£k	£k	£k	£k
Adjusted Operating Position	-	-	-	(327)	49	376	593

Commercial & International Contracts	4,215	5,551	5,431	4,087	4,258	172	1,981
---	-------	-------	-------	-------	-------	-----	-------

Income	64,860	70,845	71,006	43,757	43,843	86	41,957
Expenditure	66,517	72,354	72,516	45,258	44,968	290	42,539
Operating Surplus / (Deficit) pre SSAP24	(1,658)	(1,510)	(1,510)	(1,500)	(1,125)	376	(582)

Net Cash Inflow / (Outflow)	(326)	(647)	(647)	2,905	2,905	-	3,955
Bank Balance	1,194	4,642	4,642	8,194	8,194	-	5,475

Fixed Assets	160,221	158,332	158,332	165,641	165,641	-	163,491
Net Current assets / (liabilities)	(3,189)	(2,519)	(2,519)	(4,308)	(4,308)	-	(6,062)
Creditors and Provisions	(125,787)	(109,013)	(109,013)	(109,349)	(109,349)	-	(125,108)
Net Assets	31,245	46,800	46,800	51,984	51,984	-	32,321

Pay costs % of Income	73.3	76.8	76.8	79.0	78.6	(0.4)	76.4
Current Ratio	0.69	0.74	0.74	0.75	0.75	-	0.59
Cash Days in Hand	(19)	(4)	(4)	(25)	(25)	-	(38)
Borrowings as % of reserves	11.8	10.3	10.3	8.3	8.3	-	10.8



For the future you want

I&E Account for the 8 Months to 31st March 2022

	<u>Original</u> <u>Annual</u> <u>Budget</u> <u>£000s</u>	<u>Revised</u> <u>Annual</u> <u>Budget</u> <u>£000s</u>	<u>YTD</u> <u>Budget</u> <u>£000s</u>	<u>YTD Actuals</u> <u>£000s</u>	<u>YTD</u> <u>Variance</u> <u>£000s</u>	<u>Previous</u> <u>YTD</u> <u>£000s</u>	<u>Year End</u> <u>Projection</u> <u>£000s</u>
Funding Council Grants	54,365	54,527	30,409	30,416	6	30,046	54,599
Deferred Capital Grant Releases	2,770	2,770	1,869	1,869		1,734	2,770
Tuition Fees and Education Contracts (inc SAAS)	6,387	6,507	6,103	5,833	(270)	6,359	6,841
Commercial and International Contracts	5,551	5,431	4,087	4,258	172	1,981	5,379
Job Retention Scheme Income				7	7	725	7
Other Income	1,771	1,771	1,288	1,459	171	1,112	1,929
Total Income	70,845	71,006	43,757	43,843	86	41,957	71,526
Staff Costs	50,957	51,054	32,674	32,570	104	32,047	51,126
Other Operating Expenses	15,494	15,561	8,463	8,282	181	6,516	15,573
Depreciation for the year	5,382	5,382	3,777	3,777		3,481	5,382
Debt Interest & Other Finance Costs	521	519	343	338	5	360	519
Exceptional Support Costs						136	300
Total Expenditure	72,354	72,516	45,258	44,968	290	42,539	72,900
Operating (Deficit) / Surplus pre SSAP24 Enhanced Pension Provision Charge	(1,510)	(1,510)	(1,500)	(1,125)	376	(582)	(1,375)
Adjusted Operating Position:							
Operating (Deficit) / Surplus pre SSAP24 Enhanced Pension Provision Charge	(1,510)	(1,510)	(1,500)	(1,125)	376	(582)	(1,375)
Add:							
Depreciation net of deferred capital grant release	2,612	2,612	1,908	1,908		1,747	2,612
Deduct:							
Revenue funding allocated to loan repayments	1,102	1,102	735	735		571	1,102
Adjusted Operating Position	(0)	0	(327)	49	376	593	135

	<u>Original Annual Budget</u> <u>£000s</u>	<u>Revised Annual Budget</u> <u>£000s</u>	<u>YTD Budget</u> <u>£000s</u>	<u>YTD Actuals</u> <u>£000s</u>	<u>YTD Variance</u> <u>£000s</u>	<u>Previous YTD</u> <u>£000s</u>	<u>Year End Projection</u> <u>£000s</u>
INCOME							
Funding Council Grants							
Recurrent Grant Inc Fee Waiver	49,248	49,248	28,023	28,023	(0)	28,855	49,248
Childcare Funds	1,718	1,718	513	513		519	1,718
Deferred Capital Grants	2,770	2,770	1,869	1,869		1,734	2,770
Other SFC Grants	3,400	3,561	1,873	1,880	6	672	3,634
	57,136	57,297	32,279	32,285	6	31,780	57,370
Tuition Fees & Education Contracts							
FE - UK & EU	73	73	73	25	(48)	44	45
HE - UK & EU	269	269	269	351	82	371	392
PT Self Payers	558	558	532	557	26	588	562
Examination Fee Income	20	20	7	7	(0)	3	17
SAAS	3,751	3,751	3,680	3,309	(371)	3,944	3,309
SAAS - Commercial				23	23	23	23
Associate Degree Fees	719	719	663	682	19	698	771
Managing Agents	995	1,115	879	879	0	687	1,720
	6,387	6,507	6,103	5,833	(270)	6,359	6,841
Commercial & International							
International	907	907	737	772	35	456	960
SDS	415	415	415	575	160	131	575
EH15 and The Apprentice Restaurants	48	48	32	19	(13)		38
Bliss SPA and Employability Salons	100	100	67	41	(25)	6	55
Gym	225	225	136	136	(0)	25	225
Residences	400	400	194	182	(12)	64	385
Bespoke Contracts for Employers	420	335	301	301	(0)	264	305
Scheduled Short Courses	370	335	327	353	26	302	370
Flexible Workforce Development Fund	2,666	2,666	1,878	1,878	0	734	2,466
	5,551	5,431	4,087	4,258	172	1,981	5,379
Other Income							
Catering	16	16	11	3	(7)	4	12
Job Retention Scheme				7	7	725	7
Nursery	990	990	689	729	40	573	1,050
Access Centre Provision	150	150	150	172	22	179	180
Other Income Generating Activities	613	613	437	553	116	354	685
	1,769	1,769	1,286	1,464	178	1,835	1,934
Endowment & Investment							
Bank Interest	2	2	2	2	0	1	2
	2	2	2	2	0	1	2
TOTAL INCOME	70,845	71,006	43,757	43,843	86	41,957	71,526
EXPENDITURE							
Staff Costs							
Senior Management	1,600	1,585	1,064	1,050	14	1,000	1,585
Academic Departments	24,453	24,430	16,150	16,114	36	15,945	24,488
Academic Services	5,003	5,028	3,288	3,059	229	3,226	5,028
Admin & Central Services	13,455	13,534	8,768	8,401	367	8,236	13,519
Premises	1,430	1,430	952	899	53	919	1,430
Catering & Residences	117	36	24	23	0	70	36
Temporary, Agency & Staff Bank Costs	2,220	2,220	1,460	1,832	(372)	1,536	2,250
Other Staffing Expenditure	2,678	2,790	968	1,192	(224)	1,116	2,790
	50,957	51,054	32,674	32,570	104	32,047	51,126
Other Operating Expenses							
Premises	4,569	4,568	2,894	2,707	188	2,096	4,447
Teaching Activity & Support	2,386	2,472	1,452	1,516	(65)	951	2,548
Childcare Costs	1,718	1,718	513	513		519	1,718
Transport Costs	115	115	75	73	3	51	115
IT Costs	1,727	1,702	730	675	55	672	1,702
Telecomms Costs	155	155	59	59		103	155
Equipment	59	59	42	42	(0)	34	59
Health & Safety	74	44	31	17	14	14	39
Travel & Subsistence	234	171	65	31	34	8	156
Admin Costs	151	161	121	112	9	68	161
Corporate, Consultancy, Professional	621	664	460	472	(12)	427	664
Staff Welfare	16	16	9	9	(0)	3	16
Catering	433	433	199	296	(97)	86	633
Training & Development	117	117	77	61	16	27	117
VAT	1,490	1,490	911	897	14	660	1,395
Marketing & PR	150	150	101	79	22	59	135
Partnership Costs	39	39	26	26	(0)	26	39
Overseas Agents Commission	208	258	152	152	(0)	81	258
Registration & Exam Fees	1,198	1,198	525	525	0	604	1,198
Bad Debt	37	33	20	20	0	27	20
	15,494	15,561	8,463	8,282	181	6,516	15,573
Depreciation	5,382	5,382	3,777	3,777		3,481	5,382
Depreciation for the year	5,382	5,382	3,777	3,777		3,481	5,382
Debt Interest & Other Finance Costs							
Interest On Bank Loans	493	493	328	328		350	493
Other Finance Charges	28	27	15	10	5	9	27
	521	519	343	338	5	360	519
Exceptional Support Costs							
						136	300
TOTAL EXPENDITURE	72,354	72,516	45,258	44,968	290	42,539	72,900
Operating (Deficit) / Surplus pre SSAP24							
Enhanced Pension Provision Charge	(1,510)	(1,510)	(1,500)	(1,125)	376	(582)	(1,375)
Adjusted Operating Position:							
Operating (Deficit) / Surplus pre SSAP24							
Enhanced Pension Provision Charge	(1,510)	(1,510)	(1,500)	(1,125)	376	(582)	(1,375)
Add:							
Depreciation net of deferred capital grant release	2,612	2,612	1,908	1,908		1,747	2,612
Deduct:							
Revenue funding allocated to loan repayments	1,102	1,102	735	735		571	1,102
Adjusted Operating Position	(0)	0	(327)	49	376	593	135



For the future you want

Balance Sheet

For the 8 Months to 31st March 2022

	<u>2021/22</u> <u>YTD Actuals</u> <u>£000s</u>	<u>2020/21</u> <u>Year End</u> <u>£000s</u>	<u>2020/21</u> <u>Previous YTD</u> <u>£000s</u>
Fixed Assets			
L&B	157,243	162,780	153,338
FFE	8,211	5,036	10,153
Intangible Assets	188	266	
	165,641	168,082	163,491
Current Assets			
Stock	42	84	76
Debtors	4,891	5,844	3,059
Cash	8,194	5,289	5,475
	13,126	11,217	8,611
Creditors < 1yr			
Bank loans	(541)	(541)	(389)
Payments received in advance	(1,887)	(320)	(605)
Trade creditors	(1,371)	(1,182)	(499)
Taxes & social sec	(962)	(981)	(928)
Accruals, Def Inc & Other Creditors	(2,254)	(7,823)	(1,272)
Amounts owed to SFC	(7,657)	(1,383)	(8,494)
Deferred Capital Grants - Government	(2,761)	(2,761)	(2,486)
	(17,434)	(14,991)	(14,673)
Net current assets / (liabilities)	(4,308)	(3,774)	(6,062)
Total assets less current liabilities	161,333	164,308	157,428
Creditors > 1yr			
Bank loans	(8,104)	(8,408)	(8,782)
Deferred Capital Grants - Government	(52,759)	(54,411)	(52,761)
	(60,863)	(62,819)	(61,543)
Provisions			
Early retirement	(3,572)	(3,751)	(4,049)
Student Accommodation Provision	(1,451)	(1,166)	(1,451)
	(5,023)	(4,917)	(5,501)
Net pension asset / (liability)	(43,463)	(43,463)	(58,064)
NET ASSETS	51,984	53,109	32,321
Reserves			
I&E account	41,393	41,570	41,923
Pension reserve	(43,463)	(43,463)	(58,064)
Revaluation reserve	54,054	55,002	48,462
RESERVES	51,984	53,109	32,321

Review of Policy & Resources Committee Operation 2021/22 - Part 1

Membership	Y/N	Comments
<p>Has the Committee's membership been compliant with its <u>terms of reference</u> during the past year?</p>	<p>Y</p>	<p>The Interim Chair of the Board has continued in the role of Chair of the Policy & Resources Committee throughout 2021/22, in order to retain continuity until a new Regional Chair is appointed.</p> <p>The Committee membership includes the Interim Chair and the Interim Vice Chair, plus the Chairs of the following committees:</p> <ul style="list-style-type: none"> - Audit & Risk Assurance Committee - Learning, Teaching & Student Experience Committee - Corporate Development Committee - Remuneration Committee <p>Rose Dodgson, a Student Board Member, joined the Committee from 22 September 2020 onwards. This was in line with the decision of the Board to have student membership on all committee of the Board - except for the Audit & Risk Assurance Committee.</p>
<p>Are there any skills gaps that the Committee would bring to the attention of the Policy & Resources Committee?</p>	<p>Y</p>	<p>Following the departure of Antonia McAlindin in 2020/21, the Committee has operated without a non-executive member with legal expertise. This skills gap has been noted by the Nominations Committee and will be considered as part of future non-executive recruitment in 2021/22.</p>
<p>Has the committee met in accordance with its terms of reference and often enough to fulfil its remit?</p>	<p>Y</p>	<p>The Committee convened four times in 2021/22, in each of the following months: August, November, February and May.</p> <p>All meetings of the Committee in 2021/22 were held remotely via Microsoft Teams.</p> <p>The Committee is required by its terms of reference to meet (at</p>

		minimum) on a quarterly basis.
Have all meetings been quorate?	Y	All meetings have had at least four members in attendance.
Have pre-meetings assisted in the planning of Committee business?	Y	The Interim Chair, Chief Operating Officer and the Board Secretary met in advance of all scheduled P&R meetings to agree an appropriate agenda.
Have papers been issued sufficiently in advance of meetings?	Y	Papers are normally circulated five working days in advance of the Committee meeting. On occasions where urgent information has been requested, late papers have been tabled with the approval of the Committee Chair.
Have minutes and actions been distributed in good time after meetings?	Y	The minutes and actions of the meeting are monitored as a matter of course within the Committee cycle.
Are there any other points Members would like to raise?	N	None.

Review of Policy & Resources Committee Operation 2021/22 - Part 2

Performance Monitoring Role

1. Is the Committee monitoring the KPIs it needs to in line with its remit or is there a need for review or change?

The Committee continues to monitor performance through the monthly Management Accounts which are considered at each meeting, and outwith the meeting are circulated to members (by the Clerk) on publication. The Management Accounts includes a Financial Performance Monitoring Template which outlines performance in the following areas: Credits, staff numbers (FTE), commercial & international contracts, cashflow/balance and Government Returns.

The Committee at every meeting receives a recruitment, retention and credits activity update which includes a breakdown of performance against full-time, part-time and credit targets. At the request of members, the Vice Principal Education & Skills has provided comparative year-on-year data as part of the report - allowing members to consider data trends.

At each of its meetings, the Policy & Resources Committee received a Human Resources Dashboard outlining key employment data, including headcount, FTE, Turnover, and an absence summary. In addition to this, the Committee has monitored in impact of Covid-19 absence and considered how best to support staff returning to work on College campuses.

2. Does the Committee receive the information it needs to monitor performance effectively?

The Committee is content that it receives the information it requires to monitor performance effectively. As outlined above (Q1), the Committee receives performance information related to finance, human resources and recruitment, retention and credits -, all of which are central to the Committee's remit.

Since August 2021, the Committee has received an Estates and Digital Infrastructure Report as a standing item. This report allows members to consider performance matters within this important area of the College and included an update on progress implementing the Edinburgh College Digital Strategy.

3. Have there been any areas where the Committee has not been able to exercise its performance monitoring role effectively or where practice could be improved?

Following the approval of the new Edinburgh College Strategic Plan in September 2022, the Committee shall review its performance monitoring role and the KPIs within its remit.

Strategic Role

4. How would the Committee define the key strategic issues within its remit?

At all its meetings in 2021/22, the Committee received a Principal & Chief Executive Report which provided an update on key strategic development within the college sector, including:

- *The response of the College to the Covid-19 Pandemic and the safe reintroduction of activity back to College campuses.*
- *The Scottish Government's Draft Budget and its potential negative impact on the financial sustainability of the College and wider sector.*
- *The development of College Employers Scotland and the financial impact of potential pay awards.*

The Committee's strategic role also includes the preparation of the annual College Budget for approval by the Board. This is in addition to the monitoring of financial performance through the monthly management accounts.

The Committee receives a standing report on human resources and organisational development matters and has maintained an overview of ongoing industrial relations at the College. The HR Report includes an update on the development of a Workforce Plan and a People Strategy for the College.

The Committee receives a regular reportage on matters relating to capital and infrastructure and continues to monitor to College's strategy towards estates/infrastructure and how these areas relate to ongoing curriculum planning.

5. In what ways has the Committee influenced strategy in its area of remit in the last year?

In 2021/22, the Committee considered (and recommended to the Board) the following new strategies: (i) the Digital Strategy; (ii) the Environmental Sustainability Strategy and; (iii) a Procurement Strategy). The Committee received an annual update on each of these strategies at its September and November 2021 meetings.

6. Are there particular areas in which the Committee might improve practice in relation to its strategic role?

The Committee will continue to keep this under review

Decision-Making

7. Has decision-making been "transparent, informed, rigorous and timely"¹ in the past year?

The Committee has exercised its authority in relation to the approval of tuition fees for the upcoming academic year.

The Committee has received appropriate papers relating to matters within its remit and deals with them in a timely manner.

8. Are there ways that the Committee could strengthen its practice in relation to decision-making?

No. However, the Committee will continue to keep this matter under review.

9. Are there examples that show how the student experience has informed and been central to the Committee's decisions?

¹ This is a definition of effective decision-making given in the Code of Good Governance for Scotland's Colleges.

Following a decision by the Board on 22 September 2020, a Student Member joined the Policy & Resources Committee as a full member in November 2020.

The Committee sought assurances from the Executive that students were appropriately consulted with on tuition fees, prior to the approval of the 2021/22 fees.

Relationships

10. Has the Committee's relationship with the Board been effective in the past year, and are there any examples of where it could have been more effective?

The Committee, through its Chair, reports its minutes to each Board meeting along with papers on key items of Committee business which the Committee wish to bring to the Board's attention.

The membership of the Committee includes the Interim Chair of the Board and the chairs of the five Board committees.

11. Has the Committee's relationship with the Executive been effective in the past year, and are there any examples of where it could have been more effective?

Regular pre-meeting takes place with the Committee Chair, the Chief Operating Officer and the Clerk, where the agenda for the upcoming meeting is considered and agreed.

The Principal and Chief Operating Officer are invited to all meetings of the Committee, whilst additional members of the Executive and Senior Management Team may be invited to speak to specific items of business, for instance the Director of Finance and Director of HR & OD presenting the Finance Report and the Human Resources Report – respectively.

All papers presented to the P&R Committee are approved by the Executive Team prior to their circulation to Committee members.

12. Has the boundary between governance and management been effective in practice in the past year or are there examples of where it could have been more effective?

The Board Secretary attend all meetings of the Policy & Resources Committee and provides reports and clarifications on matters of governance.



Title	Policy & Resources Committee Agenda Planner 2022/23
Appendices	None
Disclosable under FOISA	Yes
Primary Contact	Marcus Walker, Board Secretary
Date of Production	10.05.22
Action Required	Information

1. RECOMMENDATIONS

The Policy & Resources Committee are asked to note upcoming items of business and consider any additional items for discussion at upcoming meetings.

2. PURPOSE OF REPORT

Effective agenda planning will allow the Committee to monitor all aspects of business within its remit in a timely manner.

3. DETAIL

Below are proposed agenda items (and lead speaker) for the next three meetings of the Policy & Resources Committee, excluding Minutes of the Previous Meeting, Matters Arising and Any Other Competent Business:

3.1 August 2022 (- Date to be confirmed)

- TERM OF REFERENCE (Chair)
- PRINCIPAL & CHIEF EXECUTIVE UPDATE (A Cumberland)
- RECRUITMENT & RETENTION DASHBOARD (J Pearson)
- MANAGEMENT ACCOUNTS JUNE 2022 (A Williamson)
- HUMAN RESOURCES REPORT (S Clyne)
- ESTATES & INFRASTRUCTURE REPORT (A Williamson)
- DIGITAL STRATEGY PROGRESS REPORT (J Buglass)

3.2 November 2022 (- Date to be confirmed)

- PRINCIPAL & CHIEF EXECUTIVE UPDATE (A Cumberland)
- STRATEGIC FRAMEWORK

- Corporate Social Responsibility Statement (M Walker)
- RECRUITMENT & RETENTION DASHBOARD (J Pearson)
- FINANCE REPORT
 - Financial Forecast Return 2021/22 (A Williamson)
 - Management Accounts September 2022 (A Williamson)
 - Tuition Fees 2023/24 (A Williamson)
- HUMAN RESOURCES REPORT (S Clyne)
- ESTATES & INFRASTRUCTURE REPORT (A Williamson)
- ENVIRONMENTAL SUSTAINABILITY STRATEGY PROGRESS REPORT (N Croft)

3.3 February 2023 (- Date to be confirmed)

- PRINCIPAL & CHIEF EXECUTIVE UPDATE (A Cumberland)
- RECRUITMENT & RETENTION DASHBOARD (J Pearson)
- MANAGEMENT ACCOUNTS DECEMBER 2022 (A Williamson)
- HUMAN RESOURCES REPORT (S Clyne)
- ESTATES & INFRASTRUCTURE REPORT (A Williamson)

4. IMPACT AND IMPLICATIONS

It is important that the Board and its committees follow an appropriate plan of work in order to ensure they effectively cover all areas of their remit throughout the year and make the most efficient use of their time.

5. LINKS TO STRATEGIC PLAN AND KPIs

The Policy & Resources Committee provides strategic oversight on financial, estates and staffing matter and any other business of particular or complexity.