

# **BOARD OF MANAGEMENT**

**15<sup>th</sup> December 2021 at 4.30pm  
By ZOOM**

The next Meeting of the Board of Management will be held on Wednesday 15<sup>th</sup> December 2021 at 4.30pm. The meeting will be held remotely using Zoom.

## AGENDA

<b>21.65</b>	Welcome and Apologies	D Newall
<b>21.66</b>	Declaration of Interests	D Newall
<b>21.67</b>	Determination of Other Business	D Newall
<b>21.68</b>	Draft Minute of the Board meeting-20 October 2021	P D Newall
<b>21.69</b>	Matters Arising – Action Grid	P D Newall

### Items for Discussion/Approval

<b>21.70</b>	Draft Sustainability Plan	P J Thomson
<b>21.71</b>	Education Scotland Progress Report	P J Vincent
<b>21.72</b>	Credits Projection 2021/22	P J Rafferty
<b>21.73</b>	Governance Update	P C McConnell
<b>21.74</b>	Annual Report by Audit Committee to Board of Management	P D Watt/ J Thomson

### Standing Financial Items

<b>21.75</b>	2020-21 Annual Audit Report from the External Auditor and Letter of Representation	P T Elliott
<b>21.76</b>	Annual Report and Financial Statements for year ending 31 July 2021	P T Elliott/ J Vincent

### Other Standing Items

<b>21.77</b>	Principal's Report	V J Vincent
<b>21.78</b>	Student President's Report	P J Thompson
<b>21.79</b>	Chair's Report	V D Newall

### Draft Minutes of Committee Meetings

<b>21.80</b>	Learning and Teaching Committee, 10 November 2021	P G McGuinness
<b>21.81</b>	Audit Committee , 24 November 2021	P D Watt
<b>21.82</b>	Finance & Resources Committee, 1 December 2021	P D Newall

### Items for Noting/Formal Approval \*

<b>21.83</b>	Update on 2021/22 Financial Position	P T Elliott
<b>21.84</b>	Capital Masterplan Update	P J Thomson
<b>21.85</b>	Strategic Risk Register update	P J Thomson
<b>21.86</b>	Modern Slavery Statement	P T Elliott

### Any other business

D Newall

**DATE OF NEXT MEETING 23 March 2021, Boardroom, Langside Campus**

\*These items will not be discussed at the meeting unless requested

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**BOARD OF MANAGEMENT MEETING**

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<b>Date of Meeting</b>	<b>15 December 2021</b>
<b>Paper Title</b>	<b>Draft Sustainability/Climate Change Action Plan</b>
<b>Action</b>	<b>Information</b>
<b>Prepared by</b>	<b>J Thomson, Vice Principal Resources &amp; College Development</b>
<b>Agenda Item</b>	<b>21.70, 21.70A</b>
<b>Status</b>	<b>Disclosable</b>

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**1. PURPOSE OF THE REPORT**

This report provides members of the Board of Management with the draft of the College's updated Climate Change Action Plan. This will be further populated and brought back to the Board of Management at its March meeting.

**2. ACTION FOR THE BOARD**

The Board of Management are requested to note the draft Climate Change Action Plan for the College.

**3. BRIEF BACKGROUND INFORMATION**

**3.1** The College previously had a Carbon Management Plan and is now updating this to a new Climate Change Action Plan. This shows the current levels of emission as 2,080 tCO<sub>2</sub>e with the plan being to reduce these by 3% to 5% annually through to 2025. It is anticipated that there will need to be some investment for the years beyond this to achieve further reductions.

**3.2** The Board of Management had a workshop session on the sustainability/climate change action planning for the College as part of its October meeting and the feedback from these breakout sessions has been incorporated into the draft plan.

**4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION**

The draft Sustainability/Climate Change Action Plan is attached as paper 21.70A.

**5. RISKS**

There are risks associated with the sustainability/climate change action plan in terms of the need to act and to engage to deliver the required reductions to meet the College's Commitment to reduce to net zero carbon emissions for the future by 2040.

**6. ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/LEGAL/ FINANCIAL/EQUALITY AND DIVERSITY**

The climate change action plan will have financial implications to take forward investment to have improved future College emissions outcomes, and it will have implications for the student experience in engaging them in the plan and

associated actions including education surrounding it including some potential future curriculum changes.

**Glasgow Clyde College**  
**Climate Change Action Plan 2021-2025**

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## Section 1: Executive Summary

The College is committed to addressing the climate change implications it faces with its staff and students and other stakeholders, and helping to inform their behaviours and impacts for the future.

The College has previously signed up to the Universities and Colleges Climate Commitment for Scotland (UCCCCfS) and had a Carbon Management Plan. During the Autumn of 2021 the College signed the Colleges' Scotland Race to Net Zero Commitment and to achieve this reduction over the coming years within this Climate Change Action plan.

There has been a great deal of focus on environmental sustainability and climate change in the College sector during the last couple of years and the College is now preparing this updated Climate Change Action Plan. This plan considers the College's current and future position across the five key activity areas of the UK HE/FE Climate Commission's Climate Action Roadmap for FE Colleges. The five activity areas in the Roadmap which are reflected in section 5 of this plan are:

- (i) Leadership and Governance;
- (ii) Learning, Teaching, and Research;
- (iii) Estates and operations;
- (iv) Partnerships and Engagement;
- (v) Data Collection

This Climate Change Action Plan summarises Glasgow Clyde College's planned actions for reducing carbon emissions over the next four years to 2025 and sets out a timetable and internal resources required to deliver the programme. This plan focuses on:

- **The Carbon Management Strategic Context** - This is set out in section 3 and highlights the strategic context and drivers for carbon emissions reduction in Glasgow Clyde College, including the links to the organisation's own vision and strategic plan;
- **Emissions Baseline and Projections** – This is set out in section 4 and shows the change to date from the 2014/15 baseline and the projections against the 2018/19 carbon footprint (pre COVID) baseline;
- **FE Climate Change Roadmap - College Position** - This is set out in section 5 and outlines the College's current position with a situational analysis and planned progress against each of the five activity areas of the CDN Climate Change Roadmap for FE Colleges as adopted in 2021;
- **Glasgow Regional Plan** - This is set out in section 6 and shows the strategic aims for the City of Glasgow's collaborative working in this area including the funded project officer, and the planned work of the Glasgow Region Green Team;
- The final part of this plan is section 7 which is on **Progress Reporting and Future Governance** which outlines how the climate change action plan/carbon management reduction progress will be monitored measured and communicated both internally and externally.

## Section 2: Introduction from the Principal

To be added



### **Section 3: Strategic Context**

This College Climate Change Action Plan sits within the Glasgow Clyde College's Mission, Vision, Strategic Plan and College Values as summarised below:

#### **Glasgow Clyde College Mission 2020-2025:**

The College Mission is:

By 2025 Glasgow Clyde College will be celebrated as a socially progressive college which is relentlessly focused on improving the prosperity of the communities it serves. The College will be acknowledged for its unrivalled 'career ready' students, employment focused curriculum, pioneering approaches, financial resilience and members of staff who are passionate in their pursuit of excellence. Glasgow Clyde College will be the partner of choice for employers, the employer of choice for members of staff and the College of choice for our communities.

#### **Glasgow Clyde College Vision in its Strategic Plan 2020-2025:**

The College Vision is: Inspirational Learning, Changing Lives.

#### **Glasgow Clyde College Values are:**

- People-Centred;
- Pioneering;
- Principled;
- Passionate.

#### **Glasgow Clyde College Strategic Themes:**

The College Strategic plan 2020 to 2025 has the following five themes which all link to the Climate Change Action Plan

##### **Strategic Theme 1: Inspirational Learning and Teaching**

To be celebrated as the pioneering College for its approaches to learning, teaching and assessment which inspire students to achieve their potential and change their lives

##### **Strategic Theme 2: Unrivalled Student Experience**

To provide an unrivalled student experience where students achieve outstanding learning outcomes which are focused on making them ready for successful future careers and lives

##### **Strategic Theme 3 : Partner of Choice**

To be acknowledged as the partner of choice by supporting the needs of our students, employers and communities through a growing network of strategic partnerships and collaborations, leading to provision which helps them to identify their potential

##### **Strategic Plan Cross Cutting Theme 1 – Employer of Choice**

To be celebrated as a great employer that values the commitment, professionalism and diversity of our staff and creates a working environment on which staff are inspired to give their best every day and are motivated to be part of the College's success

##### **Strategic Plan Cross Cutting Theme 2 - Financial Resilience through Operational Excellence Theme**

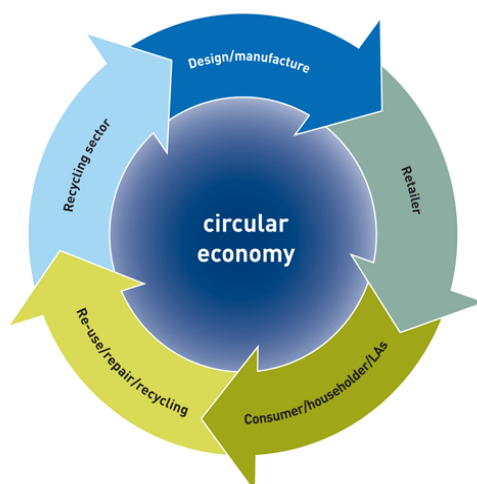
To achieve financial resilience through innovative approaches to service delivery, collaboration and sector leading efficiency levels, operational excellence, and through growing and diversifying our income streams

## College's Climate Change Actions

One of the elements of this Climate Change Action plan is to emphasise the importance of these actions to staff and students from the short term through to the longer term. With material scarcity and energy availability becoming increasingly important priorities the move towards greater climate awareness and an effective circular economy mindset is vital to keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of their service life.

The most significant circular economic outcomes in each product loop for staff and students involves the following :

- Keeping products in use for longer (through design for longer life, redeployment, reconditioning etc);
- Ensuring that unwanted products are returned to the economy for re-use;
- Developing opportunities for closed-loop recycling of materials for high value applications.



## Glasgow Clyde College's Net Zero Commitment

The College has recently signed up to the Scottish FE sector Net Zero Commitment which is the commitment stated as below to:

**Pledge:** Pledge at the head-of-organization level to reach (net) zero Greenhouse gases as soon as possible, and by mid-century at the latest, in line with global efforts to limit warming to 1.5C. Set an interim target to achieve in the next decade, which reflects maximum effort toward or beyond a fair share of the 50% global reduction in CO2 by 2030 identified in the IPCC Special Report on Global Warming of 1.5C;

**Plan:** Within 12 months of joining, explain what actions will be taken toward achieving both interim and longer-term pledges, especially in the short- to medium-term;

**Proceed:** Take immediate action toward achieving (net) zero, consistent with delivering interim targets specified;

**Publish:** Commit to report publicly both progress against interim and long-term targets, as well as the actions being taken, at least annually.

## Section 4: Current Performance

Glasgow Clyde College has 3 campus sites, which are as follows:

- Anniesland Campus which consists of one building built in 2008/09 and is 16,579m<sup>2</sup>;
- Langside Campus – is made up of 5 buildings on one site. The three newer buildings are the main Battlefield Building and the Theatre which were built in two phases completed in 2009 and 2010, plus the Horticulture Building completed in 2018. The two other buildings are the Mary Stuart building which was built in 1968 with a refurbishment in 1996, and the Litehouse building which was built in 2000. The total area of the buildings at the Langside campus is just over 17,000m<sup>2</sup>;
- Cardonald Campus is formed of three main buildings linked by a glazed walkway. The tower building was built in the 1970's and was refurbished in 2006/08 along with the new buildings of the Skills Centre and Childrens' Centre in 2005/06.

Previously, Glasgow Clyde College had a Carbon Management Plan which used 2014/15 as the baseline year and the emission levels have been monitored and reported annually since that time. This plan was to achieve a reduction target of 25% from the baseline year, and this has been more than achieved. In 2014/15 the carbon footprint was calculated to be 4,553 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) being a combination of electricity, natural gas, other fuels, transport (fleet), water and waste.

The College has performed well since this baseline and has reduced its carbon footprint to the most recently measured year of 2020/21 by an overall reduction of 54% since the baseline of 2014/15 as outlined in the table below.

<b>COLLEGE CARBON EMISSIONS MEASUREMENTS</b>	<b>tCO<sub>2</sub>e</b>	<b>Annual Reduction</b>	<b>Annual Reduction/ Increase %</b>
2014/15 Baseline Emissions	4,553		
2015/16 Emissions Measure	3,617	-936	-21%
2016/17 Emissions Measure	3,147	-470	-10%
2017/18 Emissions Measure	2,923	-224	-5%
2018/19 Emissions Measure	2,468	-455	-10%
2019/20 Emissions Measure	2,024	-444	-10%
2020/21 Emissions Measure	2,080	-444	+2.7%
<b>Total Reduction</b>		<b>-2,529</b>	<b>-54%</b>

The College reports annually under the Scottish Government requirements to the Sustainable Scotland Network (SSN), detailing their compliance with the climate change duties for public bodies. The College has complied with reporting requirements for 2020/21 by submitting its report by the deadline of 30 November 2021. The figure as reported at November 2021 is 2,080 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) for the year to July 2021 for which the emissions breakdown is as per the table below:

## College Emissions Levels 2020/21

Emission Area	Consumption	tCO2e
Electricity (generation)	3,634,500Kwh	772
Electricity (transmission & distribution losses)	As above	68
Gas	5,897,635 Kwh	1,080
Water (Supply & treatment)	25,436 m3	4
Homeworking	Based on estimate of 70% staff and students homeworking	150
Other (incl. waste, recycling & travel)		6
<b>Total</b>		<b>2,080</b>

The above annual measurements have been impacted by organisational and behavioural differences due to the pandemic however the largest consumption levels consistently for the College are for utilities through the use of electricity and gas and this will be an ongoing focus for this College Climate Change Action Plan.

For the Glasgow Clyde College Climate Change Action Plan the target is to reduce the College total annual carbon footprint by 3% to 5% annually through to the end of 2025 (based on the 2018/19 business as usual level of emission factors which are those pre pandemic).

The scope and boundaries of the data recorded is as summarised above and new elements may be added e.g. more transport monitoring may be added which will require the baseline level to be recalibrated.

## Section 5: FE Climate Change Roadmap – College Mapping

The College plans to achieve emissions reductions through reviewing its activities across the five areas in the Climate Change Roadmap for FE Colleges as follows:

### i) Leadership and Governance

This is a key element of this plan and the leadership and governance of the Climate Change Action Plan for the College will be through three groups:

- A College Sustainability Steering Group which will undertake the leadership of the delivery of the action plan including the related activities
- A Governance group including the Principal and Board representation which will provide oversight of the four-year plan and receive regular reporting on change actions
- A Regional Green Team group which will have estates, curriculum and student association representation

The College will embed its impacts on the environment in its decision-making processes. This will include SLT and board decisions and as highlighted in the Strategic Plan Objectives.

### ii) Learning Teaching and Research

The College has an important role to play in providing learning and teaching to its staff and students on climate change. This is both for their period of working or learning in the College and for the future. The actions in this area are summarised below:

**Staff and Student Carbon Awareness/Carbon Literacy** – to engage staff and students in educating and increasing awareness in sustainability. There are a range of resources available and the College will consider what is best suited to its requirements. The College will work with GCCSA and the class representatives to pass on training to students and will look to have this as part of student induction in future years.

**Curriculum Sustainability Goals** - Curriculum areas should know their carbon footprint for their specialist areas and how to measure and evaluate the impact of their activities. This will include measurement of courses with sustainability content and widening that to more areas of the curriculum.

**Sustainability champions** - The College will create staff and student sustainability champions who work together within curriculum areas to make sustainability changes and celebrate the activities already in place and new initiatives which can be taken forward. This will include work with GCCSA and the student class reps.

**Awarding Body Organisations** – The Colleges will work to influence awarding body organisations to include sustainability within qualifications and assessment criteria to build sustainability into qualifications development to ensure that sustainability is built into the curriculum.

### iii) Estates and Operations

It is important for the College to set and have emissions targets, communications and investment plans.

**Targets** - Clear targets and robust monitoring is key to focus efforts to reduce waste and carbon footprint. The College will be explicit in what the ultimate goals are which are quantified, and supported by specific activities, projects, etc.

**Communications** – Communications on sustainability actions will be emphasised with effective memorable messaging. More informative signage will be used across the College to clearly highlight waste reduction and recycling opportunities. Also focus on delivering digital by default and the consequential reduction in paper usage and copying.

**Investment** – the College will highlight through Colleges Scotland and SFC the need to secure substantial capital investment in insulation for college buildings over the coming years and transition from gas-fired central heating to a low-carbon alternative.

### iv) Partnerships and Engagement

The College will work within its partnerships and engagement to ensure the most effective outcomes. Key partners for the College will be the other Glasgow Colleges and Glasgow City Council where there will be very practical benefits, including learning from each other's good practices.

The College plans to engage effectively with students, staff and local communities on partnerships and engagement and will initially consider the following areas in this plan:

- a. Food sourcing, packaging and waste;
- b. Building works;
- c. Travel to work and study.

### v) Data Collection

Data collection requires the measurement of the institution's carbon footprint which is an evolving process. The college had an initial baseline year of 2014/15. There have been significant behavioural changes as a result of the pandemic and now 2018/19 will be the new baseline year.

There will be development on the availability of data for staff and students in the College to educate and inform them of their impacts as part of this climate change action plan. This will involve more metering and sharing of climate related data.

## **Section 6: Glasgow Regional Plan**

Glasgow Clyde College is part of the Glasgow Colleges Region with a joint Regional Sustainability Officer and Plan. The Glasgow Colleges Regional Environmental Sustainability Plan's aims are summarised as:

1. To reduce the Glasgow College Region's environmental footprint through complementary actions that will improve its resource efficiency and reduce its carbon emissions, reduce its waste and pollution.
2. To create a college culture that motivates and enables its learners, staff and partners to change their behavior and combat climate change, over-consumption and waste.
3. To support the Glasgow Region's - and Scotland's- Green Recovery by developing a curriculum and facilities to help deliver the Climate Emergency Skills Action Plan, the Just Transition Skills Plan, and the Sustainable Glasgow agenda.
4. To contribute to the regional and national environmental discourse, research and momentum.

This will be undertaken through a three-pronged approach which considers

- College's impacts - on carbon emissions through particularly estates, and also food and other waste
- Curriculum and Skills – new green jobs, reskilling and upskilling required
- Student/Staff behaviours – influencing these for the future

## **Section 7: Progress Reporting/Governance**

The Project Sponsor for this Climate Change Action Plan is the Vice Principal Resources and College Development, who will be assisted in its delivery by the Head of Estates, Facilities & Energy, and the College Sustainability Steering Group including GCCSA representatives, and the Regional Sustainability Project Manager.

This College Climate Change Action Plan is a 'live' document which will be reported upon through the Sustainability Steering Group and the Finance and Resources Committee twice per year with updates as appropriate.

The update process will examine a number of areas including:

- progress towards overall carbon reduction target;
- behavioural change messaging and stakeholder engagement;
- financial savings achieved as a result of carbon reduction projects;
- programme costs;
- wider benefits.

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## BOARD OF MANAGEMENT MEETING

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Date of Meeting	15/12/21
Paper Title	Credit Update 2021/22
Agenda Item	21.72
Paper Number	6
Responsible Officer	J Rafferty
Status	Disclosable
Action	For Discussion

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### 1. Report Purpose

This paper provides members with an update on the college's current position in respect of its credit targets for the current session (2021/22) as well as highlighting any development which may influence our forecast.

### 2. Recommendations

Members are asked to **DISCUSS** this paper.

### 3. Background

In the previous meeting of the Board we had outlined a challenging landscape where recruitment targets in some area had not been met and retention was an emerging issue in some areas, leading to a worst case estimate of the college being 7.1% below its credit target by the end of session 21-22.

### 4. Credit Activity 2021/22

Attached is a snapshot of our credit monitoring report at 8<sup>th</sup> December 2021. The overall Credit target is composed of 4 elements:

- 121,354 core activity credits;
- 672 credits for Foundation Apprenticeships;
- 4,998 credits for ESF;
- and 2304 credits for Deferred students from last year completing elements of their courses.

This leads to a larger credit target than normal of 129,328 for session 2021/22. Colleges were afforded the opportunity to request additional YPG and NTTF funding but, given the credit position at the time, Glasgow Clyde College did not take up this



opportunity since this would have involved the risk of paying for additional delivery that we would not have been funded for if we didn't meet the core credit target. This was in line with Glasgow Kelvin College and many other colleges in Scotland and was an unintended consequence of the SFC funding these programmes in credits. 300 credits remain 'held' with GCRB should we wish to pick up delivery in this area later in the year.

As can be seen in the sheet, the current forecast in the row (**Current Credit Estimate + Credits to start + Credits not enrolled**) ranges from an outturn of -5.0% to a potential -5.2% against target at this point. This represents an almost 2% improvement on our previous report and a 3% improvement on an 8% deficit forecast in November, following the processing of early withdrawals.

## 5. SFC Letter on Additional Flexibilities

On the 30<sup>th</sup> November, Karen Watt, the Chief Executive of the SFC, wrote to colleges to offer 'additional flexibilities' after noting that many colleges were typically reporting 10% shortfalls in enrolment. These flexibilities were:

- the ability to claim an additional credit for guidance on HN programmes;
- the ability to offer additional credits in FE programmes where it would boost employability or progression options;
- the ability to claim credits for school pupils lower down the school;
- the ability to offer bursary beyond the 3 year maximum where appropriate;

We have implemented the first two of these options, where appropriate, across the faculties, primarily motivated by the desire to improve retention but this has also improved our credit position.

As for option 3, there are only 3 courses delivered to S3 pupils which could be added to our credit claim, rather than paid for through PEF funding. We shall consider claiming credits for these but otherwise we do not have any other provision delivered to school pupils below S4, hence that flexibility is of limited application to us.

The relaxation of bursary rules may allow us to recruit students in January who previously would have been disqualified from claiming a bursary. We have planned a number of additional Jan start courses, wherever it makes use of underdeployed staff, or makes a contribution, which should again improve our credit position.

A further communication from the SFC is anticipated soon, which may address questions not covered in Karen Watt's letter, such as whether credits will be 'no claw

back' of funding by the SFC where colleges do not meet their core target, as they were last year, or whether YPG and NTTF funding will continue to be contingent upon achieving the core credit target.

## **6. Student Withdrawals**

A new full analysis of reasons for early withdrawal between August and November 2021 has now been completed. Areas which suffered the highest drop out tended to be practical areas like construction, hair and beauty and sport although they also included less practical areas like computing and business courses.

The chief reasons for dropout have been discovered to be 'Dissatisfaction with course content or delivery' (29% of all withdrawals); 'Physical and Mental Health' (25%) and 'Leaving to take up Employment' (23%).

These averages of course displayed variation in specific subject areas - in areas like construction as many as 70% of leavers were leaving to take up employment and in Social Sciences as many almost 40% left for mental health reasons. Perhaps surprisingly, 'Financial Issues' (6%) and 'Caring responsibilities' (2%) did not feature as chief reasons.

Academic teams are now focusing on course design and pedagogy as a priority area for attention as it is the largest contributor to withdrawal and it is to some extent in our control.

## **7. Risk Analysis**

As identified in (4) above, there remains a risk that the college will fail to achieve its Credit target for the 2021/22 Academic Year by 5%. Further steps are being taken to mitigate that risk as far as we can.

## **8. Legal Implications**

There are no specific legal implications relating to this paper.

## **9. Financial Implications**

The highest risk to the college budget in relation to Credits is the failure to fully achieve our ESF activity. At the year-end, credits which have been achieved are counted firstly as Core before additional funding streams, such as ESF, are counted. The SFC have been asked to treat the current Academic Year also as an exceptional "emergency year" meaning that failure to achieve Core Credits would not result in a funding clawback but this risk is already incorporated into the financial forecasts.

**10. Regional Outcome Agreement Implications**

The ROA has now been agreed and our final credit outturn will make a determine the extent to which we meet the target employment areas and regional performance targets.

**11. Has an Equality Impact Assessment been carried out (Y/N/NA)**

N/A

Credits Monitoring Report AY2021-2022 - College Summary

Faculty	School	Frozen Portfolio Credit Target - as at 18/10/21	Total Enrols	Non-Funded Enrols	Not Meeting 25% Date	Current Funded Enrols	Current Credits Estimate	Variance on Target	Credits To Start	Variance on Started Target	Credits Not Enrolled	Credits Forecast (combines real and estimated retention)	Variance on Target (based on forecast)
120 Business, Creative & Digital Industries		33,261	2,494	124	369	2,009	27,051	-19%	2,966	-11%	14	27,051	-19%
130 Engineering, Computing & the Built Environment		29,724	3,139	102	360	2,691	24,775	-17%	2,370	-9%	59	24,727	-17%
140 Health & Wellbeing		35,128	3,045	46	449	2,552	29,619	-16%	3,023	-8%	0	29,610	-16%
160 Access & Continuing Learning		32,410	4,460	58	418	4,001	26,720	-18%	6,264	2%	22	26,509	-18%
Total		130,523	13,138	330	1,596	11,253	108,165	-17%	14,623	-7%	95	107,897	-6.9%
	SFC Target Credits	129,328 (Core 121,354 + ESF 4,998 + FA 672 + DEFER 2304)						-16.4%					-16.6%
	Current Credit Estimate + Credits to Start						122,787	-5.1%				122,519	-5.3%
	Current Credits Estimate + Credits to Start + Credits Not Enrolled						122,882	-5.0%				122,614	-5.2%

Category	Target	Credits Estimate	Credits To Start	Credits Not Enrolled
COVID Catch-Up	2,304	1,403	0	0
Foundation Apprenticeship Year 1	672	665	0	0
YPG/NTTF	1			

[Credit Movement History](#)

[Credit Risk](#)

[Schools Credits](#)

[7-day Credit Change](#)

Price Group	Credits Estimate	Credits To Start	Credits Not Enrolled
1	14,518	1,858	15
2	62,976	6,367	0
3	19,020	2,433	59
4	2,020	0	0
5	9,631	3,965	21
Total	108,165	14,623	95

Economic Sector	Credits Estimate	Credits To Start	Credits Not Enrolled
Administration, Financial and Business Services	15,822	1,551	0
Creative and Cultural Industries	17,311	752	0

Energy, Engineering, Construction and Manufacturing	13,707	1,784	59
Food, Drink, Tourism, Hospitality and Leisure	12,097	2,943	14
Health, Care and Education	18,353	1,076	0
Land-Based Industries	2,519	77	0
Life and Chemical Sciences	7,034	176	0
Transition and Supported Learning	21,322	6,264	22
Total	108,165	14,623	95

## BOARD OF MANAGEMENT MEETING

Date of Meeting	15 December 2021
Agenda Item	21.73
Paper Title	Governance Update
Action	Decision and Information
Prepared by	Christine McConnell, Clerk to the Board of Management
Status	Disclosable

### 1 PURPOSE OF THE REPORT

- 1.1 This report provides the Board with details of governance related issues.

### 2 ACTIONS FOR THE BOARD

- 2.1 The Board is asked to:-
- Review Policy No 1.1 Role and Development of Policy and Procedure ( Appendix 2)
  - Approve the process detailed in 3.1 below for review of College Policies;
  - Note the update on the Teaching Staff Member Election
  - Note the new style of Board report.

### 3 BRIEF BACKGROUND INFORMATION

#### 3.1 Board Policies

The Board has responsibility for approval of a number of College policies which are listed in Appendix 1. Most of the policies are due for review by March 2022.

The Board is asked to review the Policy No 1.1 "Role and Development of Policy and Procedure" as contained in Appendix 2. It is not considered that any changes are required.

The Board is asked to delegate authority to review other policies to its Committees as detailed in the table in Appendix 1. The Board will be asked to ratify any required changes to the policies at its meeting on 23 March 2022 to comply with review date deadline.

Currently all Policies have a 5 year review cycle, the only exception being Information Security which has a 2 year cycle. It is recommended that the Board agree to recommend staggering the dates of following reviews by adjusting the next review date to better manage the workload as shown in the table.

#### 3.2 Teaching Staff Member Election

As a result of Stephen Henson's resignation, nominations were invited from the teaching staff for the teaching staff member role on the Board. Four nominations were received and an election was held with a closing date of Monday 13<sup>th</sup> December. A verbal update will be provided to the Board at the meeting.

#### 3.3 Style of Board Report

Following consultation with the Nominations Committee at its meeting on 7<sup>th</sup> October, and after discussion with the relevant members of the Senior Management Team, a new format for Board reports has been agreed. This paper is presented in the new style.

### 4 SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

In relation to Paragraph 3.1 above, in terms of the Board's Articles of Governance, all new policies, and variations to existing policies, shall require to be ratified by the Board. The Board may delegate the power to consider any variations of, existing or proposed new policies to any Committee of the Board.

### 5 RISKS

Failure to review Board policies in a timely manner could mean that the policies fail to reflect changes to legislation or best practice which have occurred in the period since the last renewal.

**6 ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/ LEGAL / FINANCIAL/ EQUALITY& DIVERSITY**

Reviewing policies ensures students' interests are protected and that the College complies with all legal, financial and equality and diversity issues.

## APPENDIX 1

	NAME	REVIEW DATE On or before:	RESPONSIBLE COMMITTEE	PROPOSED NEXT REVIEW DATE
1.1	Role and Development of Policy and Procedure	March 2022	Board of Management	March 2027
1.2	Unethical Behaviour and Whistleblowing	March 2022	Organisational Development/ Audit	March 2027
1.3	Risk Management	March 2022	Audit	March 2027
1.4	Equality and Respect	March 2022	Organisational Development	March 2027
1.5	Quality Management	March 2022	Nominations	March 2027
1.6	Information and Data Management	March 2022	Audit	March 2027
1.7	Provision and Use of Digital Resources	March 2022	Audit	March 2027
1.8	Health and Safety	March 2024	Organisational Development	March 2027
1.9	Information Security	March 2020	Audit	March 2027
1.10	Educational Copyright for Non-commercial Teaching and Learning	March 2024	Learning and Teaching	March 2027
2.1	Financial Procedures And Budgetary Control	March 2022	Finance and Resources	March 2025
2.2	Procurement	April 2023	Finance and Resources	March 2025
2.3	Treasury Management	March 2022	Finance and Resources	March 2025
2.4	Anti Bribery, Fraud and Corruption Policy	March 2024	Audit	March 2027
3.1	Staffing	March 2022	Organisational Development	March 2026
3.2	Secure Handling, Use, Storage and Retention of Disclosure Information	March 2022	Organisational Development	March 2026
3.3	Staff Management	March 2022	Organisational Development	March 2026
3.4	Continuing Professional Development	March 2022	Organisational Development	March 2026
3.5	Healthy College	March 2022	Organisational Development	March 2026



3.6	Local Negotiation	March 2022	Organisational Development	March 2026
4.1	Curriculum Management	March 2022	Learning and Development	March 2026
4.2	Skills for Learning, Life and Work	March 2022	Learning and Development	March 2026
4.3	Work Placements	March 2022	Learning and Development	March 2026
5.1	Safeguarding Children, Young People and Protected Adults	March 2022	Learning and Development	March 2026
5.2	Student Advisory and Support Services	March 2022	Learning and Development	March 2026
5.3	Extended Learning Support Services	March 2022	Learning and Development	March 2026
5.4	Student Admissions and Induction	March 2022	Learning and Development	March 2026
5.5	Student Care and Guidance	March 2022	Learning and Development	March 2026
5.6	Student Conduct	March 2022	Learning and Development	March 2026
5.7	Student Engagement	March 2022	Learning and Development	March 2026
5.8	Student Counselling	September 2024	Learning and Development	March 2026

## APPENDIX 2

<b>Policy Area:</b>	Board of Management
<b>Policy Title:</b>	Role and Development of Policy and Procedure
<b>Revision No.:</b>	1
<b>Review</b>	5 years
<b>Period:</b>	
<b>Review Due:</b>	On or before March 2022

It is the policy of the Board of Management to set direction and monitor college actions to achieve this, and that Policies and Procedures are developed to ensure that the College's intentions and methods are clearly understood.

Policies and Procedures contain some of the key controls which enable the College to discharge its responsibilities, determine accountability and manage risk. Policy and Procedure production, implementation and review form an essential part of the strategic and operational activities of the College.

All College Policies and Procedures will be based on recognised best practice with an acknowledged evidence base, will provide a written description of what is required and failure to follow College Policy and / or Procedure could result in disciplinary action being taken.

College Policies are over arching statements of agreed intent used to set direction and their purpose is to influence and determine decisions. College Policies are developed by College Management within the framework set by the Board of Management and are then adopted by the Board and reviewed at regular intervals. Any exception to College policy must be approved by a majority of the Board.

College Procedures are developed for core business processes to support the implementation of College Policy. College Procedures are mandatory, are developed and written by members of College Management in conjunction with relevant operational staff, are reviewed regularly, and are subject to audit.

By definition Policies and Procedures are College wide in ambit and a Policy will usually be supported by Procedure(s) unless the Policy statement is self-evidently sufficient for purpose. A Procedure may be short or substantial but will be operational in focus.

It is accepted that Policies and Procedures cannot cover all circumstances of Board or employee action. It is also accepted that, other than when there is a specific prohibition of an activity in law, policy or contract, management have the authority to act.

This Policy has been developed with due regard to all relevant legislation

### **History of changes**

Revision	Description	Adopted	Authorised
0	First draft	November 2013	SW
1	Policy 1.1 Role of Policy amalgamated with Policy 7.3 Development of Policy and Procedure to produce revised Policy 1.1 Role and Development of Policy and Procedure.	March 2017	Board of Management

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**BOARD OF MANAGEMENT MEETING**

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Date of Meeting	15 <sup>th</sup> December 2021
Paper Title	Annual Report from Audit Committee to the Board of Management
Agenda Item	21.74
Paper Number	21.74A1, 21.74A2, 21.74A3
Responsible Officer	D Watt, Chair of the Audit Committee
Status	Disclosable
Action	For Noting

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**1 REPORT PURPOSE**

This report provides the annual report from the Audit Committee to the Board of Management which is part of the financial year end process. A copy of the Report will be sent to the Scottish Funding Council along with the final financial statements.

**2. ACTION FOR THE BOARD**

The Board of Management are asked to Note the Annual Report from the Audit Committee for submission with the financial statements for the year ending 31 July 2021.

**3. BRIEF BACKGROUND INFORMATION**

**3.1** The Audit Committee has to report annually to the Board of Management, prior to the Board approving the College Financial Statements, to inform the Board of Management of the adequacy and effectiveness of the College's internal financial and management systems controls, and the arrangements for securing economy, efficiency and effectiveness. The Report from the Audit Committee to the Board of Management is attached. Along with the annual report of the Committee the Assurance Framework Summary for all the College Committees' work during the year and the College Assurance Mapping are also attached.

**3.2** The report summarises the business covered by the Audit Committee during the period of 1 August 2020 up until 24 November 2021, which was the final Committee prior to the financial statements being approved by the Board of Management.

**4. RISKS**

There are no specific risk implications in this paper.

**5. ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/ LEGAL / FINANCIAL/ EQUALITY& DIVERSITY**

It is a requirement of the Financial Memorandum that the Audit Committee provide an annual report to the governing body of the College.

## **ANNUAL REPORT FROM THE AUDIT COMMITTEE TO THE BOARD OF MANAGEMENT**

### **A Administrative Matters**

The Audit Committee of Glasgow Clyde College met six times during the period from the start of the 2020/21 financial year up to the date of signing of the 2020/21 financial statements with meetings held in September and November 2020, and March, May, September and November of 2021.

### **B Remit and Membership of Committee**

The remit of the Audit Committee, as approved by the Board of Management, is attached to this report. One of the points in the remit is reviewing the College's compliance with the Code of Good Governance for Scotland's Colleges and advising the Board of Management on this. As part of the remit, it states that the Committee shall satisfy itself that other Board committees provide assurance to the Board, as appropriate, on their governance related activities. There is an assurance framework which shows the reports for each Committee during the 2020/21 year against their remits to provide this assurance which is attached.

The membership of the Audit Committee for the period 1 August 2020 to the date of signing of the financial statements was as follows:

David Watt, Chair  
Michael Payne  
Keith Rosser (to January 2021)  
Margaret Swiderska (from January 2021)  
Clare Walker  
Kacper Kacica (to June 2021)  
Amie Watson (from August 2021)

### **C Internal Audit**

The internal audit service for Glasgow Clyde College during the financial period 2020/21 was provided by Henderson Loggie. They were appointed for a period of three years from 2017/18 following a tendering process and was extended for twelve months to the end of 2020/21.

A tender for internal audit services for the period 2021/22 to 2023/24 was undertaken jointly between Glasgow Clyde College, City of Glasgow College and GCRB and the successful tenderer was Henderson Loggie. This three year appointment has the option to be extended to a five year contract.

For the financial period 1 August 2020 to 31 July 2021 there were six internal audit reports completed on agreed areas which were reports on the following areas:

- Fraud and Bribery Prevention, Detection and Response;
- Student Support;
- Payroll;
- Digital Strategy;
- Delivery of Efficiency Savings Plan; and
- Risk management

In addition to the above the internal auditor prepared the annual plan for 2020/21 as this was an extension to the previous appointment and undertook the following annual reviews :-

- Follow Up Review report to review the progress on implementation of prior recommendations
- SFC Credits Audit
- Bursary, Childcare and Hardship funds Audit
- Education Maintenance Allowance Audit

Audit recommendations have been responded to and actions agreed as appropriate. Any remaining actions relating to previous internal audit recommendations have been included in the rolling audit action plan, which is reported to the Audit Committee on an ongoing basis to ensure all recommendations are fully implemented.

The Internal Audit Annual Report for 2020/21 was considered by the Audit Committee at its meeting in November 2021. Within the annual report, Henderson Loggie's opinion was that the College has adequate and effective arrangements for risk management, control and governance and that proper arrangements are in place to promote and secure value for money. Their opinion has been arrived at taking into consideration the work they undertook during 2020/21 and the previous years since initial appointment.

## **D External Audit**

The external auditors of Glasgow Clyde College are Azets (formerly Scott Moncrieff) who were appointed by Audit Scotland for a five-year period from 2016/17 to 2020/21.

Azets outlined the scope of their audit in their external audit plan for the financial period ending 31 July 2021, which they presented to the Audit Committee at its meeting in May. The key elements in the wider scope of their audit work were summarised as a review of financial sustainability, financial management, governance and transparency, and value for money.

Following the conclusion of their external audit of the financial statements for 2020/21, Azets produced an External Audit Management Report to those charged with Governance (which is stated in that report as the Audit Committee) and the Auditor General for Scotland. Their report has been drawn up in accordance with the Code of Practice issued by Audit Scotland.

The external auditor's report as prepared by Azets covered the following areas:

- i) Key Messages;
- ii) Introduction;
- iii) Financial Statements Audit;
- iv) Financial Sustainability;
- v) Financial Management;
- vi) Governance and Transparency; and
- vii) Value for Money.

In addition, the external audit report includes two Appendices with one covering the Respective Responsibilities of the College and the Auditor, and the second on adjusted and unadjusted differences identified during the audit.

The relevant sections of the report and the detailed recommendations and management responses contained in the external audit report for the financial period 2020/21 were reviewed by the Audit Committee at its November meeting.

Their key findings are included in the financial statements audit section of this report and there was one area of risk highlighted in the report from Azets which is that COVID-19 continues to present unprecedented challenges to the operation, financial management and governance of organisations, including public sector bodies. The report indicates that there are still a number of uncertainties in relation to COVID, student numbers and other sector wide issues which continue to increase financial risk and uncertainty. This has been discussed within the period of the audit and there has been a significant amount of activity on this during the year both in terms of College Senior Management and in reporting through Committees and the Board of Management and in the development of the three year financial plan for the College for 2021/22 to 2023/24.



In their management letter for the period ended 31 July 2021 the external auditor was satisfied that the financial statements represent a true and fair view of the financial position of the College for the period ended 31 July 2021 and on the regularity of transactions.

Azets' overall conclusion from their external audit and as included within their independent auditor's report in the financial statements are:

- an unqualified opinion on the financial statements;
- an unqualified opinion on the regularity of transactions; and
- an unqualified opinion on other prescribed matters.

The report also states that they are satisfied that there are no matters which they are required to report by exception.

Azets also indicated that they received draft financial statements and supporting papers in line with their agreed audit timetable and stated that their thanks go to all staff for their assistance throughout the audit.

There has been discussion with the external auditor on the long-term financial sustainability of the College, which is based on the Financial Forecast Return (FFR) and the College's three year financial forecast. It was emphasised that this has been discussed extensively during the year and the Board have considered the College's financial plans in detail. These have included a combination of cost reductions in staff costs and non-staff costs as well as Financial Sustainability funding in 2020/21 and 2021/22 from the Glasgow Clyde Education Foundation.

The Financial Plan will be closely monitored by the College Senior Leadership Team and the quarterly monitoring of the management accounts will provide the updated position against plan to the College Finance and Resources Committee.

## **E Risk Management and Corporate Governance**

The Audit Committee as part of its remit keeps under review the College's internal control and risk management systems and receives updates on Glasgow Clyde College's risk management processes. The College has in place a Risk Management Policy as approved by the Board and the aim of the policy is to ensure that the College's system of internal control is effective in managing risks. The Senior Leadership Team (the designated risk management group) supports, advises on, and implements this Risk Management Policy of the Board of Management.

The College has an on-going process to develop and embed the system of internal control, including financial, organisational and governance risk management which is designed to protect the College's operations, assets and reputation and assure the Board of Management that the College's risk areas are being effectively managed. For the financial period 2020/21 the College continued its risk management process with the College's Strategic Risk Register being reviewed at each Audit Committee meeting and reviewed quarterly at the full Board of Management meeting.

Based on the College's on-going activity and planned developments, the Senior Leadership Team reviews and updates the College's Strategic Risk Register on a regular basis. The College Strategic Risk Register as at the date of the signing of the financial statements has fourteen key risks identified and each risk is ranked based on assessment of impact and probability. Each risk is owned by a member of the Senior Leadership Team who identifies mitigating actions against each risk which are in place to manage these risks. Of the fourteen risks at the time of signing the financial statements, four are financial, seven are organisational, and three are governance related risks.

The Board of Management sets the College Risk Appetite across key risk activity areas and the appetite overall has been assessed as open where open is defined as being willing as an organisation to consider all potential delivery options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward

The Board of Management is committed to exhibiting best practice in all aspects of Corporate Governance. The Board will ensure that ongoing arrangements comply with the Code of Good Governance for Scotland's Colleges assisted by the Audit Committee in ensuring compliance.

An external review of the Board's effectiveness was completed during 2020/21 as required by The Code of Good Governance for Scotland's Colleges, which indicates that the Board needs to undergo an externally facilitated evaluation of its effectiveness at least every three years. The external review was completed over the course of the period from November 2020 to March 2021 which concluded that the College meets its obligations under the Code of Good Governance for Scotland's Colleges and, in a number of areas, demonstrates high standards of governance.

An internal audit review was completed by Henderson Loggie on Corporate Governance in July 2017, which was a detailed desktop review against all the principles and provisions within the Code of Good Governance for Scotland's Colleges. Henderson Loggie concluded that there was satisfactory assurance in this area.

## **F Value for Money**

Glasgow Clyde College is committed to achieving public value from its available resources and this will underpin its ongoing decision-making and internal audit planning which will include some value for money review areas as appropriate. The Audit Committee relies on the professional judgement of the appointed Internal Audit firm to have completed a suitable level of internal audit value for money review activity in discussion with management.

## **G Going Concern**

For the going concern assessment, the College needs to be viewed as being an entity which will continue in business for the foreseeable future. The responsibilities of those charged with governance include the going concern assessment, which is carried out by management and reviewed by auditors, and the foreseeable future is deemed to be twelve months from the date of signing the College's financial statements. The Audit Committee received a report on key accounting judgements at its November meeting which included consideration of the College as a going concern.

## **H Conclusion**

The Audit Committee is satisfied as to the adequacy and effectiveness of the Glasgow Clyde College's internal financial and management systems as reviewed by internal audit and external audit for the financial period 2020/21.

The Committee is also of the opinion that the Board of Management's responsibilities in terms of audit practice have been complied with.

The Committee is committed to best practice in Corporate Governance and to complying with the Code of Good Governance for Scotland's Colleges for which all material aspects are being complied.

## **REMIT OF THE AUDIT COMMITTEE**

The Committee shall satisfy itself and provide assurances to the Board on the following:

- (1) the adequacy and effectiveness of the Glasgow Clyde college's systems of internal control in relation to its financial and management systems;
- (2) the comprehensiveness, reliability and integrity of assurances including the body's governance and risk management framework; and
- (3) the adequacy of the College's external financial reporting requirements.

The Audit Committee shall fulfill its remit through, inter alia, the following actions:-

### **SYSTEMS OF INTERNAL CONTROL**

Reviewing, and advising the Board of Management, of the Internal Auditor's and External Auditor's assessment of the adequacy and effectiveness of the College's internal financial controls and internal control and risk management systems, including controls specifically to prevent or detect fraud or other irregularities as well as those for securing economy, efficiency and effectiveness and value for money.

Reviewing and advising the Board of Management on its compliance with corporate governance requirements including risk management practices and best practice guidance and compliance with the requirements of the Scottish Funding Council and the Financial Memorandum with the Glasgow Colleges Regional Board.

### **INTERNAL AUDIT**

Advising the Board of Management on the selection, appointment or re-appointment and remuneration, or removal of the contracted out Internal Audit Service (IAS) provider.

Advising the Board of Management on the terms of reference for the IAS.

Reviewing the scope, efficiency and effectiveness of the work of internal audit, considering the adequacy of the resourcing of internal audit and advising the Board of Management on these matters.

Advising the Board of Management of the Audit committee's approval of the basis for and the results of the internal audit needs assessment.

Reviewing the IAS's monitoring of management action on the implementation of agreed recommendations reported in the internal audit reports and internal audit annual reports.

Considering salient issues arising from internal audit reports and management's responses and report to the Board on such matters.

Informing the Board of Management of the Audit Committee's approval of the internal audit service's annual report.

Ensuring establishment of appropriate performance measures and indicators to monitor the effectiveness of the IAS.

Securing and monitoring appropriate liaison and co-ordination between internal and external auditors.

Ensuring good communication between the Committee and the Lead of IAS.

Responding appropriately to notification of fraud or other improprieties received from the Lead of IAS or other persons. This will include use of the College Fraud Response Plan.

## **GOVERNANCE AND RISK MANAGEMENT**

### **VALUE FOR MONEY**

Establishing and overseeing a review process for evaluating the effectiveness of the College's arrangements for securing the economical, efficient and effective management of the College's resources and the promotion of best practice and protocols and reporting to the Board of Management on such matters.

Ensuring there are appropriate processes in place in the College to deliver value for money.

Advising the Board of Management of action that it may wish to consider in the light of national value for money studies in the further education sector.

### **RISK MANAGEMENT**

Reviewing the College's risk management arrangements and Risk Management Policy on an annual basis.

Reviewing the College Strategic Risk Register at least twice per year or as requested by the Chair of the Committee to ensure that the College's approach to managing risk is appropriate.

The Board of Management is responsible for the review and effectiveness of the College risk management arrangements and should form its own opinion despite these delegations to the Committee.

Reviewing the College's compliance with the Code of Good Governance for Scotland's Colleges and advising the Board of Management on this. As part of this, the Committee shall satisfy itself that other Board committees provide assurance to the Board, as appropriate, on their governance related activities.

Producing an annual report for the Board of Management on compliance with the Code of Good Governance for Scotland's Colleges.

## **FINANCIAL REPORTING**

### **EXTERNAL AUDIT**

(The College's external auditors shall be appointed by Audit Scotland)

Reviewing the External Audit Annual Plan.

To consider the fee parameters within the external audit plan.

Monitoring the integrity of the financial statements of the College and any formal announcements relating to the College's financial performance, reviewing significant financial reporting judgements contained in them, and from an audit perspective recommending them for approval to the Board

Reviewing the external auditor's annual Management Letter and monitoring management action on the implementation of the agreed recommendations.

Advising the Board of Management of salient issues arising from the external auditor's Management letter and other external audit reports and of management's response.

Reviewing the statement of Corporate Governance.

Holding discussions with the external auditors and ensuring their attendance at Audit Committee and Board of Management meetings as required.

Considering the objectives and scope of any non-statutory audit work undertaken or to be undertaken by the external auditor and advising the Board of Management of any potential conflict of interest.

Securing and monitoring appropriate liaison and co-ordination between external and internal audit.

Advising the Board of Management of significant, relevant reports from the Scottish Funding Council and Audit Scotland and successor bodies and, where appropriate, management's response to these.

Reviewing reported cases of impropriety to establish whether they have been appropriately handled.

Acting in accordance with the whistle blowing policy.

Undertaking a regular self-evaluation of the Committee.

Meeting in private with the internal and external auditors at least once annually.

Liaising as appropriate with the Finance and Resources Committee.

## **MEMBERSHIP**

The membership of the Committee is no more than six Board members, of which one will provide the role of Chair of the Committee and one will act as Vice Chair if elected. The Chair is elected by the Board of Management and the Vice chair is elected by the Committee. There should be no overlap of Board members with the Finance and Resources Committee. The Chair of the Board should not be a member of the Audit Committee although he/she can attend as an observer.

The membership should include a qualified accountant and if no member of the Committee is a qualified accountant then arrangements should be made for co-option. A staff member of the Board can be a member of the Audit Committee provided they do not have executive authority within the College which is taken as being the College Management Team level. The Board reviews the membership every four years.

The Principal, Vice Principal Resources and College Development and the Assistant Principal Finance and Infrastructure attend the Committee as advisors. The Committee meets at least four times per year.

## **QUORUM**

The quorum set by the Committee is three members.

REMIT VERSION REVIEWED AND APPROVED SEPTEMBER 2021

As part of the remit of the Audit Committee it states that it has the following function delegated to it:

“Reviewing the College’s compliance with the Code of Good Governance for Scotland’s Colleges and advising the Board of Management on this. As part of this, the Committee shall satisfy itself that other Board committees provide assurance to the Board, as appropriate, on their governance related activities”.

The purpose of this paper is to provide an assurance framework covering the work of the other Committees during the year 2020/21 in providing corporate governance assurance to the Board in their specific areas and in line with their remits which are included at the end of this report.

There are six Committees of the College including the Audit Committee and the other five Committees are as listed below with their Chairs as indicated:-

Learning and Teaching Committee – Chair, Gordon McGuinness  
Organisational Development Committee – Chair, Sandra Heidinger  
Finance and Resources Committee – Chair, David Newall  
Remuneration Committee – Chair, Sandra Heidinger  
Nominations Committee – Chair, David Newall

The minutes of each of these Committee meetings is submitted to the Board of Management as soon as possible after the Committee meeting and the Chair of the respective Committee presents them to the Board and highlights the main points discussed.

This assurance paper considers the work of each of the three Committees of Learning and Teaching, Organisational Development and Finance and Resources in turn through the 2020/21 year and the papers presented to each of them relating to College governance as prepared by members of the College’s staff, usually the Senior Leadership Team. The other two Committees of Remuneration and Nominations meet when required usually a couple of times per year depending on business for their consideration.

The College has also developed an Assurance Mapping Framework which considers the three levels of assurance against each of the areas of the Certificate of Assurance and for the Financial Memorandum with GCRB. The College Assurance Map is attached.



## **Learning and Teaching Committee**

The Learning and Teaching Committee met three times during the financial year 2020/21 with meetings in November, February and May. The reports as presented to these meetings have been grouped under key governance areas of the remit of the Learning and Teaching Committee as follows to assure that Committee is meeting its range of College governance controls:-

**1) Be kept appraised of those aspects of the external and internal environments that affect the portfolio and learning experience of our students and how the College proposes to respond**

Staff Survey On Line Learning – Emerging Themes (November)

College Leaver Destinations 2018/19 (November)

Update on Teaching Staff Experience – Report from Organisational Development (February)

Care Experienced Learners (May)

Post pandemic Teaching and Learning (May)

**2) Monitor the College's achievement of its portfolio target and oversee relevant external reporting**

Credits 2020/21 Progress Update (November, February, May)

January Start Courses 2021 Update (February)

**3) Monitor and advise on College performance indicators, self- evaluation outcomes, benchmarking and external verification feedback**

Performance Indicator data 2019/20 (November)

External Verification Annual Report 2019/20 (November)

Early Impressions GCC Student Satisfaction survey October 2020 (November)

Student Satisfaction Results 2019/20 (November)

Glasgow Clyde College PI data (February)

**4) Be kept appraised of proposed improvements to the learning experience of our students and offer constructive challenges**

Student Experience Update and Report (February, May)

**5) Consider cross College activities that impact on learning and teaching. To be kept appraised of opportunities and uptake of opportunities and uptake of staff training and development and the contribution it makes to improving learning and teaching.**

Covered by reports under other headings

**6) Consider the cross College activities that impact on quality and development of learning, teaching and assessment throughout the College**

Academic Year 2020/21 Arrangements for Assessment/ Certification (May)

Arrangements for AY 2021/22 (May)

**7) Receive reports from Student Board Members and representatives from the student body relevant to their experience of learning and teaching**

GCCSA Student President update (November, February, May)

- 8) Where required take appropriate action in all matters pertaining to student affairs, including welfare and discipline and student appeals**

Not applicable in 2020/21.

- 9) General Learning and Teaching Committee Governance matters**

Internal Audit Student Support Report (May)

## **Organisational Development Committee**

The Organisational Development Committee met three times during the financial year 2020/21 with meetings in September, January and May. The reports as presented to these meetings have been grouped under seven key governance areas of the remit of the Organisational Development Committee as follows to assure that the Committee is meeting its range of College governance controls:

**1) Consider policy and strategy in relation to staff governance, human resources, staff wellbeing and health and safety matters**

Assistant Principal HR Reports (September, January and May)  
Staff Return and Resume Planning/ Post COVID (September, May)  
Agile Working Post COVID (September)  
Strategy for staff savings (September)  
Organisational Development Reports (September, January and May)

**2) Formulate the Board's People Strategy and monitor to ensure targets are met**

Key Performance Indicators Report (September, May)  
Key Performance Indicators report and future Improvement Plan (January)

**3) Review staff engagement**

Impact of COVID on attendance (January)  
Target for reducing Work related / work place stress (January, May)

**4) To ensure compliance with relevant legislative or professional requirements relating to the employment of staff**

Health and Safety Reports (September, January, May)  
Equality Mainstreaming Report (May)  
Equality and Diversity Report – timeframe for diversity profiles and action plan in relation to staff ethnicity (May)

**5) Monitoring against HR and OD related targets**

Attendance Management Quarterly & Annual Reports (September, January, May)  
Staff Profile and Turnover Update (September, January)

**6) Receive reports of meetings of the Joint Consultation and Negotiation Committees**

Note of Support and Teaching JCNC Meetings (September, January, May)

**7) General Organisational Development Committee Governance Matters**

Internal Audit Report on Staff Recruitment and Retention (September)  
Committee Remit (September)  
Unethical Behaviour and Whistleblowing Policy and Procedure (May)  
Assessment of Procedures Report (May)

## **Finance and Resources Committee**

The Finance and Resources Committee met four times during the financial year 2020/21 with meetings in October, November, March and June. The reports as presented to these meetings have been grouped under six key governance areas of the remit of the Finance and Resources Committee as follows to assure that the Committee is meeting its range of College governance controls:

**1) To ensure the maintenance of a robust long-term financial strategy**

2020/21 Budget and 2021/22 to 2022/23 Financial Plan (October)  
College Strategic Risk Register – Financial Risks (October, November, June)  
Draft Revenue Budget for 2021/22 (June)  
Financial Forecast Return (June)

**2) To ensure the capital masterplan is aligned with the College's estates strategy**

Estates Update (October, November, March, June included with capital report)

**3) To monitor financial performance on a regular basis**

19/20 Budget Update (October)  
Quarterly Financial Report including cash flow – Year to Date & Forecast to July (November, March, June)  
Draft Primary Financial Statements for Year ending 31 July (October)  
Draft Financial Statements for year ending 31 July (November)  
Procurement Update (October, November, March, June)

**4) To review the performance against target of commercial activities**

Commercial & External Funding Update (October, November, March, June)  
Commercial Strategy (March)

**5) To monitor expenditure against the agreed capital masterplan**

Capital Expenditure & Masterplan Update (October, November, March, June)

**6) Other Committee Governance Related Activities**

Glasgow Clyde Education Foundation Update (October, November)  
Glasgow Clyde Education Foundation Spending Plan (March)  
Glasgow Clyde Education Foundation Financial Sustainability Funding Framework (June)  
Tuition Fees Update/Approval (November, March)  
College Financial Regulations (November, March)  
Update on SFC Funding Model (March)  
SFC Indicative Funding Allocation for 2021/22 (March)

## Appendix 1 – Remits of Other College Committees

### REMIT OF LEARNING AND TEACHING COMMITTEE

The functions listed here are delegated by the Board to the Learning and Teaching Committee.

#### REMIT

To provide assurance to the Board that all activities related to achieving excellence in learning, teaching and assessment are effective and support the overall strategic direction of the College. To fulfil this function, the Committee will:

- Be kept apprised of those aspects of the external and internal environments that affect the portfolio and learning experience of our students and how the College proposes to respond;
- monitor the College's achievement of its portfolio target and oversee relevant external reporting;
- monitor and advise on College performance indicators, self-evaluation outcomes, benchmarking and external verification feedback;
- be kept apprised of proposed improvements to the learning experience of our students and offer constructive challenge;
- consider cross-College activities that impact on learning and teaching such as overall approach to learning and teaching, eLearning, community learning, additional support for learning To be kept apprised of opportunities and uptake of staff training and development and the contribution it makes to improving learning and teaching ;
- Consider the cross-college activities that impact on quality and development of learning, teaching and assessment throughout the college
- receive reports from Student Board Members and representatives from the student body relevant to their experience of learning and teaching;
- where required take appropriate action in all matters pertaining to student affairs, including welfare and discipline and student appeals;
- make recommendations to the Board on major policy matters but have devolved powers to deal with time urgent matters, seeking the Chairman of the Board's approval where appropriate; and
- consider and act on any other information it deems appropriate in the conduct of its business.

**MEMBERSHIP**

The membership of the Committee is a minimum of six members of the Board of Management, of which one will be the Student Member plus the Principal and staff representative. The Committee should be chaired by a Board Member, other than the Chairman of the Board. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. The Board reviews the membership every four years. The Vice Principal, Curriculum and External Relations, the Assistant Principal for Student Experience, the Assistant Principal for Quality and Performance, the Secretary to the Board and from time-to-time a representative from the Curriculum Assistant Principals attend the Committee as advisers. The Committee meets four times per year.

**QUORUM**

The quorum set by the Committee is three members.

## REMIT OF ORGANISATIONAL DEVELOPMENT COMMITTEE

The functions listed here are delegated by the Board to the Organisational Development Committee

<b>ORGANISATIONAL DEVELOPMENT COMMITTEE</b>	
<b>REMIT</b>	<p>To consider policy and strategy in relation to staff governance including equality and diversity issues, human resource, staff governance, staff well-being and health and safety matters.</p> <p>To determine the parameters within which the remuneration and conditions of service of all employees. This excludes the Principal and Senior Management and others agreed through national bargaining. To ensure the authority delegated to the Principal by the Board to reach a satisfactory conclusion on remuneration and conditions of service lies within those parameters.</p> <p>To formulate the Board's People Strategy and monitor this to ensure targets are being met.</p> <p>To ensure compliance with relevant legislative or professional requirements relating to the employment of staff.</p> <p>To receive reports of meetings of the Joint Consultation and Negotiation Committees and to consider any matters arising which may require to be raised at and discussed with the Board.</p> <p>To review staff engagement. To consider how HR and OD related targets, including those contained within the College Development Plan and the balanced scorecard are monitored and reported upon.</p> <p>To make recommendations to the Board on major policy matters but with devolved powers to deal with time urgent matters, seeking the Chair of the Board's approval where appropriate.</p>
<b>MEMBERSHIP</b>	<p>The membership of the Committee is six members of the Board of Management one of whom is the Principal and Chief Executive. The Committee should be chaired by a Board Member, other than the Chair of the Board. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. The Board reviews the membership every four years. The Secretary to the Board, Assistant Principal HR and the Head of HR attend the Committee as advisers. The Committee meets three times per year.</p>
<b>QUORUM</b>	<p>The quorum set by the Committee is three members.</p>

## **REMIT OF FINANCE AND RESOURCES COMMITTEE**

These functions are delegated by the Board of Management to the Finance and Resources Committee

Having regard to the need for financial stability of the College:

- To ensure the maintenance of a robust long-term financial strategy
- To ensure the capital masterplan is aligned with the College's estates strategy
- To monitor financial performance on a regular basis
- To review the performance against target of commercial activities
- To monitor expenditure against the agreed capital masterplan

To fulfil this function the Committee will

Make recommendations to the Board of Management on:

- the annual revenue budget
- the financial statements
- capital expenditure and the capital masterplan
- the estates strategy
- financial policies
- any other issues relating to the management of finance and physical resources

The Finance and Resources Committee will liaise as appropriate with the Audit Committee, Board of Management and all other Committees

## **MEMBERSHIP**

The membership of the Committee is six Board members including the Principal, with one of the Board members providing the role of Chair of the Committee, and one to act as Vice Chair as elected. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. There should be no overlap of Board members with membership of the Audit Committee. The Board reviews the membership every four years.

The Vice Principal, Resources and College Development and the Assistant Principal Finance and Infrastructure attend the Committee as advisers. The Committee meets four times per year.

## **QUORUM**

The quorum set by the Committee is three members.



## REMIT OF REMUNERATION COMMITTEE

The functions listed here are delegated by the Board to the Remuneration Committee.

<b>REMIT</b>	<p>To be responsible for reviewing and determining salary and terms and conditions of appointment of all Senior Management including the Principal and Chief Executive within an agreed funding envelope. To adopt and maintain a process consistent with the Code of Good Governance and to be responsible for ensuring that process is followed.</p> <p>To formulate the College's Senior Management Pay Policy including at Principal's level, and to review that policy annually, recommending any changes to the Board.</p> <p>To report back to the Board on decisions made by the Remuneration Committee with enough detail to assure the Board that the Senior Management Pay Policy has been followed.</p> <p>To ensure a clear process is in place to set and agree personal performance measures for the Principal and the other members of the Senior Management Team. In assessing the performance of the Principal, views will be sought from the staff and student communities.</p>
	<p>To advise the board on the terms of any severance schemes made available to staff or the terms of any individual settlement agreements, if required.</p>
<b>MEMBERSHIP</b>	<p>The membership of the Committee is the Chair of the Board and four other members, excluding the Principal and the staff and student representatives.</p> <p>The four other members will be the Chairs of the Audit, Finance and Resources, Learning and Teaching and Organisational Development Committees. The Vice Chair of the Board of Management shall be the Chair of this Committee. The Chair of the Board must not be the Chair of the Committee.</p> <p>If there are vacancies, due to the ineligibility of a Committee Chair to take up membership, the Board will appoint replacement members.</p>
<b>FREQUENCY OF MEETINGS</b>	<p>The Committee shall normally meet twice per academic year.</p>
<b>QUORUM</b>	<p>The quorum set by the Committee is three members.</p>

During 2020/21 the Remuneration Committee met twice, in October 2020 and May 2021, to consider the Principal's Performance and Professional Development and the Senior Leadership Pay Award.

## **REMIT OF NOMINATIONS COMMITTEE**

These functions are delegated by the Board of Management to the Nominations Committee.

### **REMIT**

1. To be responsible for selecting and nominating candidates for the approval of Glasgow Colleges Regional Board (GCRB) to fill any vacancies which arise from time to time in the membership of the Board of Management. To follow the recruitment procedure in accordance with Ministerial Guidance to College Boards and to take cognisance of equality and diversity in seeking candidates with a variety of backgrounds and skills or experience. The process will include interviewing, assessing against specified criteria set by the Committee and recommending candidates to GCRB for membership of the Board of Management.

Note: in respect of the selection and appointment of the Chair of the Board of Management or the Principal, there will be a separate procedure governed through GCRB and any such appointment would be subject to separate reporting to the Board of Management.

2. To make recommendations to the Board of Management on the chairing of Committees of the Board.
3. To give full consideration to succession planning for members of the Board, taking into account the challenges and opportunities which face the College.
4. To have regard to the desire of the Board to have a diverse membership reflecting the communities which it serves.
5. To consider the governance framework within which the Board of Management operates and make any recommendations for change to the Board of Management for approval;
6. To consider applications for appointments as Trustee to the Glasgow Clyde Education Foundation (GCEF) and to make recommendations for appointments to GCEF to the Board of Management.

### **MEETINGS**

1. The Nominations Committee will meet formally once each year in February or March and otherwise as required.
2. The business of the Nominations Committee shall be reported to the next available Board of Management meeting.

### **MEMBERSHIP**

1. The membership of the Committee is not more than five members of the Board of Management. The Committee will be chaired by the Chair of the Board of Management. The Board may appoint a Vice Chair of the Committee having regard to succession.
2. Any selection panel which is involved in the recruitment process for Board Members will include two members of the Nominations Committee and an Independent Person to be appointed for that purpose. The panel may also include any other Board Member with relevant skills and experience.
3. By invitation of the Chair, others may attend the Committee to provide advice and information to assist the Committee in its deliberations. Individuals attending on this basis may not vote on any decision made by the Committee.

### **QUORUM**

1. The Quorum set by the Committee is three members.

During 2020/21, the Nominations Committee met twice in November 2020 and May 2021 to consider Board membership, governance risks and the actions to be taken in response to the Externally Facilitated Effectiveness Review.

# Glasgow Clyde College

## College Assurance Mapping – December 2021

<b>Assurance Mapping against Certificate of Assurance Areas</b>	<b>First Line:</b> <i>Management assurance from 'front line' or business operational areas</i>  <b>(Business Management/ process)</b>	<b>Second Line:</b> <i>Oversight of management activity, including effective management information, separate from those responsible for delivery, but not independent of the organisation's management chain</i> <b>(Corporate Oversight/ application of process)</b>	<b>Third Line:</b> <i>Independent and more objective assurance, including the role of Internal Audit and from external bodies</i>  <b>(External Assurance/ evidence of assurance)</b>
<b>Certificate of Assurance - Schedule of Required Assurance Areas</b>			
1. Ensure that appropriate financial systems are in place and applied and that procedures and controls are reviewed from time to time to ensure their continuing relevance and reliability, especially at times of major change.	College budget holders' responsibility with delegated authorities and regular monitoring; Finance system controls. .	Financial system controls and regular meetings on budget monitoring with budget holders; Management Accounts regular reporting to Senior Leadership Team; College Financial Policies and Procedures; College Financial Regulations  Assistant Principal: Finance and Infrastructure and Vice Principal: Resources and College Development have oversight	Finance and Resources Committee and Board of Management reporting of Financial Performance on quarterly basis; Internal Auditor review of financial systems as per the agreed plan
2. Ensure that proper financial procedures are followed and that accounting records are maintained in the form prescribed for published accounts.	College Financial Policies and Procedures available to all staff on College intranet; Delegated authority limits; Finance team monitoring of compliance with financial regulations; Budget monitoring meetings.	Financial regulations; Management accounts presented to Senior Leadership Team/Board of Management; Capital plan and expenditure monitoring; Financial statements sections reviewed and updated by Executive Management Team as appropriate.  Assistant Principal: Finance and Infrastructure and Vice-Principal:	Finance and Resources Committee review of management accounts and capital expenditure/ plans progress; Audit and Risk Committee, Finance and Resources Committee and Board of Management review of annual financial statements; GCRB reporting on capital expenditure; Internal Auditor reviews financial areas as agreed during annual audit plan.

<b>Assurance Mapping against Certificate of Assurance Areas</b>	<b>First Line:</b> <i>Management assurance from 'front line' or business operational areas</i>  <b>(Business Management/ process)</b>	<b>Second Line:</b> <i>Oversight of management activity, including effective management information, separate from those responsible for delivery, but not independent of the organisation's management chain</i> <b>(Corporate Oversight/ application of process)</b>	<b>Third Line:</b> <i>Independent and more objective assurance, including the role of Internal Audit and from external bodies</i>  <b>(External Assurance/ evidence of assurance)</b>
		Resources and College Development have oversight	
3. Ensure that procurement activity is conducted in accordance with the applicable public sector procurement requirements.	College procurement officer; Procurement controls in finance system; Procurement Procedures; APUC Shared Service provision	Procurement Strategy Procurement Updates to Finance & Resources Committee; College/APUC procurement team and ongoing tender management.  Assistant Principal: Finance and Infrastructure has oversight	Glasgow Regional Procurement Team /Steering Group; Procurement & Commercial Improvement Programme (PCIP) Assessment.
4. Ensure that effective management systems appropriate for the achievement of the body's objectives, including financial monitoring and control systems, have been put in place.	Delegated authority limits; Budget planning; Key objective targets.	College Strategic Plan objectives; Senior Leadership Team reporting; Credits Monitoring Report; Commercial Updates; Staff Costs Monitoring	Finance & Resources Committee; Board of Management
5. Ensure all risks relating to delivering business objectives, regularity, propriety or value for money are identified.	Delegation to College managers as budget holders; Key risk areas monitored by College depts e.g. financial performance, credits, cyber security.	Risk Register; Senior Leadership Team monitoring.	Risk Management Policy; Risk Appetite; Audit Committee and Board of Management quarterly reporting of Risk Register with any updates; GCRB reporting of Risk Register updates.
6. Ensure that arrangements have been made to secure Best Value as set out in the Scottish Public Finance Manual.	Internal processes to achieve best value from procurement and operating methods.	APUC; Procurement Policy; Procurement Procedures	Annual Procurement Benefits Statement PCIP Internal Audit as per internal audit plan.
7. Ensure that managers at all levels have a clear view of their objectives, and the means to assess and measure outputs, outcomes and performance in relation to those objectives.	Individual Staff Members' Annual Personal Development Plan (PDP) Process; College budget planning process; Portfolio Planning & Monitoring	Senior Leadership Team monitoring; Managers' discussions with individuals on an ongoing basis; PI Evaluation.	Reporting to College Board of Management and Committees; Education Scotland; External Verification; Scottish Funding Council; Internal Auditor
8. Ensure that all managers are assigned well defined responsibilities for making the best	Organisational Staff Structure; Job Descriptions;	Senior Leadership Team Budget Monitoring;	Reporting to College Committees;

<b>Assurance Mapping against Certificate of Assurance Areas</b>	<b>First Line:</b> <i>Management assurance from 'front line' or business operational areas</i>  <b>(Business Management/ process)</b>	<b>Second Line:</b> <i>Oversight of management activity, including effective management information, separate from those responsible for delivery, but not independent of the organisation's management chain</i> <b>(Corporate Oversight/ application of process)</b>	<b>Third Line:</b> <i>Independent and more objective assurance, including the role of Internal Audit and from external bodies</i>  <b>(External Assurance/ evidence of assurance)</b>
use of resources.	Budget Allocations; Permanent Staff Establishment Lists	Documented Delegated Authority Limits; College Staffing Group; Budget Monitoring; Non-SFC Income Monitoring	Internal Auditor for review of agreed areas in annual plan.
9. Ensure that all managers have the information (particularly about costs), training and access to the expert advice which they need to exercise their responsibilities effectively.	Induction and internal training; Subscription to various organisations to provide external expertise e.g. information security;	CPD and learning and development Records; Personal Development Planning Process.	Engagement with sector events including Financial Development Network; Internal Audit Plan; External Verification and Accreditation for teaching activity.
10. Ensure that the body achieves high standards of regularity and propriety in the consumption of resources.	Documented Delegated Authority Limits; Automated Approval and Procurement Checks on all orders above £2k; Budget monitoring meetings.	Management accounts monitoring at Senior Leadership Team; Financial Sustainability Strategy; Procurement Policy/Procedures; Procurement Strategy; Procurement Strategy Action Plan; Procurement Annual Report; College Financial Regulations;	PCIP review; Finance & Resources Committee reporting on procurement; Board of Management Code of Conduct and Code of Good Governance; Declaration of Interest at all Meetings; Annual Register of Interests; Internal auditors for agreed areas of review.
11. Ensure that you have a well communicated fraud policy, an up-to-date fraud response plan and effective avenues for reporting suspicions of fraud.	Named individuals with responsibilities in Fraud Response Plan; Financial Regulations available on intranet with staff responsibilities for all levels.	Fraud Policy; Fraud Response Plan; Whistleblowing Policy.  Vice-Principal: Resources and College Development and Assistant Principal: Human Resources have oversight;	Internal Auditor; Audit Committee/Board of Management; Glasgow Colleges' Regional Board; Scottish Funding Council reporting.
12. Ensure that there are processes in place around compliance with an IT security policy and for dealing with potential breaches.	Network Monitoring Activity; Internal ICT acceptable use Procedure for all staff; Data Protection Procedures	Senior Leadership Team; Information Security Policy; Data Protection Policy	Cyber Essentials Plus; Annual Network Penetration Testing; Internal Auditor Joins Information Steering Committee membership and guidance; Involvement with relevant sector bodies.
13. Ensure that appropriate consideration has been given to business continuity planning and disaster recovery for key activities.	Business Continuity Plan	Annual Penetration Testing ; Scenarios discussed at Senior Leadership Team	Internal Auditor as per agreed plans

<b>Assurance Mapping against Certificate of Assurance Areas</b>	<b>First Line:</b> <i>Management assurance from 'front line' or business operational areas</i>  <b>(Business Management/ process)</b>	<b>Second Line:</b> <i>Oversight of management activity, including effective management information, separate from those responsible for delivery, but not independent of the organisation's management chain</i> <b>(Corporate Oversight/ application of process)</b>	<b>Third Line:</b> <i>Independent and more objective assurance, including the role of Internal Audit and from external bodies</i>  <b>(External Assurance/ evidence of assurance)</b>
14. Ensure that you have an up-to-date publication scheme, that it is sufficiently open and proactive in publishing information of interest to your stakeholders.	Publication Scheme reviewed and updated regularly and published on College Website	Senior Leadership Team	Scottish Information Commissioner's Office
15. Ensure that you have a people/HR strategy in place and that you measure levels of employee engagement (e.g. through a staff survey) and take action in response as required.	HR Business Partner Model; Trade Union Engagement; Staff Voice; Clyde Connects Newsletters; Principal Communications; Healthy Working Lives Group	People Strategy; Staff surveys; Senior Leadership Team discussion;	Healthy Working Lives Standard; Internal Auditor; KPI Reporting - Organisational Development Committee
<b>Assurance Mapping against Compliance with the Financial Memorandum with GCRB</b>			
16. Assurance that the requirements of the Scottish Public Finance Manual (SPFM) have been met. These include requirements on the following: <ul style="list-style-type: none"> <li>• Prior approvals from Scottish Government;</li> <li>• Overdrafts not to be used;</li> <li>• Prior consent for lending of funds, or giving a guarantee, indemnity or letter of comfort;</li> <li>• Contingent liabilities;</li> <li>• Expenditure delegations;</li> <li>• Potential novel, contentious, repercussive or future cost implications expenditure;</li> <li>• Information on frauds;</li> <li>• Establishing internal delegated authority arrangements;</li> <li>• Severance scheme approvals by SFC;</li> <li>• Consultancy contracts over £100k;</li> <li>• Any contract without competitive action over £25k to be approved by SFC</li> </ul>	College delegated authority limits; Automated approval and procurement Checks on all orders above £2k;	Under delegated authority limits any SPFM requirements related matters must be reported to AP Finance & Infrastructure who will then inform the EMT and, if agreed, seek approval from GCRB/SFC; Procurement annual report; SLT Certificate of Assurance process (as per above 15 items); Voluntary severance schemes require approval of EMT.  Assistant Principal: Finance & Infrastructure has oversight	Financial Regulations; Procurement reports to F&R Committee; GCRB/SFC Conditions of Grant/ GCRB/SFC approvals required as appropriate; SFC Annual Accounts Guidance; Published financial statements; Voluntary severance schemes approved by Board of Management; Internal Auditor reviews as agreed as part of annual plan.

<b>Assurance Mapping against Certificate of Assurance Areas</b>	<b>First Line:</b> <i>Management assurance from 'front line' or business operational areas</i>  <b>(Business Management/ process)</b>	<b>Second Line:</b> <i>Oversight of management activity, including effective management information, separate from those responsible for delivery, but not independent of the organisation's management chain</i> <b>(Corporate Oversight/ application of process)</b>	<b>Third Line:</b> <i>Independent and more objective assurance, including the role of Internal Audit and from external bodies</i>  <b>(External Assurance/ evidence of assurance)</b>



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**BOARD MEETING**

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Date of Meeting	<b>15 December 2021</b>
Paper Title	<b>Student President Update</b>
Agenda Item	<b>21.78</b>
Responsible Officer	<b>Johanna Thompson</b>
Status	<b>Disclosable</b>
Action	<b>To take note/ask Questions</b>

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### **1 Report Purpose**

The purpose of this report is to inform the Board about the work and progress of the Student Association.

### **2 Action for the Board**

The Board is recommended to note the paper and is welcome to ask questions.

### **3 Update**

Following on is some of the activity that GCCSA have been working on so far.

#### **3.1 Student Mental Health**

GCCSA have been working alongside Kirsten Aims (GCC Mental Health Lead) drafting and working towards completing a Students Mental Health Partnership Agreement, assuring that we outline all the support that is in place for our student body at Glasgow Clyde College and highlighting the areas that we aim to work on together.

The agreement covers everything from mental health awareness to early intervention and in addition highlights the college support services, as well as external support that is available. Glasgow Clyde truly has their students at heart and we must ensure that we have the resources and services in place to support them. Mental health and wellbeing is very important and GCCSA along with GCC will continue to aim to support students and staff by spreading awareness and connecting individuals with the correct support. GCCSA will continue to support the college with communications around those are via all student email, social media and Canvas. Together we can help students to attain the qualifications they need to take them on to their promising successful careers and to have a full student experience, as they are not alone.

In addition, GCCSA is also work on the SAMH Charter for Sport and Physical Activity. This emphasises the link between physical activity and mental health and helps to outline the colleges goals and aims within this area. GCCSA has connected with the

Sports Department and Kirsten Amis in the development of this document. GCCSA will share these documents with the board in due course after completion.

### **3.2 Environmental Work**

So, let's talk about the profound and inspiring event in Glasgow... COP26!

Most colleges had some kind of involvement in COP26 whether that was through its activities, workshops or volunteering and it will definitely have left its mark on Glasgow as we all realise that it is...Time for change! The question is how we step up to this?

Planning is underway here at Glasgow Clyde College, for a climate strategic plan to make way for a greener college and GCCSA will link in with this process in whichever way we can to help raise awareness, spread messages and get student involvement. I was a privileged to have been selected as a Scottish delegate at the Cop26 Conference. An absolute life changing experience. Over the space of four days I attended around 10 discussions, sat amongst people from all corners of the world, being inspired by dedication and passion of the Youth, I attended the opening ceremony and the Closing Gala with speeches from the likes of Nicola Sturgeon and Sean Mendes. Attending this event, was such an inspirational experience, eye opening not to say the least and have already started to implement changes with my own home. It has given me so much more enthusiasm and knowledge to bring some of that inspiration to GCCSA and GCC.

One project soon to launch by GCCSA is our re-usable cups which was mentioned at the last meeting. The aim of this project is to sell these at small fee of £3 per cup to students and the money brought back in from the sale of these cups will fund future cups to be purchases and sold, making it a sustainable project. Students or staff who buy a cup will receive an initial free hot drink and then a discount on all future hot drinks purchased from the college canteens whilst using the cup, so not only are they helping the college to reduce plastic waste but they are also saving themselves money. These will be sold from the canteen cross campus, as GCCSA have worked closely with catering and cleaning manager John Clark. The Student Association will continue to also work closely with the Sustainability Steering group, helping to spread positive messages in any way we can in relation to recycling and sustainability. This project launch has been delayed due to restrictions and the canteen changes, however GCCSA are looking forward to pushing this out to students and staff very soon.

### **3.4 White Ribbon Status Campaign**

As highlighted in previous reports, GCCSA have been involved in our White Ribbon Status Campaign now for several years with White Ribbon Scotland. We are delighted

to be able to say that we are on track to receive White Ribbon Status for the college on the 10<sup>th</sup> December 2021. This is a great honour and represents work completed over several years by GCCSA and also a commitment to future work going forward.

GCCSA are hosting an event at our Langside Campus which will have Jon Vincent, John Rafferty, Janet Thompson and David Marshall in attendance from Senior Management, as well as Caroline Hutchison the college Equality Lead and past GCCSA officers there to all witness representatives from White Ribbon Scotland present the award. We are also delighted due to our partnership with Emily Test to have Fiona Drouet in attendance to see one of the charter pilot institutions awarded.

In line with White Ribbon, GCCSA have again this year, as we do annually, supported the 16 DAYS OF ACTION campaign. This has involved supporting White Ribbon Scotland at an awareness day in Glasgow Central Station, hosting our own awareness stall in the community at local venue Oran Mor to have a wider voice and reach and sharing information and resources with students on social media and via email. The full GCCSA team took part in White Ribbon GBV awareness training along with a few other GCC staff members who were invited along. We will end the 16 Days with our award presentation and with that will set out a commitment to support White Ribbon and other partner organisations in not committing, condoning or staying silent about gender-based violence and making sure we continue the work beyond the award.

### **3.4 Surveys and feedback**

GCCSA supported the initial impressions survey which went out from the quality team this year however we are also looking to put out another survey to gain some additional student feedback on their experience so far, this academic year.

There are also some plans in the work to do a survey specifically around wellbeing to link into our Healthy Body Healthy Mind award work and various charters. We have been working again closely with SSS, NUS and Ash Scotland regarding this.

In relation to smoking we hope that the feedback can support us with our aims of improving the smoking areas so that we can encourage a clean air campus. GCCSA will tie in with H and S and estates in relation to these aims. And we are looking to support students who are looking to quit and guide them to the support resources to do so. GCCSA can't do this alone, and it will take time plus an all college approach.

GCCSA have also launched an online feedback link, meaning that class reps or any student can send feedback to GCCSA at any time. This support the student voice being heard out with the meetings reps have with teaching staff or with GCCSA.

### **3.5 Festive Break**

GCCSA have arranged a Giant Snow Globe Tour for some festive activity. The giant Globe will cross campus w/c 6<sup>th</sup> December so that students and staff can have their photo taken inside and get into the festive spirit. GCCSA are also giving the wonderful experience out to the Nurseries on campus by linking in so that the staff can bring the children down at a quiet spell to have a shot and also join in the fun. GCCSA have worked closely with H and S and also estates to risk assess and plan this activity.

In line with this, GCCSA are also running the 5 Days of Christmas. This is a chance for students to get involved, enter challenges or competitions and possibly win prizes. We have a find the elf on the college website, a creative competition, a select your favourite festive song, a festive photo competition and a Christmas jumper day so there is something for everyone. Prizes range from vouchers to Irn-Bru Carnival tickets. This allows us to have activity online that many students can engage with.

In addition, in the lead up to the festive break we will also be offering out winter care packages, the same again as previous year. One will be offering sanitary products to be sent out for use over the festive period when the college is closed, as we know students won't be on campus where they would usually have free access to these. And the second being a referral to the Trussel Trust food bank via a voucher that may help tide those struggling over the festive break however will also allow students who may need it to keep that connection for the future and for their families.

### **3.3 Reaching out to hard to reach students**

Engaging with students is important for the student association. One challenge we still face is to engage with the hard to reach students, the likes of evening and weekend students and also those students in areas who are known for not engaging as much with the student association. Talks and discussions are underway on how we can change that by working closely with the CQL's and CM's for those areas.

### **3.4 Workshop Plans**

After the New Year, I will be looking to run a 4 week workshop for students. The aim of the workshop is to "Create the best version of yourself". I hope to reach out to students who may feel their attainment may not be achievable or to those who want to better themselves. This workshop will cover things like mindfulness, affirmations, stress management, managing anxiety, the subconscious mind and how we can reprogram to think more positively and to tackle those self-sabotaging beliefs. I will link in with relevant partners around the college in the development of this and shall

feedback to the board on the plans, once they are in place and also feedback after the sessions.

### **3.5 Active Travel**

GCCSA have yet again been successful in securing funds for the college to improve its cycling facilities on campus. We have secured money to upgrade the panels around two of the older shelters at Langside Campus to make them safe and secure, these will also be branded in college colours. This is another huge step forward in helping GCC be a place where students or staff can travel to College by bicycle and feel that they have a safe and secure place to leave their ride when on campus. The works are hopefully due to take place in January and GCCSA will also look to do further promotion around active travel and cycling within the new year after the success of our DR BIKE and LOCK EXCHANGE events that have taken place already.

### **3.6 Student-Led Activity**

GCCSA have a few student-led activities that have been taken place;

Language Exchange – this runs online on a Monday and Wednesday lunchtime for students to take part in, led by a student volunteer and supported by a Vice President. This is a club for any student where English is not their first language and they are looking to get together with other people to practice speaking and listening in an informal environment. This is not a class but rather a space online to meet and engage with others. This club is likely to continue after the festive break and has gone well.

Student-led ICT Support – we have three students who volunteer every Thursday within the Library at Cardonald Campus over lunch time. They are there to give basic peer to peer ICT support to any students who may require it.

LGBT Champion Group – we have a group of students who are supporting GCCSA with our LGBT CHARTER journey. They meet with us in order to bring up things we should be looking into, answer questions we may have and to provide ideas.

### **4. Risks - None**

### **5. Any other significant impact- e.g. Student Experience/ Legal/ Financial/ Equality and Diversity**

The work of the Student Association has a direct positive impact on the student experience.

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**BOARD OF MANAGEMENT MEETING**

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Date of Meeting	15 December 2021
Paper Title	Estates, Capital Expenditure and Masterplan Update
Agenda Item	21.84
Paper Number	21.84A
Responsible Officer	Janet Thomson, Vice-Principal: Resources & College Development
Status	Disclosable
Action	For Approval

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**1 PURPOSE OF THE REPORT**

The purpose of this report is to provide a summary of the College estates capital masterplan update.

**2 ACTION FOR THE BOARD**

- 2.1 Board members are requested to approve this updated plan.

**3 BRIEF BACKGROUND INFORMATION**

- 3.1 The College's major Capital works are based on the College Estates Capital Masterplan, the College Estates Condition Survey of all the College buildings (as completed in 2014), plus College plans for addressing emerging needs in discussion with Estates, and the Faculties and Units.
- 3.2 The College received from GCRB its capital funding allocation for 2021/22 in early April. The funding allocation to the College for 2021/22 is £2.82M of capital allocation from SFC/GCRB split into £885k of lifecycle maintenance and £1.94M of high priority maintenance.
- 3.3 The capital plan for 2021/22 is based on priority needs from discussions and an informed survey of the sites together with any brought forward remaining works. The capital plan for 2021/22 is shown in the attached summarized into four project areas.
- 3.4 There is a full list of projects being worked through with the project manager team at Doig and Smith. The timescale for projects completion of end March 2022 has been emphasized and projects prioritized accordingly. There is a balance remaining of £403k and this will be assessed as to whether it can be allocated across the project areas or will be requested to SFC/GCRB to be carried forward into 2022/23.

- 3.5 In addition to the above the College is progressing the Student Space project at Anniesland which is being funded from the additional SFC/GCRB estates capital allocation in 2020/21 to support economic recovery. The College received £403k of this funding for high priority maintenance and £196k for lifecycle maintenance. This project has now commenced on site and is to be completed by end March 2022. This project was delayed to this timeframe as a result of supply chain issues particularly for steel.
- 3.6 In addition to the above the College commissioned a condition survey during 2021/22 to help inform its future capital plans which has now been received. This will be analysed and progressed from April 2022 onwards.

#### **4 SUPPORTING DOCUMENTATION/FURTHER INFORMATION**

Annex 21.84A is attached which is the capital masterplan update.

#### **5 RISKS**

- 5.1 There is a risk that if the estates planned works are not progressed annually then the College estate will not be fit-for-purpose. There is also a timing risk in completion of the 2021/22 capital projects by end March and this need has been emphasized to the project management team.

#### **6 ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/ LEGAL/ FINANCIAL IMPLICATIONS/EQUALITY AND DIVERSITY**

- 6.1 There are no legal implications from this paper and the capital financial implications are captured above and in the College capital masterplan. Estates changes will take account of benefits to the student experience and any equality and diversity matters.

**Glasgow Clyde College**  
**Capital Masterplan 2021/22 as at 7th December 2021**

Project Ref	Project Description - Capital Projects	Funded by	2021/22 Capital Projects Plan Approved at June Board	Capital Masterplan Updated	Comments
	Structure and Roof Works	SFC/GCRB very high priority works capital funding allocation 21/22	£160,000	£0	Any structure and roof works will now be after April 2022
1	Building Fabric Works/ Skills Centre Toilet refurbishment	SFC/GCRB very high priority works capital funding allocation 21/22	£275,000	£315,000	Mainly toilets refurbishment in Skills Centre building which is now 15 years old.
2	External Grounds & Drainage	SFC/GCRB very high priority works capital funding allocation 21/22	£545,000	£425,000	Anniesland and Langside campuses. Improvements to a range of external areas
3	Heating, Ventilation, Air Conditioning & Water/ Mechanical Works	SFC/GCRB very high priority works capital funding allocation 21/22	£465,000	£300,000	All three campuses. Includes air handling units, chillers replacement.
4	Electrical Systems & Controls, Fire & Security/Electrical Works	SFC/GCRB very high priority works capital funding allocation 21/22	£498,000	£400,000	Anniesland and Langside campuses. Lighting, CCTV, fire panel upgrade.
5	Balance to be allocated/carried forward	SFC/GCRB very high priority works capital funding allocation 21/22		£503,000	To be allocated to projects by end March or carried forward to 2022/23

	<b>Capital Masterplan 21/22 projects total</b>		<b>£1,943,000</b>	<b>£1,943,000</b>	
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plus remaining c/fwd project from 2020/21

6	Student Space Project at Anniesland.	Economic Recovery SFC/GCRB Priority Maintenance 2020/21 carried forward	£403,000	£403,000	Limited student space at Anniesland campus compared to the other two campuses. Project supported by GCCSA and using Economic Downturn Recovery funding. (Total value is for the total economic downturn recovery funding which is £403k capital plus lifecycle of £196k i.e. £599k). Supply chain delays have impacted timing of project particularly for steel. Project now November 21 to March 22.
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**BOARD OF MANAGEMENT MEETING**

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Date of Meeting	15 December 2021
Paper Title	College Strategic Risk Register
Agenda Item	21.85
Paper Number	21.85A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Noting

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**1 PURPOSE OF THE REPORT**

- 1.1 This report considers the College's Strategic Risk Register which is updated regularly and reported to the Audit Committee and the Board of Management on a quarterly basis.

**2 ACTION FOR THE BOARD**

- 2.1 Members are invited to note this paper.

**3 BRIEF BACKGROUND INFORMATION**

- 3.1 The College's Strategic Risk Register as at 7<sup>th</sup> December is attached. The Strategic Risk Register is updated regularly and considered at least quarterly by College senior management. The changes since last reported to the Board in October are highlighted in red.

**4 SUPPORTING DOCUMENTATION/ FURTHER INFORMATION**

- 4.1 The College's Risk Appetite as last reviewed by the Board in October 2020 is Open where open is defined as being willing as an organisation to consider all potential delivery options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward. The risk appetite process is based on the HM Treasury of Management method.
- 4.2 There is a column now included in the Risk Register which shows the comparison of the residual risk score for each risk against the risk appetite scoring mapping, and indicates where the risk score is higher than, equal to or lower than the College Risk Appetite of Open (which is the score range of 15 to 19 for the residual risk). Overall there are two risks where the risk score

is above the College's Risk Appetite score band level. The first of these two highly scored risks is **Failure to achieve surplus targets for commercial activity/Failure to achieve/maintain planned levels of non-SFC income** which has a high score due to the challenges in achieving these income areas during the current environment. The second highly scored risk is **Failure to achieve contracted overall teaching delivery targets for any key partner (SFC/SDS/ESF)** which is high due to difficulties in achieving the overall SFC credits target for 2021/22 due to the impacts of the pandemic on student recruitment and retention.

- 4.3 The comparison process to Risk Appetite was discussed at the October Audit Committee who were comfortable with the approach adopted at this stage however there was a discussion at that Audit Committee on whether it was the most appropriate to use the same risk appetite level across each risk area. It was agreed that it would be helpful to arrange a workshop with College management and the Chairs of the Board's Committees at which risk scoring and the risk appetite could be re-considered including the possibility of introducing different risk appetite levels across the different risk areas. This will review the Risk Register in detail against the Strategic Plan themes to provide the Board with comfort that the register has been subject to an updated scrutiny. This workshop has been arranged for mid-January and is after the Senior Leadership Team have refreshed the Strategic Plan to reflect the current position following the impacts of the last eighteen months e.g. in a major shift towards more blended learning and teaching.

## 5 RISKS

- 5.1 The College Strategic Risk Register is a key part of the College's risk management framework.
- 5.2 The College is required to have a risk register as part of the Financial Memorandum and the financial implications are detailed within the financial risks section of the College Strategic Risk Register.

## 6 ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/ LEGAL / FINANCIAL/ EQUALITY& DIVERSITY

- 6.1 Each of the risks in the College Strategic Risk Register reflect the current assessment of the key areas of College activity across the financial, organisational and governance risks, which include student experience, legal, financial, and equality and diversity matters.

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER								Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee, FWFDF = Flexible Workforce Development Fund, VLE = Virtual Learning Environment, DELTA project = Delivering Excellence in Learning, Teaching and Assessment, VPN = Virtual Private Network			Key for Risk Appetite Residual Score Comparison: 1-6 = Averse, 7-9 = Minimalist, 10-14 = Cautious, 15-19 = Open, 20-25 = Hungry						as at 7th December 2021	
					Score Before Mitigating Actions			Mitigating Actions	Score After Mitigating Actions									
Risk Ref	Risk Description	Risk Category	Link to Strategic Plan Themes	Risk Owner	Probability	Impact	Risk Score		Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Risk Ranking after mitigating actions	Risk Timing Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change		
Financial Risks																		
F1	Failure to achieve surplus targets for commercial activity/Failure to achieve/maintain planned levels of non-SFC income	Financial / COVID impacts	Theme 2 and 5 - Partner of Choice and Financial Resilience through Operational Excellence	Assistant Principal International and Business Development	5	5	25	<b>Short term</b> i) Revised commercial income/surplus plan now for 2020/21 and plan to rebuild for future years by each sector area based on medium and long term impacts following COVID 19 virus. ii) FWFDF key element of total activity and increased level during 2020/21 iii) Greater use of digital marketing to promote course areas as effectively as possible <b>Long Term</b> iv) Regular monitoring between Business Development Unit, External Funding Unit and Faculty Management of commercial activity/non-SFC activity and future replacement activity will be identified as far as can be estimated however significant impacts from COVID through 2020/21 at least. v) Pipeline of activity being re-established as much as possible based on on-line or on-site delivery vi) Costing templates completed for all commercial activity. In year staff costs transfers of permanent staff costs. vii) Increased engagement and marketing effort during COVID to try to maintain as much of business as possible and to open and grow new income streams e.g. for retraining. viii) Spread of activity across a range of activity areas to reduce risk of one large contract failure to overall surplus. ix) Review and develop market opportunities through business development strategy and growing new markets. x) Keep informed of constitutional change implications of Brexit and impact on non-SFC activity for the College. Involvement in College sector Brexit forum. xi) Continued work with key partners to ensure successful projects delivered and funding maintained as much	4	5	20	Higher than risk appetite (Hungry)	F1	Short	20	No change		
F2	Failure to achieve contracted overall teaching delivery targets for any key partner (SFC/SDS/ESF)	Financial/ Organisational / COVID impacts	Theme 2 and 3 - Partner of choice and Unrivalled Student Experience	Deputy Principal	5	4	20	<b>Short Term</b> i) Regular analysis and reporting of progress against SFC credits target for teaching delivery which is discussed at each Senior Leadership Team and Curriculum Assistant Principals meetings. ii) Continue to seek clarity on different SFC credits streams for 2021/22 & impacts for College iii) Focussed support for students to deliver student experience and to ensure stated teaching activity targets are met. iv) Closely monitor tuition fees income to assess potential COVID impacts on income <b>Long Term</b> iv) Annually plan and deliver portfolio to required quality standards, ensuring appropriate recruitment, and improved retention of students. v) Discussions within Glasgow Colleges Group and with other partners to plan curriculum and make changes annually to meet market needs and Government and SFC guidance vi) Work closely with relevant partners to ensure programmes implemented as planned vii) Aim to ensure annually all relevant agency (e.g. SDS) milestones and documentation requirements achieved viii) College undertake effective competitor analysis, clear branding and focused marketing to maintain effective student recruitment. Again significant COVID impacts on ongoing basis.	4	5	20	Higher than risk appetite (Hungry)	F2	Short	20	No change		
F3	Failure to reduce College cost base on managed basis to meet requirements of the three year financial forecast	Financial/ Organisational / COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Principal/ Deputy Principal & Vice Principal	5	5	25	<b>Short Term</b> i) Revenue budget approved for 2021/22 20/24 ii) Cost reduction plan implemented in 2020/21 with reduction in staff levels and significant cuts in non-staff budgets across the College. VS Reductions and academic management restructure implemented. <b>Long Term</b> iii) Process of review of all areas to seek cost reductions, as well as seeking further efficiency through improved business processes. iv) First staff restructure from October 2019 through use of VS scheme with required agreement with GCRB and SFC. v) Successful bid to GCEF for additional funding support from November 2020. vi) Discussion on future potential changes being taken forward. vii) Zero based budgeting from 19/20 onwards for non-staff costs. viii) Three year Financial Forecast Return approved by the Board of Management and submitted to SFC	3	5	15	As per Risk Appetite (Open)	F3	Medium	15	No change		

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
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GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER								Key of abbreviations - SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee, FWDf = Flexible Workforce Development Fund, VLE = Virtual Learning Environment, DELTA project = Delivering Excellence in Learning, Teaching and Assessment, VPN = Virtual Private Network				Key for Risk Appetite Residual Score Comparison: 1-6 = Averse, 7-9 = Minimalist, 10-14 = Cautious, 15-19 = Open, 20-25 = Hungry	as at 7th December 2021			
					Score Before Mitigating Actions				Score After Mitigating Actions							
Risk Ref	Risk Description	Risk Category	Link to Strategic Plan Themes	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Risk Ranking after mitigating actions	Risk Timing Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
O3	Failure to achieve acceptably high standard quality of teaching delivery and support for students and suitable student experience	Organisational/ Financial/ COVID impacts	Theme 1 & 3 - Inspirational Learning & Teaching & Unrivalled Student Experience	Deputy Principal	5	5	25	<b>Short Term</b> i) Regular monitoring of teaching KPIs across relevant curriculum measures and actions implemented to develop improvement strategies . ii) Quality Assurance processes undertaken through annual cycle of activities including self evaluation, verification, feedback and audit. iii) Heads of Curriculum and Unit Managers monitor quality and delivery of service and implement actions for improvement. Extensive training on Teaching, Assessment and E learning ensure staff are updated and enabled to deliver a high quality learning experience. iv) Faculty staff work with students association, class reps and student feedback mechanisms to monitor feedback on quality and follow up on any issues v) Monitor feedback from student focus groups on student experience <b>Long Term</b> vi) Significant deployment of digital resources to learners and staff in areas of need to enhance delivery of blended learning approaches as well as the enhanced use of the VLE vii) A range of student feedback mechanisms are used to gather and inform improvement activities to improve the wider student experience. Development of classroom observation protocol as intimated in national bargaining. viii) Collaboration between teaching and support teams to ensure improvements and efficiencies are delivered where possible across College business processes and to deliver quality of services. ix) The DELTA E-Learning project and Research & Development Programme support a significant number of staff through capacity building, training and mentoring focused on delivering effective learning & teaching.	3	4	12	Lower than Risk Appetite (Cautious)	O3	Medium	12	No change
O4	Failure in any area of College data management processes	Organisational/ Reputational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Vice Principal Resources & College Development & Deputy Principal	4	5	20	<b>Short Term</b> i) Ongoing monitoring by ICT of any potential systems being targeted ii) Multi Factor Authentication being rolled out across College staff <b>Long Term</b> iii) Key business systems and processes contain range of controls with agreed practices and staff training and communication on practices/guidelines. Role based user access restrictions in place. iv) Procedures and guidance in place including guide for staff on information and data security with a list of key do's and don'ts v) Data protection officer works closely with managers on any data protection matters. Clear procedures and guidelines in place including process for any potential data breaches. vi) Data privacy notices for the College in place and published and data sharing agreements with other organisations are established. vii) Document retention scheme in place for all key record types viii) Member of HE/FE Shared Technology and Information Services (HEFESTIS) which provides information on data management and any sectoral updates. ix) Homeworking guidance in place for staff x) External agencies assurance & audit processes review areas of data management and any recommendations followed up.	3	4	12	Lower than Risk Appetite (Cautious)	O4	Medium	12	No change
O5	High Impact Disaster for College e.g. fire, long term power loss	Organisational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Vice Principal Resources & College Development	3	5	15	<b>Long Term</b> i) Health and safety risk assessments in place and required testing and audits completed on an annual cycle ii) Business Continuity Plan for College in place. iii) Estates condition survey completed and prioritising projects through estates based on affordability. iv) Business interruption insurance in place.	3	4	12	Lower than Risk Appetite (Cautious)	O5	Medium	12	No change
O6	Failure to achieve a sustainable fit for purpose College estate	Organisational/ Financial	Theme 1 & 5 - Inspirational Learning & Teaching & Financial Resilience through Operational Excellence	Vice Principal Resources & College Development	4	4	16	<b>Short Term</b> i) Need to plan within College tight resources due to financially challenging budget and items rephased as required. ii) Monitor use of College estate as result of COVID impacts and updated cleaning regime in place. iii) Plans for projects for use of the estates high priority maintenance funding <b>Long Term</b> iv) Capital masterplan in place and related to need/estates condition survey. Funding for very high priority items allocated by GCRB to College. v) Work with GCRB and SFC to ensure fully informed of estates requirements. vi) Estates Strategy Review completed	3	3	9	Lower than Risk Appetite (Minimalist)	O6	Long	9	No change
O7	Failure to recruit and retain an appropriately skilled and effective workforce	Organisational/ Reputational	Theme 1 & 4 - Inspirational Learning & Teaching & Employer of Choice	Assistant Principal HR	3	5	15	<b>Short Term</b> i) Maintain open channels of communication with trade unions, college managers and their staff, and effective attendance management process in place. ii) Cover arranged as required for absence of key staff members. iii) Need to manage to retain appropriate staff through challenge of restructures <b>Long Term</b> iv) College Strategic Theme of Employer of choice with attractive overall terms and conditions e.g. pension schemes, flexible working. v) All new staff have an induction process and annual training programme undertaken. vi) Appropriate CPD provided for staff to meet identified skills gaps vii) Managers work with their staff to consider any enhancements to skillsets and access to training e.g. webinars. General risk across staff in new levels of home working. viii) Recruitment and retention of staff for a few skills areas remains challenging and College continues to use a range of approaches as appropriate.	2	4	8	Lower than Risk Appetite (Minimalist)	O7	Medium	8	No change

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER								Key of abbreviations - SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee, FWFDF = Flexible Workforce Development Fund, VLE = Virtual Learning Environment, DELTA project = Delivering Excellence in Learning, Teaching and Assessment, VPN = Virtual Private Network						Key for Risk Appetite Residual Score Comparison: 1-6 = Averse, 7-9 = Minimalist, 10-14 = Cautious, 15-19 = Open, 20-25 = Hungry					as at 7th December 2021	
					Score Before Mitigating Actions			Score After Mitigating Actions												
Risk Ref	Risk Description	Risk Category	Link to Strategic Plan Themes	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Risk Ranking after mitigating actions	Risk Timing Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change				
Governance Risks																				
G1	Failure to comply with Health and Safety and Safeguarding requirements	Organisational/ COVID Impacts	Theme 1 & 5 - Inspirational Learning & Teaching& Financial Resilience through Operational Excellence	Assistant Principal HR	4	5	20	<b>Short Term</b> i) COVID related operating arrangements discussed at SLT. ii) Full review of Health and Safety Policy and Procedures being undertaken <b>Long Term</b> iii) Glasgow Clyde College Health and Safety and Safeguarding Committee and Campus Forums meet regularly to monitor health and safety arrangements and any issues are raised. iv) Safeguarding officers and safeguarding forum on each campus v) Health and Safety Officers working across the three campuses and ensure annual cycle of health and safety audits are completed vi) Regular reporting on Health and Safety to Organisational Development Committee as part of their remit requirements	2	5	10	Lower than Risk Appetite (Cautious)	G1	Short	10	No change				
G2	Failure to meet all legislative and regulatory requirements and/or recommended guidance	Governance/ Reputational/ COVID Impacts	Theme 2, 4 & 5 - Partner of choice, Employer of Choice, & Financial Resilience through Operational Excellence	Principal/ Clerk to the Board	4	5	20	<b>Short Term</b> i) Close involvement in ongoing discussions on COVID 19 implications with SFC and representative forums to contribute towards sector input to seek support for current and future resultant challenges ii) Ongoing engagement at Board and Senior Leadership Team level with the SFC Review <b>Long Term</b> iii) Work within roles, responsibilities and legal implications of Legislation and associated related guidance. iv) Liaison with and maintaining ongoing dialogue with relevant bodies e.g. SFC, GCRB and Scottish Government. College ensure full knowledge and implementation of legislative, regulatory and guidance requirements including requirements of Financial Memorandum with GCRB. v) Individual managers required to keep up to date with legislation relating to their areas and implement appropriate controls vi) Ensure Board have appropriate training on key guidance and legislation and take proactive role in ensuring meet all requirements. vii) Modern Slavery statement in place viii) Quality audit process in place and DELTA project delivering greater levels of blended learning with staff. Internal audit review process considers range of areas annually. ix) Seek legal advice as required. x) Data Protection Officer in place to advise on General Data Protection Regulation/ Data Protection matters.	3	3	9	Lower than Risk Appetite (Minimalist)	G2	Medium	9	No change				
G3	Failure to recruit, train and retain an appropriately experienced Board of Management	Governance	Theme 1, 2, 3, 4 & 5 - inspirational Learning & Teaching, Partner of Choice, Unrivalled Student Experience, Employer of Choice, & Financial Resilience through Operational Excellence	Clerk to the Board	3	4	12	<b>Long Term</b> i) Continue to maintain membership of Board of Management at suitable level with the correct level and mix of skills. Succession planning taking place with the Nominations Committee considering future vacancies well in advance. ii) Recruitment of new Board members to consider diversity of membership (e.g. gender and ethnic background) iii) Annual self assessment for Board members and training provided as required. iv) Board effectiveness review completed. v) Induction provided for all new Board members. vi) Ensure Board undertake an ongoing programme of training to meet CPD needs. vii) Board member handbook in place and an annual review/update to be undertaken. viii) New Clerk to the Board being recruited as replacement for vacancy in the role.	2	3	6	Lower than Risk Appetite (Averse)	G3	Medium	6	No change				

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## BOARD OF MANAGEMENT MEETING

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<b>Date of Meeting</b>	15 December 2021
<b>Paper Title</b>	2020/21 Modern Slavery and Human Trafficking Statement
<b>Action</b>	Information
<b>Prepared by</b>	Tracy Elliott, Assistant Principal Finance and Infrastructure
<b>Agenda Item</b>	21.86
<b>Status</b>	Disclosable

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### **1. PURPOSE OF THE REPORT**

- 1.1 The purpose of this paper is to submit to the Board of Management the 2020/21 Modern Slavery and Human Trafficking Statement.

### **2. ACTION FOR THE BOARD**

- 2.1 Board members are invited to note the 2020/21 Modern Slavery and Human Trafficking Statement which has been approved by the Chair on behalf of the Board of Management.

### **3. BRIEF BACKGROUND INFORMATION**

- 3.1 Under the Modern Slavery Act 2015 the College is required to publish a Modern Slavery and Human Trafficking Statement on an annual basis. This statement requires the approval of the Board of Management.
- 3.2 The statement has been published on the College website in order to align with the timescales outlined in the related guidance and a link is included in the Annual Report and Financial Statements for year ending 31 July 2021 at agenda item 21.76.

### **4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION**

- 4.1 The 2020/21 Modern Slavery and Human Trafficking Statement is attached at Annex 21.86A.

### **5. RISKS**

- 5.1 There are no specific risks associated with this paper.

### **6. ANY OTHER SIGNIFICANT IMPACT e.g STUDENT EXPERIENCE/ LEGAL / FINANCIAL/ EQUALITY& DIVERSITY.**

- 6.1 Not applicable.

## **Modern Slavery and Human Trafficking Statement**

### **2020/21 Financial Year**

Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain. Glasgow Clyde College rejects modern slavery in all its forms.

Glasgow Clyde College recognises that it has a responsibility to take a robust approach to slavery and human trafficking. This statement sets out the College's actions and commitment to understanding potential Modern Slavery risks related to its activities and to minimise the risk of slavery and human trafficking in its supply chains for goods and services.

This statement is made in connection with section 54(1) of the Modern Slavery Act 2015 and sets out the steps the College has taken and will take in relation to slavery and human trafficking.

The College is committed to ensuring that modern slavery and human trafficking is not taking place in any part of its operation within the College and its supply chain. We are committed to protecting and respecting human rights across the College's activities and will take reasonable and appropriate steps to influence others to ensure slavery and human trafficking is not taking place, where it is possible to do so.

### **Supply Chain Expenditure**

Glasgow Clyde College's supply chains mainly fall under six categories, which are:

- Estates Goods and Services
- ICT Equipment and Services
- Professional Services
- Library Resources
- Laboratory Consumables and Equipment
- Human Resources

The principal categories, which carry risks, are office supplies, laboratory consumables, ICT equipment and some estates services, such as cleaning, waste and security services.

### **Our Procedures on Slavery and Human Trafficking**

We are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. Our procedures reflect our commitment to acting ethically and with integrity in all our business relationships and to implementing and enforcing effective controls to ensure slavery and human trafficking is not taking place anywhere in our supply chains.



Glasgow Clyde College have embedded sustainable procurement practice throughout its Procurement Procedures, to which we are committed.

APUC (Advanced Procurement for Universities and Colleges) Limited is the procurement centre of expertise for all of Scotland's universities and colleges. APUC pursue opportunities for collaborative procurement. Collaborative tenders are led or jointly managed by APUC on behalf of institutions by working with other purchasing consortia across the UK where it adds value by doing so. Glasgow Clyde College is a member of APUC and currently utilizes APUC's managed contracts that cover some of the categories listed above. APUC's Modern Slavery and Human Trafficking Statement can be found [here](#).

The Glasgow Clyde College Procurement Team currently utilises and is committed to the APUC Sustain Supply Chain Code of Conduct to underpin all tendering activity and supplier adoption.

The College is a member of Electronics Watch, an independent monitoring organisation working to achieve respect for labour rights in the global electronics industry through socially responsible public purchasing in Europe. They have published their Monitoring Methodology Guidance and Code setting out standards for the production of Goods. APUC's Head of Development & Sustainability also sits on the board of Electronics Watch.

APUC is also actively involved in several cross-sector initiatives relating to addressing modern slavery risks in supply chains. These include the HEPA (Higher Education Procurement Academy) responsible procurement group, the ETI (Ethical Trading Initiative) public sector working group on modern slavery, the Make ICT Fair project and the Procura+ group 'Socially Responsible Public Procurement of ICT'

The College is accredited by the Living Wage Foundation, which certifies that all staff are paid the real living wage. Non College contracted workers that regularly work onsite at the College are expected to be paid the UK living wage as defined by the Living Wage Foundation, and the College evaluates suppliers' approach to Fair Work Practices including the Living Wage, in line with the Scottish Government's statutory guidance.

### **Steps taken in 2020/21**

Glasgow Clyde College expresses its commitment to better understanding its supply chains and working towards greater transparency and responsibility towards people working in them.

Working with our suppliers, we can map out those supply chains, which represent a medium to high risk of modern slavery, human trafficking, forced and bonded labour and labour rights violations.

As part of our initiative to identify and mitigate risk, Glasgow Clyde College commits to:

- Responsible procurement and embedding this in all procurement activities
- Identify and assess potential risk areas in our supply chains
- Mitigate the risk of slavery and human trafficking occurring in our supply chains
- Monitor potential risk areas in our supply chains.
- Protect whistle blowers and report unethical conduct.
- Where possible, build long-standing relationships with our supply chains to ensure these entities have and follow suitable anti-slavery and human trafficking policies and processes.

The Glasgow Regional Procurement Team have a Responsible Procurement Champion for the region. Their responsibility is to drive implementation of the Sustainable Procurement Policy. The Sustainable Procurement Policy requires that consideration is given to the environmental, social, legislative and economic consequences for design, materials used, manufacturing methods, logistics and disposal of any procurement decisions.

Procurement at the College continues to promote the use of the APUC framework agreements within the institution and as such we can be confident that our supply chain has been analysed when contracting under these agreements. We will look to increase reliance on these collaborative frameworks which will reinforce the compliance with our policies.

At APUC there is a Category Responsible Procurement Champion who ensures commodity level risk assessment for modern slavery is carried out. APUC also has a Responsible Procurement Manager who assists at each tender process to embed sufficient measures to mitigate and address such risks. Where applicable, particularly within temporary staffing framework agreements and some Estates category framework agreements, checks are carried out that contractors hold a Gangmaster License.

APUC has been using Section 1 of its Supply Chain Management (SCM) tool to verify that its contractors have published Modern Slavery statements in line with the Modern Slavery Act 2015. APUC also conducts an assessment of its contractors' compliance with the APUC Supply Chain. At tender stage contractors are asked to demonstrate the methods employed to ensure its compliance with the Modern Slavery Act 2015 and demonstrate how the transparency of its supply chain will be maintained for the duration of the framework agreement. Tender questioning specifically asks whether there are any controls to their recruiting system, whether recruitment agencies, labour brokers or any other intermediaries have any involvement in supplying labour on their behalf, and how risks associated with Modern Slavery are identified and mitigated by the contractor

A specialist multi-sector assessment service called Ecovadis has been introduced to APUC members including Glasgow Clyde College and this tool speeds up the practical delivery of supply chain performance assessments, Actions are created based on the outcome of the assessment (in relation to modern slavery these look at a variety of topics, including recruitment processes, employment terms, and workforce breakdown). The actions are shared with all contract managers that have a contractual relationship with that supplier. Actions may drive a further site visit to clarify certain points or investigate further.

## **Our Plans for the Future**

Procurement staff will continue to participate in training and awareness sessions on sustainable procurement which includes Modern Slavery in the supply chain.

The Procurement Staff at the College shall continue to utilise the Sustainable Procurement Tools offered by APUC which includes a draft tender document, which includes full sustainable procurement references and a Modern Slavery Act compliance question, template strategy slides, the Supply Chain Code of Conduct, Prioritisation tool (based on the DEFRA Marrakech tool and the Scottish Government's own updated tools), SCM (Supply Chain Management portal) and the Sustain tool, and a variety of eLearning (including on Human Trafficking and preparing a Modern Slavery Statement).

The College shall be inviting a cross section of strategic suppliers within this financial year to be assessed on the new Ecovadis system introduced by APUC.

This statement has been approved by the Glasgow Clyde College Board of Management who will review and update it annually.

Jon Vincent  
Principal