

BOARD OF MANAGEMENT

**7 December 2022 at 4.30pm
Innovation Centre, Langside Campus**

The next Meeting of the Board of Management will be held on Wednesday 7 December 2022 at 4.30pm. The meeting will be held in the Innovation Centre (Langside Campus).

AGENDA

22.66	Welcome and Apologies	D Newall
22.67	Declaration of Interests	D Newall
22.68	Determination of Other Business	D Newall
22.69	Draft Minute of the Board meeting-12 October 2022	P D Newall
22.70	Matters Arising – Action Grid	P D Newall

Items for Discussion/Approval

22.71	Credits Projection 2022/23	P J Rafferty
22.72	Financial Sustainability Update	P J Thomson
22.73	Annual Report by Audit Committee to Board of Management	P D Watt/ J Thomson
22.74	Annual Report and Financial Statement for y/e 31 July 2022	
	(a) Annual Performance Report	P J Vincent
	(b) Financial Statements	P T Elliott
22.75	2021-22 Annual Audit Report from the External Auditor and Letter of Representation	P T Elliott

Other Standing Items

22.76	Student President's Report	P S McKenna
22.77	Principal's Report	P J Vincent
22.78	Chair's Report	V D Newall

Committee Meetings

22.79	Nominations Committee – 9 November 2022	P D Newall
22.80	Learning and Teaching Committee - 16 November 2022	P G McGuinness
22.81	Audit Committee - 23 November 2022	P D Watt
22.82	Finance & Resources Committee - 30 November 2022	P D Newall
22.83	Remuneration Committee – Annual Report	P S Heidinger

Items for Noting/Formal Approval *

22.84	2022/23 Financial Position – Financial report to October and forecast outturn	P T Elliott
22.85	Modern Slavery Statement	P T Elliott
22.86	Estates Capital Masterplan Update*	P J Thomson
22.87	Strategic Risk Register Update	P J Thomson
22.88	Glasgow Clyde Education Foundation Update	P J Thomson
22.89	Governance Update*	P K Mavor
22.90	Any other business	D Newall

DATE OF NEXT MEETING 22 March 2022, The Space, Langside Campus

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

BOARD OF MANAGEMENT MEETING

Date of Meeting	7 November 2022
Paper Title	Credits Projection 2022/23
Action	For Discussion
Prepared by	J Rafferty
Agenda Item	22.71
Status	Disclosable

1. PURPOSE OF THE REPORT

This paper provides members with an update on the College's current and projected position in respect of its credit targets for the current session, 2022/23.

2. ACTION FOR THE BOARD

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

3. BACKGROUND INFORMATION

In the previous meeting of the Board in October 22, we had forecast a credit projection of between +0.7% and -3.4%, with new SFC credit guidelines permitting a 2% tolerance on the target.

4. CREDIT PROJECTION 2022/23

Our current credit position now forecasts a best-case credit position of **-1.6%** and a worst-case of **-1.9%**. This suggests that whilst the best-case projection has lowered, due to student withdrawal, our worst-case projection has improved and now falls within the 2% tolerance. 2% equates to 2,500 credits.

This projection assumes of course that January Start programmes will recruit to target, or better, and that the retention on those programmes will remain within planned levels. This also assumes that all withdrawals have been processed. Whilst much work has been done on processing withdrawals over the month of November, there remain 484 credits still at risk of being lost to student withdrawal, which is about 0.38% of our credit claim. This is theoretically enough to tip our projection to -2.28% in a worst-case scenario.

This position means that we are still not guaranteed falling within the 2% tolerance level at this point and should continue with a number of planned mitigations to ensure that this does not happen. These mitigations will be:

- To meet or exceed our January start recruitment target by making offers more swiftly.
- To return the Highers programme to the credit portfolio (worth between 1-2000 credits).
- To action a new initiative to claim for any 'added value' units which some students undertake without being included in the credit claim (worth about 350 credits).

5. RECRUITMENT AND WITHDRAWAL UPDATE

The College recruited surprisingly well and in the first academic term it has enrolled 12,919 learners against a target of 11,365. This is 14% over target.

However, the mix of students still favours part-time over full-time (which is 2% down) and FE over HE (which is 3% down). This mirrors widely reported trends in the sector which has seen all Colleges struggle to meet previous levels of HE enrolment.

The preponderance of part-time learners impacts on the credit target because they attract fewer credits than full-time students, and it is this, plus the levels of early withdrawal, which account for the fact that the College is still slightly below target despite over recruiting.

The College has lost 1790 of its learners to early withdrawal which is 13.8% of its enrolments. This is an improvement on last year (16%), but still higher than pre-pandemic norms.

Early withdrawal analysis suggests that top 6 known reasons for withdrawal in session 2022/23 are currently:

- Personal or family reasons (198);
- Course related reasons (144)
- Mental or physical health (137)
- Took up employment or an apprenticeship (113)
- Left for another college or university (105)
- Financial reasons (54)

'Family reasons' typically includes care commitments amongst other reasons. 'Course related reasons' is an aggregation of the 'course being too difficult'; not being 'what they expected'; 'not related to their goals' or that they 'disliked the course content'.

There is also some evidence here that mental health has declined somewhat as a reason for withdrawal, as it no longer tops this table as both its raw numbers and its percentage have reduced.

Interestingly, of those who left to go to another institution, only 16 went to University whilst 89 went to another College.

6. RISKS

As identified in (4) above, there remains a risk that the College could fall outwith the 2% tolerance margin permitted by the SFC and so be vulnerable to financial clawback.

7. ANY OTHER SIGNIFICANT IMPACT

There are no specific legal or equality implications relating to this paper.

BOARD OF MANAGEMENT MEETING

Date of Meeting	7 th December 2022
Paper Title	Annual Report from the Audit Committee to the Board of Management
Agenda Item	22.73
Paper Number	22.73A1, 22.73A2, 22.73A3
Responsible Officer	D Watt, Chair of the Audit Committee
Status	Disclosable
Action	For Noting

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 2022.

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 2021 up until 23 November 2022, 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.

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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 2021/22 financial year up to the date of signing of the 2021/22 financial statements with meetings held in September and November 2021, and March, May, September and November of 2022.

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 2021/22 year against their remits to provide this assurance which is attached.

The membership of the Audit Committee for the period 1 August 2021 to the date of signing of the financial statements was as follows:

David Watt, Chair
 Michael Payne
 Margaret Swiderska
 Clare Walker
 Amie Logan (to June 2022)
 Sunita McKenna (member from September 2022)
 Fiona Godsman (member from 12 October 2022)
 James Olatoke (co-opted member from September 2022)

C Systems of Internal Control

INTERNAL AUDIT

The internal audit service for Glasgow Clyde College during the financial period 2021/22 was provided by Henderson Loggie. They were appointed for the three year period 2021/22 to 2023/24 following a joint tender exercise between Glasgow Clyde College, City of Glasgow College and GCRB. This three year appointment has the option to be extended to a five year contract.

For the financial period 1 August 2021 to 31 July 2022 there were six internal audit reports completed on agreed areas which were reports on the following areas:

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- Student Recruitment and Retention;
- Staff Development;
- Teaching Staff Utilisation – Business Process Review;
- Space Management/Room Utilisation – Business Process Review;
- Debtors/ Income; and
- Business Development

In addition to the above the internal auditor prepared the annual plan for 2022/23 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.

All of the internal auditor's work conducted in 2021/22 assessed systems as either 'Good' or 'Satisfactory' and provided an unqualified audit opinion.

The Internal Audit Annual Report for 2021/22 was considered by the Audit Committee at its meeting in November 2022. 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 2021/22 and previous years since initial appointment.

D Governance and Risk Management

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.

RISK MANAGEMENT

The Audit Committee as part of its remit keeps under review the College's internal control and risk management systems and receives updates on

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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 2021/22 the College continued its risk management process. The College's Strategic Risk Register was reviewed at each Audit Committee meeting and reviewed quarterly at the Board of Management.

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.

In addition the College in conjunction with a number of Board members undertook a comprehensive review of the risks in the College Strategic Risk Register holding a workshop and follow up discussions to consider the key risks for the College in achieving its five Strategic Plan themes. A revised Strategic Risk Register based on the risk associated with the achievement of the Strategic Plan is now in place which was first reported to the Audit Committee in September and to the Board of Management in October 2022.

The College Strategic Risk Register as at the date of the signing of the financial statements has thirteen 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 thirteen risks at the time of signing the financial statements, three have a high residual risk score, five have a medium residual risk score, and five have a low residual risk score.

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.

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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.

E Climate Change Action Plan

The College's Climate Change Action Plan was approved by the Board of Management at its June 2022 meeting. It was agreed by the Board that progress on implementation of the plan would be monitored at each quarterly Audit Committee. A report in progress on Climate Change Action Plan implementation was therefore submitted to each of the October and November 2022 meetings. In addition there are sustainability KPIs reported to each quarterly Finance and Resources Committee.

F Financial Reporting

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 which was extended to 2021/22. The future external auditor from 2022/23 to 2027/28 will be Audit Scotland.

Azets outlined the scope of their audit in their external audit plan for the financial period ending 31 July 2022, 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 2021/22, 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;

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- 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 covering 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 2021/22 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 significant risk highlighted in the report from Azets which is College financial sustainability. Their report highlights that the College continues to face significant challenges with ongoing effort and activity to reach a long term sustainable position. The 2021/22 Financial Forecast Return (FFR) has a savings requirement of £0.852 million in 2022/23 and £0.168 million in 2023/24. The Board of Management have tasked the College with achieving the required savings and have requested an update at each Board meeting from December onwards in the progress on the savings plan.

In their management letter for the period ended 31 July 2022 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 2022 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

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considered the College's financial plans in detail. The future plans include a combination of cost reductions in staff costs and non-staff costs as well as Financial Sustainability funding in 2022/23 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.

The key accounting judgements in respect of the 2021/22 Financial Statements were provided in a paper to the November Audit Committee. This paper is produced annually and covers adoption of the going concern basis for the preparation of the financial statements, income recognition, valuation of tangible fixed assets, provisions, and the accounting for the actuarial valuation of the College's element of the Strathclyde Pension Fund.

The Committee discussed in detail the assessment of the going concern basis in the financial statements, particularly in terms of the longer-term financial sustainability of the College which was agreed.

The Committee also discussed in detail the Scheme Actuary's valuation for the College's share of the assets and liabilities in Strathclyde Pension Fund. The valuation at July 2022 had unusually moved to a net asset of £20.2Million having been a net liabilities of £12.2million in the previous year at July 2021. The Committee noted that the approach adopted in the draft financial statements and suggested in the accounting judgements paper was to recognise the net pension asset in full.

In assessing the adoption of this position, the Committee noted that the terms of the Financial Reporting Standard required that it was more likely than not that there would be a probable inflow of economic benefit from the pension asset to the College, most probably through a reduction in future employer contributions to the pension scheme. The External Auditors emphasised the balance of judgement to be used in these circumstances.

After a full discussion it was agreed to have a meeting with the actuary to discuss the likely inflow of economic benefit and after that discussion the accounting judgement to recognise the net pension asset in full was utilized in the final version of the financial statements.

G Going Concern

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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 2021/22.

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.

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AUDIT COMMITTEE

REMIT OF 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.
- (4) progress made on the implementation of the College's Climate Change Action Plan and achievement of related targets.

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.

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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

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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.



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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.

VERSION REVIEWED AND APPROVED BY COMMITTEE NOVEMBER 2022

Assurance Framework - Other Committees Activity Report for the Audit Committee

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 2021/22 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 2021/22 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 in place 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 2021/22 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**
Curriculum and External Environment (November, February, May)
Return to Campus Update (February)
- 2) **Monitor the College's achievement of its portfolio target and oversee relevant external reporting**
Covered by reports under other headings
- 3) **Monitor and advise on College performance indicators, self- evaluation outcomes, benchmarking and external verification feedback**
Progress Visit – Education Scotland (November)
Learning and Teaching KPI Report (November, February, May)
- 4) **Be kept appraised of proposed improvements to the learning experience of our students and offer constructive challenges**
Student Experience Report (November, 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.**
Revised College Strategies (May)
 - Learning and Teaching
 - Partnership
 - Learner Experience
- 6) **Consider the cross College activities that impact on quality and development of learning, teaching and assessment throughout the College**
Quality & Performance report (November, February, May)
Academic Year 21/22 Arrangements for Assessment/Certification (May)
- 7) **Receive reports from Student Board Members and representatives from the student body relevant to their experience of learning and teaching**
Student President's Report (May)
- 8) **Where required take appropriate action in all matters pertaining to student affairs, including welfare and discipline and student appeals**
Not applicable in 2021/22.
- 9) **General Learning and Teaching Committee Governance matters**
Learning and teaching Committee remit and Schedule of Work (November)
Review of Policies (February)

Organisational Development Committee

The Organisational Development Committee met three times during the financial year 2021/22 with meetings in September, February and May. The reports as presented to these meetings have been grouped under the 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, February, May)
 Organisational Development Reports (September, February, May)
 Progress on Policy Harmonisation (September)
 Update on Future Blended Working (September)
 Update on Staff Return to Work (February)
 Workforce Planning (February)
 Policies for Review (February)
 Internal Audit Report – Staff Development (May)
- 2) **Formulate the Board's People Strategy and monitor to ensure targets are met**
 Key Performance Indicators Report (September)
 Key Performance Indicators report and Future Improvement Plan (February, May)
 Employer of Choice Strategy (May) (*new title for People Strategy*)
 Annual People Report (May)
- 3) **Review staff engagement**
 Employee Engagement Survey 2021 Update (September)
 Health and Wellbeing Survey (May)
- 4) **To ensure compliance with relevant legislative or professional requirements relating to the employment of staff**
 Health and Safety Reports (September, February, May)
- 5) **Monitoring against HR and OD related targets**
 Attendance Management Quarterly & Annual Reports (September, February, May)
 Staffing Profile (September)
 Staff Profile – Recruitment Report on Protected Characteristics (February, May)
- 6) **Receive reports of meetings of the Joint Consultation and Negotiation Committees**
 Notes of Support and Teaching JCNC Meetings (September, February, May)
- 7) **General Organisational Development Committee Governance Matters**
 Committee Remit and Schedule of Work (September)
 Assessment of Procedures Update (February, May)

Finance and Resources Committee

The Finance and Resources Committee met four times during the financial year 2021/22 with meetings in October, December, 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**
 Five year Financial Plan (October)
 SFC Financial Forecast Return (October, June)
 College Strategic Risk Register – Financial Risks (October, December, March, June)
 Restructure Update (March)
 Draft 5 Year Plan Update (March)
 Draft Revenue Budget for 2022/23 (June)
- 2) To ensure the capital masterplan is aligned with the College's estates strategy**
 Estates, Capital Expenditure and Masterplan Update (October, December, March, June)
- 3) To monitor financial performance on a regular basis**
 Draft Primary Financial Statements for Year ending 31 July 2021 (October)
 Draft Financial Statements for year ending 31 July 2021 (December)
 Quarterly Financial Report including cash flow – Year to Date & Forecast to July 2022 (December, March, June)
 Key Performance Indicators (October, December, March, June)
 Procurement Update (October, December, March, June)
- 4) To review the performance against target of commercial activities**
 Commercial & External Funding Update 2020/21 Outturn and 2021/22 Plan (October)
 Commercial & External Funding Update (December, March, June)
 Business Development Internal Audit Report (June)
- 5) To monitor expenditure against the agreed capital masterplan**
 Estates, Capital Expenditure and Masterplan Update - as above in 2) (October, December, March, June)
- 6) Other Committee Governance Related Activities**
 Glasgow Clyde Education Foundation Update (October, December, March, June)
 Committee Remit and Schedule of Work (October)
 Tuition Fees Update (December)
 College Financial Regulations (December)
 SFC Indicative Funding Allocation for 2022/23 (March, June)
 SFC Update – Letter on In year Distribution of Funding (March)
 SFC Update - SFC College Statistics Report (March)
 SFC Update – Financial Sustainability of Colleges and Universities in Scotland (June)
 Review of Formal Policies (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	<p>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:</p> <ul style="list-style-type: none"> • 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; • 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 appraised 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 appraised 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.
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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

ORGANISATIONAL DEVELOPMENT COMMITTEE	
REMIT	<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>
MEMBERSHIP	<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>
QUORUM	<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.

REMIT	<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>
MEMBERSHIP	<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>
FREQUENCY OF MEETINGS	<p>The Committee shall normally meet twice per academic year.</p>
QUORUM	<p>The quorum set by the Committee is three members.</p>

Remunerations Committee Meetings during 2021/22

During 2021/22 the Remuneration Committee met twice, in February and May 2022, to consider the Principal's Performance and Professional Development and the Senior Leadership Pay Award and Strategic Discussions on Future Pay Options for Senior Leadership Team.

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.

Nominations Committee Meetings during 2021/22

During 2021/22, the Nominations Committee met twice in October 2021 and May 2022 to consider Board membership/recruitment, members' annual reviews, the Board Development Plan and Development Day, and the Style of Board Reports, as well as a review of its remit.

Glasgow Clyde College – Audit Committee

College Assurance Mapping – November 2022

Assurance Mapping against Certificate of Assurance Areas	First Line: <i>Management assurance from 'front line' or business operational areas</i> (Business Management/ process)	Second Line: <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> (Corporate Oversight/ application of process)	Third Line: <i>Independent and more objective assurance, including the role of Internal Audit and from external bodies</i> (External Assurance/ evidence of assurance)
Certificate of Assurance - Schedule of Required Assurance Areas			
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.

Assurance Mapping against Certificate of Assurance Areas	First Line: <i>Management assurance from 'front line' or business operational areas</i> (Business Management/ process)	Second Line: <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> (Corporate Oversight/ application of process)	Third Line: <i>Independent and more objective assurance, including the role of Internal Audit and from external bodies</i> (External Assurance/ evidence of assurance)
		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;

Assurance Mapping against Certificate of Assurance Areas	First Line: <i>Management assurance from 'front line' or business operational areas</i> (Business Management/ process)	Second Line: <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> (Corporate Oversight/ application of process)	Third Line: <i>Independent and more objective assurance, including the role of Internal Audit and from external bodies</i> (External Assurance/ evidence of assurance)
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

Assurance Mapping against Certificate of Assurance Areas	First Line: <i>Management assurance from 'front line' or business operational areas</i> (Business Management/ process)	Second Line: <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> (Corporate Oversight/ application of process)	Third Line: <i>Independent and more objective assurance, including the role of Internal Audit and from external bodies</i> (External Assurance/ evidence of assurance)
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
Assurance Mapping against Compliance with the Financial Memorandum with GCRB			
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"> • Prior approvals from Scottish Government; • Overdrafts not to be used; • Prior consent for lending of funds, or giving a guarantee, indemnity or letter of comfort; • Contingent liabilities; • Expenditure delegations; • Potential novel, contentious, repercussive or future cost implications expenditure; • Information on frauds; • Establishing internal delegated authority arrangements; • Severance scheme approvals by SFC; • Consultancy contracts over £100k; • Any contract without competitive action over £25k to be approved by SFC 	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.

Assurance Mapping against Certificate of Assurance Areas	First Line: <i>Management assurance from 'front line' or business operational areas</i> (Business Management/ process)	Second Line: <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> (Corporate Oversight/ application of process)	Third Line: <i>Independent and more objective assurance, including the role of Internal Audit and from external bodies</i> (External Assurance/ evidence of assurance)

BOARD OF MANAGEMENT

Date of Meeting	7 th December 2022
Paper Title	Student President's report
Action	Information
Prepared by	Sunita McKenna, Student President
Agenda Item	22.76
Status	Disclosable

1. PURPOSE OF THE REPORT

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

2. ACTION FOR THE BOARD

Action for Board is to note the paper and are welcome to ask questions.

3. BRIEF BACKGROUND INFORMATION

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

Cycling Activities

GCCSA held Dr Bike Sessions at all campuses in October to encourage students and staff to get their bike serviced and carry out minor repairs. Those who attended were very happy with this event. Additionally, we had Police Scotland in attendance to let students know how to register their bike online as a theft deterrent. These events allow GCCSA to promote active travel, encourage safe cycling and also support the college with the reduction of bike thefts. GCCSA already have three more DR Bike events scheduled to happen again in May for students and staff. GCCSA have also been working with the Health and Wellbeing Officer for the college in order to apply for some funding which if received would allow further improvements to be made to the cross-campus sites in relation to cycling and active travel. This will be fed-back once we know more.

Graduation Ceremonies

A special thank you to members of the Board for attending the first in-person graduation ceremony post-covid at the University of Glasgow on Saturday 5th November. Students who attended their graduation were ecstatic about their achievements and equally excited about being able to celebrate and congratulate classmates in person following previous restrictions. Parents, family and friends joined celebrations and were very vocal in congratulating us as a college for such a wonderful event. GCCSA were in attendance and for the first time were offering

the sale of GCC and GCC Leavers Hoodies to students. It was great to be involved in this and also allowed the team to support students and their families as well as also to be on hand to help with pointing students in the direction of registration gowns, directions to the hall and just having a chat.

Coffee and Careers

GCCSA and the Careers Service in partnership arranged three sessions cross-campus. The purpose of these sessions was to raise awareness of the services this team can offer students in the new set-up, answer any questions and also it provided GCCSA with an opportunity to offer support, engaged with students and promote the student association's upcoming activities. The hope is that these sessions will become an annual activity and that GCCSA and the Careers Service can continue to work closely going forward. Students were very positive about the sessions and there was a high number of students making future appointments.

GCCSA Training

The team took part in Climate Fresk in October which was at once both informative and shocking. GCCSA are involved in various groups and committees around the college and externally with Glasgow Student Forum and GCRB, to provide input to any activity being discussed around the college's plans related to climate change and sustainability. Some of the team also took part in a visit to Enva (GCC's Waste Management supplier) which allowed for a deeper knowledge of recycling. It is envisaged that both of these awareness raising sessions for the team can be utilised to help us inform students on recycling, sustainability and climate change as part of future events and foster new ideas.

Care Packages

GCCSA again offered Care Packages to be sent students for over the Winter break. This was in two parts; firstly, GCCSA linked in with local Trussell Trust foodbanks and gained access to referral vouchers which could be sent to students who requested it so that they could access the foodbanks as a one-off support mechanism. Secondly, we also offered out sanitary packages to students and their families so that whilst the college is closed and students can't access the free products on campus, they would have a supply. This is an annual activity that GCCSA do to support students. Requests for this support has been higher this year due to the cost of living crisis that many are facing.

Cost of Living

GCCSA have been encouraging students to take part in NUS Cost of Living survey where there is a chance to win a cash prize for completing. So far, Glasgow Clyde College is number 5 in a league of 25 other colleges and universities due to a fantastic response from students.

The team are working on information which can be sent out to students to direct them towards places which can give advice on energy, housing, food etc to save

money and to be more sustainable in the long term. In addition, the team are working on also being able to send out support information relating to various areas such as mental health and gender-based violence so that students have access to the correct support that is on offer to them whether at campus or at home.

GCCSA are supporting the enterprise currently ongoing at the college which involves the collection of donated clothing and household goods to then be offered out to other students for free. Staff and students are very kindly donating everything from household goods to adult and children's clothing which is then being organised by students and hosted in a location at each campus. It has been amazing to see a positive response from students in the first week of the soft-launch and hopefully GCCSA can help to promote this further once it is fully operational.

16 Days of Action

This is an annual event that takes place globally to raise awareness of gender-based violence. It begins on the International Day for the Elimination of Violence against Women, and runs until 10 December, Human Rights Day. In line with our White Ribbon Status Award, GCCSA kick-started the 16 Days of Action with White Ribbon at Glasgow Central train station supporting White Ribbon Day. The GCCSA team supported White Ribbon staff on their stall encouraging members of the public to sign their pledge, donate to the charity or have conversations with the staff to find out more. GCCSA then also arranged for external organisations to come onto campus to engage students in the event.

Organisations who are taking part include:

- White Ribbon Scotland
- Rape Crisis Scotland
- Shelter
- Wise Woman
- Police Scotland
- East Woman's Aid
- GCC Report & Support plus Emily Test (via GCC Equality Lead)

Class Representative Feedback

GCCSA organised Class Rep feedback sessions on each campus. The set-up of these sessions is an informal drop-in where students could come and provide their comments on various areas around their college experience so far. In case anyone couldn't make it along to the face-to-face sessions, GCCSA also arranged an additional online meeting for those students who were unable to attend in person.

This was a great opportunity at the start of teaching Block 2 to gather opinions, positive and negative, from Class Reps. We collected data in five main areas:

- Learning and Teaching (course, lecturers, assessments and feedback)

- Student Experience and Support (GCCSA, Student Information and Welfare, Learning Inclusion, Funding, Nurseries, E-Learning and Libraries)
- Resources (canvas, learning materials and Libraries)
- Facilities (campus sites, car parks, canteens, student spaces and classrooms)
- Any other feedback

The data collected will be fed back to the relevant departments and also to Class Reps themselves. At the time of writing this report, the sessions are taking place so updates will be provided on attendance and the feedback received in due course.

Festive Markets

GCCSA have arranged three cross-campus Festive Markets in December. These events will be hosting a variety of stall holders including student and staff led stalls as well as external organisations. There will be a mix of festive sales, fundraising and support stalls with the view to catering for as many students as possible.

4 SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

N/A

5 RISKS

N/A

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

N/A

BOARD OF MANAGEMENT/ COMMITTEE MEETING

Date of Meeting	7 December 2022
Paper Title	Principal's Report
Action	For Information
Prepared by	Jon Vincent, Principal and Chief Executive
Agenda Item	22.77
Status	Disclosable

1 **PURPOSE OF THE REPORT**

- 1.1** This report provides Board members with an overview of the key internal and external developments occurring between October 2022 and December 2022 which are of relevance to the operation of the College.

2 **ACTION FOR THE BOARD**

- 2.1** The Board of Management are requested to note the content of this report.

3 **INTERNAL ENVIRONMENT**

3.1 Covid-19 Update

- 3.1.1** The College continues to collect Covid-19 infection data from its students and members of staff. Reported infection rates among students and staff remain low and below prevalence levels reported in our local communities. All reported infections are investigated to identify common themes or potential sources of outbreak within the College. Since 1 August 2022 there have been 85 student and 44 staff cases reported. So far this academic year, we have had no reports of staff absence due to Long-Covid.

- 3.1.2** The College Covid Response Committee now meets monthly. The Committee is comprised of representatives of college management, our recognised trade unions, and the student association. The Committee monitors a range of indicators relating to disease prevalence and other risk factors.

- 3.1.3** Active CO2 monitoring continues to take place throughout all rooms on all campuses. At Anniesland and Langside campuses monitoring is performed automatically by the Building Management System. However, at Cardonald the monitoring is undertaken via fixed and portable monitors. The results of monitoring activity are continuously evaluated, and mitigating action put into place wherever poor ventilation is found

3.2 Cardonald Campus Public Realm Project

- 3.2.1** The GCEF funded public realm improvement project at Cardonald Campus is now completed. The final stage of the project is the installation of a large mural around the base of the Cardonald Tower. The artist has undertaken workshops with students and members of staff to develop a design proposal. The installation of the mural has been delayed until spring 2023

to allow further time for the proposal to be developed and more clement weather for painting.

3.3 College Development Network Awards 2022

3.3.1 The College Development Network Awards took place on Friday 25 November 2022 and the College achieved:

- Innovation Award Winner – Fast Track to the Nurse Bank initiative; and
- Skills Development Award Commendation – Motivation Mondays development.

3.4 British Floristry Association Industry Awards 2022

3.4.1 The British Floristry Association Industry Awards took place on 15 October 2022 and the College received Floristry Training Provider of the Year 2022.

3.4.2 The College have been members of the British Florists Association for many years alongside 27 colleges and other private training providers. This was the first time the College has achieved this accolade.

3.4.3 Our previous success has included Jayne Buet, Tutor of the Year in 2018 and Roseann McKelvie, Tutor of the Year in 2021.

3.5 Glasgow Clyde College Graduation 2022

3.5.1 After two years of virtual ceremonies, students from Glasgow Clyde College took to the stage once again, with an in-person graduation on Saturday 5 November 2022. Taking place across three ceremonies at the University of Glasgow's Bute Hall, over 500 students, who had studied across the College's three campuses in the city, donned their robes and celebrated their achievements in style.

3.5.2 Students graduating were from the faculties of Business, Creative and Digital Industries, Engineering, Computing and the Built Environment, Health and Wellbeing and Access and Continuing Learning.

3.5.3 The celebrations included key-note speeches from special guests, Scotland's Home of the Year judge, Anna Campbell-Jones, STV reporter, Brandon Cook, and Gillian Docherty, Chief Commercial Officer at Strathclyde University and President of Glasgow Chamber of Commerce.

3.6 SRUC Memorandum of Understanding

3.6.1 Following long-running discussions with SRUC, a memorandum of understanding has been agreed and signed.

3.6.2 The memorandum is for an initial five-year period and commits both parties to:

- Work towards establishing an articulation agreement for our students onto SRUC undergraduate provision.
- Limits the activity of SRUC at Queen's Park, Glasgow to the existing HNC and HND provision.

- Commits both parties to collaborate in the future development of HNC/D horticulture provision to avoid duplication and create distinct and complimentary study routes.
- Encourages, where appropriate, joint marketing and promotion of our horticulture provision in Glasgow.

3.7 Education Scotland Annual Engagement Visit

3.7.1 On Monday 5 December 2022, the College will receive a visit from a small team (3) of Education Scotland Assessors who will undertake an Annual Engagement Visit.

3.7.2 The purpose of the visit is to the review the progress being made by the College in relation to the areas for improvement identified by Education Scotland during their Progress Visit in November 2021.

3.7.3 The Education Scotland Progress Visit report highlighted 34 areas of positive practice. The following areas were identified for improvement:

- Some staff have not sufficiently engaged in professional learning to improve their digital skills to ensure consistency in the quality of learning and teaching.
- Some learners were reluctant to use their cameras during remote lessons.
- Further work is required to improve the consistency of the blended model of learning and teaching.
- Rates of learner withdrawal from college programmes increased during the pandemic.
- Attainment rates which declined during the pandemic.

3.7.4 The Senior Leadership Team implemented a development plan to address the identified areas for improvement and have closely monitored its progress.

3.8 Cost of Living: Students and Staff

3.8.1 Regular meetings continue between the College and GCCSA to discuss how we can provide further support to those students who are experiencing poverty because of the cost-of-living crisis. Developments so far include:

- The opening of Exchange centres at each campus to allow students (and members of staff) to donate and collect goods.
- Revised approaches to the promotion, applications processes, and distribution of SFC Discretionary Funds.
- Strengthened links with local food banks to promote their availability and encourage donations.
- Free Food Friday relaunch after being suspended during the pandemic. This initiative allows student to receive items of perishable food from the College canteens at the end of each week for free.
- Links have been forged with local supermarkets to facilitate the donation of free items of food through our new Exchange centres.
- Work is underway to encourage College suppliers to provide support to students as part of the CSR commitments.

- Low-cost meal-deal options are available at college cafes each day.
 - Free breakfasts for all students.
- 3.8.2** Please note, due to the substantial increase in the cost of raw ingredients and other food items modest price increases are being introduced at College cafes. The College has so far absorbed these price increases; however, it is no longer possible to do so.
- 3.8.3** Discussions are on-going with our recognised Trade Unions regarding the support they would like to see us providing to members of staff. Developments so far include:
- Early introduction of increased living-wage pay rates.
 - Webinars and seminars on energy efficiency and money management.
 - Discount travel scheme offer.
 - Discount Commuter pass with First Bus.
 - Blended working pilot project for most support staff teams.
 - Reintroduction of the 'Cycle to Work' scheme in partnership with Halfords.
 - Promotion of the services offered by our Credit Union partner.
 - Discount gym membership offer.
 - Publication of low-cost recipes in college newsletter.
 - Reopening of College gyms to casual users (closed due to pandemic).
 - Agreement to run a joint campaign between College and Trade Unions to reduce the stigma of in-work poverty.
 - Agreement with Trade Union partners to share financial assistance arrangements available from both the College and Trade Unions (member hardship funds) with members of staff.
- 3.9 Collaborative Work with Glasgow Kelvin College**
- 3.9.1** Glasgow Clyde College and Glasgow Kelvin College have continued to actively collaborate on the following agreed areas:
- Business improvement approaches
 - School link programmes (inc. Foundation Apprenticeships)
 - Community Education
 - Digital developments
- 3.9.2** Constructive discussions have taken place between Janet Thomson and Jeanette Evans (Vice Principal, Glasgow Kelvin College) to share their experience of introducing a continuous improvement model with support from the University of Strathclyde. Janet is in dialogue with APUC to progress a similar model.
- 3.9.3** Extensive work has taken place to implement the revised regional model of Foundation Apprenticeship (FA) management. Previously FAs had been managed on behalf of the region by Glasgow Kelvin College; however, changes to funding arrangements necessitated that each College took control of its own provision. The transition has been smoothly managed and without disruption to the student experience. School Liaison Teams at both Colleges are now actively sharing employer contacts and holding joint

curriculum development discussions. Joint provision in engineering (Kelvin) and psychology (Clyde) were launched; however, recruitment was too low to allow the courses to run. Further collaborative work is underway ahead of the 2023/24 academic session.

3.9.4 Community Education provision has been mapped between Kelvin and Clyde to reduce duplication in localities and to address areas of under provision. In partnership, we have made, and are further exploring jointly, bids for funding to support this area of provision including the UK Shared Prosperity Fund, Marie Trust and SFC Child Poverty Initiative. We have launched a Youth Hub at Cardonald Campus based on a model which successfully operates at Glasgow Kelvin College. Discussions have been taking place on how we could make use of the Glasgow Kelvin College network for Click & Connect Centres and it is anticipated that provision will be piloted at these centres in January 2023. Finally, an agreement has been reached to allow ESOL community course graduates from Kelvin, City of Glasgow, and Clyde centres to get priority access to college courses.

3.9.5 Glasgow Clyde provided support to Glasgow Kelvin College about their exploration of new virtual learning environment options. Kelvin was interested in adopting the Canvas system used by Clyde; but cost pressures have prevented them from doing so. However, collaborative work is now taking place on the development and repurposing of on-line content to support new areas of provision including the possibility of commercial courses. Finally, Glasgow Kelvin have supported Clyde in our project to adopt a new timetabling system. Kelvin use the Celcat system and have provided us with very useful insights into their experience.

3.10 GCCSA Achieves LGBT Charter Award

3.10.1 Glasgow Clyde College's Student Association (GCCSA) has achieved the silver LGBT Charter Award, following a year-long programme to create a more inclusive environment for students.

3.10.2 Awarded by LGBT Youth Scotland, the charter enables organisations to proactively include LGBT people in all aspects of their work. GCCSA were recognised by demonstrating how they support those who identify as LGBT at the College, which includes developing staff training, policies, and legislation, and by celebrating key dates including LGBT History Month, Trans Day of Visibility and Pride.

3.10.3 As part of the programme, GCCSA created student and staff Champion Groups, which helped provide insight and input into LGBT issues that students may face. The Student Association also worked closely with Glasgow Clyde College's HR and Equality teams to create and launch supporting resources, such as the College's first Trans Guidance booklet, created for staff and students to use.

4 EXTERNAL ENVIRONMENT

4.1 SFC Credit Target Tolerance 2021/22 Rules

4.1.1 On 26 October 2022, the Scottish Funding Council informed colleges of its intention to bring forward the implementation of their 2% tolerance threshold for core credit activity. The SFC stated that:

- *‘...in recognition of the continuing challenging environment, SFC will accelerate the introduction of a 2% tolerance across aggregated core credit targets and deferred credits. This will now be applied for AY 2021-22’.*

4.1.2 The impact of this decision is a favourable variance in our SFC income in 2021/22 of circa £709k.

4.2 External Review of Glasgow Colleges Regional Board

4.2.1 The Scottish Funding Council’s publication ‘Review of Regional Strategic Bodies – Glasgow Colleges’ Regional Board’ published in October 2020 made the following recommendation:

- *We propose that now is an appropriate stage in development for GCRB to begin conversations to consider further reformation of the structures in Glasgow that will facilitate the continued effective and efficient delivery of education and skills for the Region. We therefore recommend GCRB and the colleges explore other organisational options that build on and secure pan-regional planning, further efficiency gains, the financial viability of the constituent colleges, and a Glasgow front door for students, employers and other stakeholders. This should include options that may lead to reformation of the regional structure and further consolidation that will fulfil regional and policy objectives.*

4.2.2 The aforementioned recommendation was further endorsed in the SFC report ‘Coherence and Sustainability: a review of tertiary education and research’ published in June 2021 and subsequently accepted by the Scottish Government.

4.2.3 During the subsequent two years, GCRB undertook a three-stage review of the Glasgow regional arrangements without reaching a conclusion on what their preferred reformed regional structure would be.

4.2.4 In spring 2022 the SFC asked GCRB to conclude their review activities and thereafter the SFC took over leadership of this process. In autumn 2022 the SFC and GCRB jointly commissioned an external consultant to undertake a review of four key options for reformation. As part of this review the Principals and Chairs of each college were interviewed. The options are:

- Status Quo (3+1)
- Partnership, Group or Federation (not merger)
- Mergers leading to a single Glasgow college
- Formal model of cooperation between the colleges but dissolution of GCRB

4.2.5 The SFC/GCRB commissioned report was received by the SFC at the end of October 2022 and thereafter a recommendation made to the Scottish Government on the preferred model of reformation. The SFC have not

disclosed their recommendation to the colleges. The Scottish Government have indicated an intention to communicate decision before the end of 2022.

4.3 National Bargaining Update – EIS-FELA Lecturers’ Pay Claim 2022/23

4.3.1 The EIS-FELA National Pay Claim for session 2022/23 submitted to the NJNC on 18 August 2022 is for a consolidated flat-rated pay rise of £5,000 on all national salary scale points for unpromoted and promoted lecturers, effective from 1 September 2022.

4.3.2 Note, the Scottish Government Public Sector Pay Policy for 2022/23 is +£700 for those earning between £25k and £40k and +£500 for those earning over £40k. The college sector has received a flat-cash financial settlement from the Scottish Government and the Resource Spending Review indicates flat cash settlements for the next five years.

4.3.3 College Employers Scotland (CES) initially informed EIS-FELA that a counteroffer will be made once clarification has been received from the Scottish Government on the revised negotiation envelope for the sector. In response, EIS-FELA lodged a national dispute due to the failure of CES to make a counteroffer. On the 24 November 2022, a meeting took place between the employers and EIS-FELA to discuss the dispute and a counteroffer of 2% on all unpromoted and promoted lecturer scale points. The counteroffer was based on the current financial envelope available to the sector at this time and was subject to a joint approach to the Scottish Government to reach an acceptable offer. EIS-FELA rejected the counteroffer but agreed that the dispute was now resolved.

4.4 National Bargaining Update – Support Staff Pay Claim 2022/23

4.4.1 The Support Staff National Pay Claim for session 2022/23 from Unison, GMB and Unite was submitted on 1 September 2022. The claim is for a consolidated flat-rate payment of £5,000 added to all support staff salary points including outsourced staff.

4.4.2 The claim also requests the following:

- Early payment of the new living wage rates
- Introduction of national bargaining arrangements for senior staff in the college sector
- Living Hours accreditation across the sector for all directly employed and outsourced staff
- Reduced working week of 30hrs
- Development of a national ‘phasing into retirement’ plan
- National pay and grading structure and pay harmonisation for all support staff as an outcome of the national job evaluation exercise
- Catering subsidy for staff (£100 voucher)
- Upward harmonisation of annual leave days to 49 days for all staff
- Development of a national career break policy
- Introduction of a Union/Management NJNC Compliance Group
- Increased mileage allowance (from £0.45 to £0.55 per mile)

- Introduction of 2 flexible wellbeing days per year to support staff mental health
 - Increase in all rates and allowances to reflect the increased cost-of-living.
- 4.4.3** In addition to the current pay claim, support staff unions are also seeking the implementation of what they consider to be outstanding matters from claims in previous years, they are:
- Sectoral harmonisation on the application of the Living Wage
 - Upward harmonisation of miscellaneous leave across the sector (inc. parental leave, dependant leave, personal/family difficulty time-off, examination/study leave, moving house/wedding leave, religious and cultural observance time-off, Jury Duty paid time-off, and IVF leave)
 - Payment of homeworking and hybrid working expenses and national policy on hybrid working.
- 4.4.4** Note, the Scottish Government Public Sector Pay Policy for 2022/23 is +£700 for those earning between £25k and £40k and +£500 for those earning over £40k.
- 4.4.5** CES has not yet made a counteroffer. CES have informed the support staff trade unions that a counteroffer will be made once clarification has been received from the Scottish Government on the revised negotiation envelope for the sector.
- 4.6 National Support Staff Job Evaluation Project**
- 4.6.1** An Agreement of the National Joint Negotiating Committee (NJNC) in August 2017 committed the College sector to a national approach to job evaluation.
- 4.6.2** From the outset of the project there has been a disagreement between the employers and the Trade Unions about what the August 2017 agreement commitment entailed. The employer's view being that it was a commitment to a national job evaluation process but not to a national pay and grading structure. The Trade Unions view that it was a commitment to a national approach to both job evaluation and to the development of a new national pay and grading structure for support staff in colleges.
- 4.6.3** The original project plan anticipated completion of the analysis and implementation of the pay structure by May 2020. However, there were delays in getting the role analysts started and in November 2020 there was a communication from the project that stage 2 (completion of the analysis and pay structure implementation) would now be complete by April 2021 rather than the original planned date of May 2020. In April 2021 there was a further delay announced with the second stage of the project to now be complete by July 2021. A further delay was then announced taking the completion date for stage two until December 2021.
- 4.6.4** Following further delays to the quality assurance process during August and September, a joint agreement was reached with the support staff unions in

October 2022 which allowed the currently agreed process to continue within an updated timeline.

- 4.6.5** The project team is now in the process of concluding the final quality assurance checks on the scores across all 22 colleges, as part of Stage Two (evaluation of roles) of the project.
- 4.6.6** The outcomes from the evaluation process will be shortly presented to individual college HR departments for final feedback before these are presented to the NJNC Job Evaluation Working Group and subsequently to the full NJNC for ratification.
- 4.6.7** This step was due to begin at the end of the week commencing 14 November but is now likely to begin during the week commencing 28 November. This delay will impact the timescale for completion of the final steps of Stage Two, including the review of comments from local HR departments, the revision of rank orders, and final ratification at the NJNC.
- 4.6.8** Once Stage Two of the project is closer to conclusion, the project team will be able to communicate definite timescales for taking forward Stage Three (development of pay and grading options). However, it is envisaged at this time that formal notification of role evaluation outcomes and ultimate pay outcomes issued to staff will be around September 2023.

4.7 Skills Delivery Landscape Review

- 4.7.1** Scottish Government announced an Independent Review of the Skills Delivery Landscape to ensure it remains fit for the future. It will focus mainly on SDS's functions and remit and its interface with the wider skills system including Scottish Funding Council (SFC). It will take account of, for example, SDS's Career Review, SFC's review, Education reform and the National Strategy for Economic Transformation.
- 4.7.2** The review is expected to make specific recommendations on:
 - Governance, design, and delivery of apprenticeship programmes
 - Development and management of National Occupational Standards and commissioning of Scottish Vocational Qualifications
 - Contracting and quality assurance of skills provision via independent training providers
 - Skills planning and labour market intelligence
 - Support for young people to prepare for work
 - Support for employers with workforce planning and talent attraction and retention
 - SDS's status and governance arrangements.
- 4.7.3** The Review, led by an independent advisor is to report to ministers by spring 2023

4.8 College Development Network Workforce Survey Analysis 2022

4.8.1 College Development Network (CDN) published Workforce Survey Analysis Report by Diffley Partnership, based on responses from 1,810 college staff in February–March 2022.

4.8.2 Key findings identified are:

- In 2020/21 an average 23hrs was spent on training and learning;
- 22% felt they did not get all the training they needed.
- 70% prefer face-to-face learning. New staff tend to spend less time training and learning than staff employed for a year plus.
- 86% feel they have the digital capabilities needed. 80% say they would benefit from further training.
- 93% believe they have the skills, knowledge and understanding to promote equality, diversity and inclusion in their area. 57% have had professional learning in this in the past year.
- There is interest in support/guidance/training on mental health and wellbeing, neurodiversity, gender identity and asylum seekers/refugees.
- 27% said they understand their role in relation to learning for sustainability. 50% feel confident about engaging with it; 14% have had professional learning in it in the past year.

4.9 JISC Learner Digital Experience Insights Survey

4.9.1 Jisc published Learner Digital Experience Insights Survey 2021/22: UK FE survey findings based on responses from 11,498 college students, and Student digital experience insights survey 2021/22: UK HE survey findings on responses from 33,726 university students. Both were conducted between November 2021 and April 2022.

4.9.2 Key findings identified are:

- Returning solely to pre-pandemic practices is not an option; student experiences need to be heard for a stronger more hybrid future.
- 73% in FE had experienced taught classes on site, 3% taught online.
- 65% in FE and 74% in HE rated the quality of online learning best imaginable/excellent/good.
- 38% in FE and 43% in HE said online learning materials were engaging & motivating; 49% FE and 54% HE said they were at the right level and pace.
- They want investment in upgrading platforms and systems (FE 36%, HE 42%); specialist software for their course (FE 24%, HE 29%); more computers/devices (FE 29%, HE 15%).
- 29% FE and 45% HE prefer a mix of on-site and online learning, 66% FE and 42% HE prefer mainly on-site learning.
- 53% in FE and 50% HE said they received guidance about the digital skills needed.

5 RISKS

5.1 The College continues to actively monitor Covid-19 inflection rates, undertake daily analysis of CO2 levels in all areas, promote vaccination to our students and encourage safe working practices. Contingency

arrangements are in place throughout the College to allow off-campus working should outbreaks occur. The Covid Response Committee continues to meet regularly to facilitate the sharing of information and intelligence between management and trade unions partners.

- 5.2** The cost-of-living crisis is impacting significantly on a large proportion of our student cohort and their families. Financial pressures are likely to impact negatively on mental well-being and the attention that can be given to studies. A buoyant jobs market at entry and intermediate levels is already resulting in students being torn between continuing their studies or withdrawing to take-up employment. The crisis is also impacting members of staff particularly those low paid roles with increased turnover being observed. It is also likely that mental well-being of staff members will be impacted as household budget tighten.
- 5.3** The outcome of the external review of Glasgow Colleges' Regional Board and awaited Scottish Government decision on its future is likely to have a significant impact on the College. It is considered unlikely that the 'status quo' or 'mergers leading to a single Glasgow college' options will be favoured by the Scottish Government. Whichever option is selected there will be a period of realignment for the region.
- 5.4** The National Joint Negotiating Committee are currently negotiating the 2022/23 lecturers and support staff pay settlements. The College has no direct involvement in the national process. In previous years, the negotiations have broken down leading to industrial action by EIS-FELA. Given the prevailing economic conditions and the pay settlements agreed by Trade Unions in other parts of the Scottish public sector it is unlikely that the final agreement with either group of staff will be consistent with the Public Sector Pay Policy (PSPP). The College has budgeted for an above PSPP settlement but no funding to support the ongoing cost of a settlement has been given by the Scottish Government thus far.
- 5.5** The national job evaluation project delay has been substantially due to a combination of recruitment difficulties and disagreements between the employers representative body and Trade Union partners. Expectations of the outcomes of the project on the salaries of members of support staff is high but it is unlikely that the actual pay awards will meet their hopes. The issue of a consistent national pay and grading structure is yet to be resolved and is likely to be the source of dispute in the months ahead.

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

- 6.1** There are no significant legal or financial related implications arising from the contents of this report.
- 6.2** There are no matters contained in this report which require the execution of an Equality Impact Assessment.

BOARD OF MANAGEMENT MEETING

Date of Meeting	7 December 2022
Paper Title	2021/22 Modern Slavery and Human Trafficking Statement
Action	Information
Prepared by	Tracy Elliott, Assistant Principal Finance and Infrastructure
Agenda Item	22.85
Status	Disclosable

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this paper is to submit to the Board of Management the 2021/22 Modern Slavery and Human Trafficking Statement.

2. ACTION FOR THE BOARD

- 2.1 Board members are invited to note the 2021/22 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 required timescale of within six months of the College's financial year end as outlined in the related guidance. A link is included in the Annual Report and Financial Statements for year ending 31 July 2022 at agenda item 22.76.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

- 4.1 The 2021/22 Modern Slavery and Human Trafficking Statement is attached at Annex 22.85A.

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.



2021/22 Modern Slavery and Human Trafficking Statement

Introduction & Purpose of the Statement

This statement is made pursuant to section 54 (Part 6) of the Modern Slavery Act 2015 and is intended to inform College staff, students and the general public of the steps taken by Glasgow Clyde College during the financial year ending 31st July 2022 in relation to its obligations to mitigate the risk of slavery and human trafficking in any of its business activities.

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 recognises that it has a responsibility to take a robust approach to slavery and human trafficking. This statement, produced annually, intends to demonstrate the College's progressive approach in 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.

Glasgow Clyde College

Glasgow Clyde College is a charitable body, registered in Scotland, with registration number SC021182. The College's Strategic Plan 2022-2025 Releasing Potential with the College Mission of ***"Inspirational Learning; Changing Lives"***. The Plan outlines our vision as follows:

"By 2025 Glasgow Clyde College will be celebrated as a socially progressive College which is relentlessly focussed 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."

The College's values capture our ethos: who we are, what we believe in and what we stand for. Our values set out how we conduct ourselves, how we expect to be treated as part of Glasgow Clyde and how we engage with our partners. In delivering our Strategic Plan, and how we act and make decisions guided by these values:

People-centred	<i>We are unwavering in our expectation that we conduct ourselves in a manner which is open, respectful and with uppermost integrity. The needs and interests of our students, colleagues and stakeholders will be at the forefront of all decision-making.</i>
Pioneering	<i>We are restless in our desire to be innovative, ambitious, forward-thinking and courageous in the pursuit of creating an unrivalled inspirational learning experience and work environment.</i>
Principled	<i>We are determined to ensure that fairness, equality and inclusivity are embedded into the heart of the College and guide everything we do.</i>
Passionate	<i>We are relentless and tenacious in our ambition to inspire students and colleagues to achieve their potential, change their lives and support them to overcome the barriers to doing so.</i>

The College has a zero-tolerance policy in relation to modern slavery and human trafficking. We are committed to conducting all business dealings and relationships in an ethical and transparent manner, and to implementing and enforcing effective systems and checks to ensure the College is not contributing to modern slavery in any way.

Statement & Commitment

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.

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 First including the Living Wage, in line with the Scottish Government's statutory guidance.

The College's Procurement Strategy outlines our principles and approach to ensuring ethical procurement, fairly and ethically produced products and fair working practices, including promoting payment of the Scottish real Living Wage.

Supply Chain Expenditure

The College has a non-pay annual expenditure of approximately £8.5m across Goods, Services and Works. Our supply chains fall under the following main categories:

- 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.

Procurement Support for the Modern Slavery Act 2015

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. Measures included within the Public Contracts (Scotland) Regulations 2015 are embedded in all of our procurement activities and relevant Scottish Procurement Policy Notes (SPPN 3/2020) are circulated to relevant staff and implemented where required.

The College is a member of the Advanced Procurement for Universities and Colleges (APUC) consortium, and therefore endorses the APUC supply chain code of conduct, which specifies that suppliers shall not use forced, involuntary or underage labour. Suppliers are encouraged to utilise the APUC database SUSTAIN where they can provide details of measures, they take in relation to modern slavery in their supply chain.

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'

Identifying & Mitigating Potential Risk in Our Supply Chains

The risk of Modern Slavery in the College's direct and local activities is considered low. However, we recognise the potential risks linked to the supply chain of goods and services we buy across the world. A large portion of these goods are bought through collaborative contracts, and we work with the relevant bodies to ensure anti-corruption activities are addressed during their procurement processes as well as in our own.

During 2021, the College as part of the Scottish Higher and Further Education Sector have contracted with a company called EcoVadis through APUC, to conduct part of our supply chain due diligence. EcoVadis have a well-developed methodology paired with a global team of expert analysts, which provides them with the ability to conduct individual sustainability performance assessments across all the relevant areas of

our supplier/ supply chain community. Suppliers are selected to be invited on a risk-based approach per category.

EcoVadis assess suppliers across 21 indicators and four themes, environment, labour and human rights, ethics and sustainable procurement, which allows for an in-depth supply chain due diligence. Actions for suppliers are created based on the outcome of the assessment. A scorecard is produced for the supplier with areas of good practice and areas to improve. APUC and member institutions have visibility of the scorecard and can request corrective actions in areas for improvement, which suppliers must respond to and are documented within the platform. Further information can be accessed through the buyer success hub.

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.

The College uses the Scottish Government's Sustainable procurement tools and guidance where appropriate at strategy stage of our procurements.

Every regulated procurement process conducted by the College requires tenderers to disclose whether the bidder or any member of their organisation with decision-making powers has been convicted in the last five years of any offence under Part 1 of the Human Trafficking and Exploitation (Scotland) Act 2015, or under any provision referred to in the Schedule to that Act. Tenderers that confirm such a conviction will be excluded from the process unless they can successfully demonstrate that they have self-cleansed.

The College includes a clause within its General Terms and Conditions in relation to Modern Slavery. This outlines the obligations of the supplier in contracting with the College. It extends to due diligence procedures being in place for sub-contractors to that supplier. It references the requirement for suppliers to comply with all applicable anti-slavery and human trafficking laws, statutes, regulations and codes (including the Modern Slavery Act 2015). The College reserves the right to terminate and seek recompense for any contract where the supplier is found to be in breach of the anti-slavery policy. Police Scotland documents for Serious and Organised Crime (SOC) and Human Trafficking are embedded into our Invitation to Tender documents, where relevant and appropriate.

Training & Awareness

The College's Procurement function continues to commit to undertaking all relevant training and awareness sessions, including the Sustainable Procurement training by APUC.

The College Procurement staff participate in the regular Electronics Watch webinars and workshops. APUC also offers an eLearning module on 'Modern Slavery and Human Trafficking' which Procurement Staff have attended.

In addition the Scottish Government has the following training available via their website:

Scottish Government human trafficking training

and the home Office - includes videos to demonstrate examples of what to look out for in identifying Human Trafficking:

Home Office modern slavery training

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 continue to use the SCM portal and Ecovadis to conduct supply chain due diligence.

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

Jon Vincent
Principal

BOARD OF MANAGEMENT MEETING

Date of Meeting	7 December 2022
Paper Title	Estates, Capital Expenditure and Masterplan Update
Action	For Approval
Prepared by	Janet Thomson, Vice Principal Resources and College Development
Agenda Item	22.86, 22.86A
Status	Disclosable

1. PURPOSE OF THE REPORT

The purpose of this report is to provide a summary of the main current estates matters for Glasgow Clyde College as an update on the capital projects progress against plan for 2022/23 and 2023/24. The update on the capital projects plan for 2022/23 and 2023/24 is shown in the attached schedule.

2. ACTION FOR THE BOARD

- 2.1 Board Members are invited to approve the updated capital masterplan as at end November.

3. BRIEF BACKGROUND INFORMATION

The College's major Capital works are based on the College Capital Masterplan, the College Estates Condition Survey information for all the College buildings, plus College plans for addressing emerging needs in discussion with Estates, and the Faculties and Units.

3.1 COLLEGE CAPITAL PLAN FOR 2022/23 AND 2023/24

- 3.1.1 The College's SFC/GCRB capital funding allocation for 2022/23 is £3.036M of capital allocation, which is split into £946k of lifecycle maintenance and £2.089M of high priority maintenance. The College's capital allocation for 2023/24 is not yet known and will not be until early 2023.
- 3.1.2 The College are working with Doig & Smith, the appointed project manager team to progress all but one of the projects in the capital plan for 2022/23. Doig and Smith were previously appointed for a two-year period following a tender process. The College's capital plan from 2022/23 onwards was prepared based on the College Estates Condition Survey, which was

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completed in 2021 for all the College buildings, and preparatory work already undertaken by Doig and Smith on a number of known urgent projects, combined with judgement and knowledge of projects which need to be prioritized to address emerging needs for the College. The plan as previously approved was based on past estimates which have now been further considered through detailed design stages.

- 3.1.3 The Condition Survey 2021 which was completed by the Oakleaf Group indicated £9.9M of estates works to be completed (with the breakdown being £3.2M at the Anniesland campus, £4.7M at the Cardonald campus, and £2.0M at the Langside campus) over the five-year period. These figures exclude VAT and professional fees hence the total figure based on the survey would be over £13M.
- 3.1.4 Following on from the above assessment there were twelve priority areas to be progressed within the College's capital plans and the capital masterplan for 2022/23. The plans for 2022/23 are being worked upon in partnership with Doig and Smith who have a team progressing them. Fortnightly progress discussions with the College are taking place. A number of the works have been tendered already and are due to commence shortly.
- 3.1.5 In addition, there are further projects for future years planned with outline timings at this stage and the identified works which need to be completed are shown in year 2 of the plan i.e. 2023/24. More work will be undertaken to further consider priorities for year 2 and beyond for the College's capital plan and this will be done with the Head of Estates, Facilities and Energy and in conjunction with Doig and Smith to build the plan for 2023/24 in costed detail early in 2023.
- 3.1.6 Each of the projects being managed by Doig and Smith in 2022/23 have all had updated costings completed recently and the new budget costs including VAT and professional fees are shown in the attached paper. The total capital masterplan figure as attached for 2022/23 is £2.135M which is just above the overall funding amount of £2.089M although is subject to timing of spend. It is also lower overall than the previous plan as several projects will now fully or partially be in 2023/24 due to logistics of completion.
- 3.1.7 There are two projects which have significantly increased estimated budget costs following review of scope and design by Doig and Smith and the rest of the appointed technical team and these are the Cardonald campus Lifts (project ref 2 in the attached) and the render repairs at the Anniesland campus (project ref 4). For both of these projects the original target budget cost was a very broad estimate and the scope has changed significantly since that time. The overall capital plan for 2022/23 is still around the total overall allocation

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level as some projects have had to be rephased into 2023/24 including the second phase of these two higher cost projects.

- 3.1.8 In addition to the SFC/GCRB related capital projects for 2022/23 and 2023/24 there are two projects which are related to GCEF funding, and these are included at the bottom of the attached 2022/23 and 2023/24 masterplan summary. These two GCEF projects are the Cardonald Public Realm project which is largely now completed and the College Learning Spaces project which is £2.3Million in total and is intended to be progressed through 2022/23 to 2023/24 and summer of 2024 to be in phases during the period. An update on the progress on this project to date is included within the GCEF paper 22.87 later in the Board agenda.

4. RISKS

- 4.1 There is a risk that if the estates planned works are not progressed annually then the College estate will not be fit-for-purpose.

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

- 5.1 There could possibly be legal implications from this paper in respect of the projects for the Cardonald campus lifts and the Anniesland render repair works relating to the issues with the previous works undertaken and a verbal update will be given at the meeting. 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 2022/23 - Expenditure against plan at 22nd November 22

Project Ref	Project Description - Capital Projects	Project managed by	To be funded by	2022/23 Oct Board Approved Capital Projects Plan	2023/24 Oct Board Approved Capital Projects Plan	Oct Board Approved Two Year Capital Plan	2022/23 Updated Capital Projects Plan for Approval	2023/24 Updated Capital Projects Plan for Approval	Updated Two Year Capital Plan	Capital Expenditure August to 21st November	Remaining balance of project	Comments
1	Cardonald Campus Fire Alarms and Intruder Alarms Replacement	Doig & Smith	SFC/GCRB	£400,000		£400,000	£371,514		£371,514	£0	£371,514	High priority to progress this project. Current systems needing upgraded.
2	Cardonald Campus Lifts - Project design only in 22/23. Works will be in 23/24.	Doig & Smith	SFC/GCRB	£300,000		£300,000	£270,000	£480,000	£750,000	£0	£750,000	There are issues with the performance of the five main lifts at the Cardonald campus which service the ten storey Tower Building. This has a significant impact on building users, and remedial works are required to enable better control and reliability of lifts. Design being worked upon and tender to be issued within next month. Will be lengthy project to complete controllers and signalling works to all five lifts and will continue until Autumn 2023.
3	Cardonald Skills Centre Heating and Cooling	Doig & Smith	SFC/GCRB	£400,000		£400,000	£422,000		£422,000	£0	£422,000	Significant issues with Heating system in the Skills Centre have been experienced over a long term basis. Works commencing December.
4	Anniesland campus - Render repair works. Now including larger scale of works	Doig & Smith	SFC/GCRB	£200,000		£200,000	£505,000	£120,000	£625,000	£0	£625,000	Render repair works were in original plan. Now scoped to be much more substantial works required including window repairs. Full final scope for increased project now being prepared and updated technical report due by end November. The higher level of work will commence in 2022/23 and will have to continue into 2023/24.
5	Anniesland Water Ingress	Doig & Smith	SFC/GCRB	£80,000		£80,000	Included above in 4	Included above in 4	Included above in 4	N/A	N/A	There is water ingress at the southern elevation of the building which needs to be remedied. This is now included as part of the above project.
6	Anniesland external works re disabled/taxi pick up and drop off	Doig & Smith	SFC/GCRB	£40,000		£40,000		£40,000	£40,000	£0	£40,000	This is an issue particularly at the busy drop off and pick up times for mobility impaired students and for the traffic generated by the schools groups. A solution to the collection and drop off area is required.
7	Anniesland campus - Heating & Cooling in Library & Dance areas of the building (now combined with 8 below)	Doig & Smith	SFC/GCRB	£200,000		£200,000	£273,000		£273,000	£0	£273,000	There have been issues with the heating and cooling systems in the dance area and the library for a long time and the related chillers need replaced. Tender due for issue and works to be complete by March .
8	Anniesland campus - Chillers Replacement	Doig & Smith	SFC/GCRB	£100,000		£100,000	Included above in 7	Included above in 7	Included above in 7	N/A	N/A	The chillers are reaching end of useful life and need replaced. Part of the above project.
9	Anniesland external drainage works	Doig & Smith	SFC/GCRB	£100,000		£100,000	£100,000		£100,000	N/A	N/A	Drainage issues which require extensive underground works and which are causing ongoing problems. Works due for tender and to be complete by March.
10	Langside Campus - Intumescent paint to columns below Theatre building overhang (new line on plan - costing awaited)	Doig & Smith	SFC/GCRB			£0	Included below in 11	Included below in 11	Included below in 11	£0	Incl below	Deterioration in this area and needs repaired.
11	Langside - Litehouse Roof repairs (previously was for replacement). Now includes 10 above	Doig & Smith	SFC/GCRB	£250,000		£250,000	£193,000		£193,000	£0	£193,000	Profiled metal sheet roof on Litehouse building which needs repaired in areas of corrosion/ deterioration.
12	All campuses - Building Management System Replacement/ Upgrade - College led project	College	SFC/GCRB	£250,000		£250,000		£250,000	£250,000	£0	£250,000	The building management system at each campus needs to be reviewed to enable a system which provides a higher degree of controls across the campuses. This is essential particularly for better utilities management and also for the comfort of building users in levels of heating across the campuses. Broad estimate only at this stage.
13	Cardonald Car Park Entrance Project (amended from previously planned in 2022/23 to summer 2023)	Doig & Smith	SFC/GCRB		£70,000	£70,000		£66,000	£66,000	£0	£66,000	Plan to amend access to Cardonald car park which is a very restricted space for two way traffic and causes issues at busy times for entry and exit as it is not sufficient for the busy traffic flows. Project best to be done out of term hence now will be summer 2023.
14	Langside campus - works to repair retaining wall at the Litehouse building	Doig & Smith	SFC/GCRB		£75,000	£75,000		£75,000	£75,000		£75,000	There is cracking to the stone wall in this area and needs to be repaired. Deferred to 23/24 and yet to be fully costed.
15	Cardonald campus Heating System Flue	To be planned for future years	SFC/GCRB		£400,000	£400,000		£400,000	£400,000		£400,000	The flue in the heating system is not operating as effectively as it should and this would provide a permanent fix to the issue. Yet to be fully costed.
16	Cardonald Campus CCTV Upgrade	To be planned for future years	SFC/GCRB		£150,000	£150,000		£150,000	£150,000		£150,000	CCTV cameras and other equipment needs to be upgraded. Yet to be fully costed.
17	Cardonald Campus Roof and structure repair	To be planned for future years	SFC/GCRB		£50,000	£50,000		£50,000	£50,000		£50,000	Specific small areas to be repaired with issues for example of loose cladding or water overflow. Yet to be fully costed.
18	Langside - Mary Stuart Engineering Heating and electrical Systems	To be planned for future years	SFC/GCRB		£80,000	£80,000		£80,000	£80,000		£80,000	System elements need replaced including fan coil units, panels and distribution boards. Yet to be fully costed.
19	Other future years projects to be prioritised (based on condition survey totals)	To be planned for future years			£2,500,000	£2,500,000		£2,500,000	£2,500,000		£2,500,000	Overall figures based broadly on condition survey. Further analysis to be undertaken and detail of future works specified.
Capital Masterplan totals				£3,320,000	£3,325,000	£5,645,000	£2,134,514	£4,211,000	£6,345,514	£0	£6,345,514	
plus GCEF projects												
1	Cardonald Public Realm	Doig & Smith	GCEF	£652,000		£652,000			£0	£212,986	£212,986	Works completed from June so some now billed prior to end July and in 2021/22 expenditure. Final phase to complete in Autumn 2022
2	Learning Spaces	College	GCEF	£500,000	£1,800,000	£2,300,000	£75,000	£1,000,000	£1,075,000	£0	£0	Initial estimate at this stage for the learning spaces redevelopment project at each campus
Capital Masterplan totals				£3,472,000	£5,125,000	£8,597,000	£2,209,514	£5,211,000	£7,420,514	£212,986	£6,558,500	

Total current Doig and Smith projects - 1 to 11 above plus 13 and 14

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BOARD OF MANAGEMENT MEETING

Date of Meeting	7 December 2022
Paper Title	College Strategic Risk Register
Action	For Noting
Prepared by	J Thomson, Vice Principal Resources & College
Agenda Item	Development 22.87
Status	Disclosable

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 14th November is attached. The Strategic Risk Register is updated regularly and considered at least quarterly by College senior management.

4 SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

- 4.1 A comprehensive review of the risks register was undertaken in 2022 considering the key risks for the College in achieving its five Strategic Plan themes.
- 4.2 The five themes of the Strategic Plan as approved by the Board of Management are as below:
- Theme 1 – Inspirational Learning and Teaching
 Theme 2 – Partner of Choice
 Theme 3 – Unrivalled Student Experience
 Cross Cutting Theme 1 – Employer of Choice
 Cross Cutting Theme 2 – Financial Resilience through Operational Excellence
- 4.3 The College Strategic Risk Register is attached which shows the risks linked to the Strategic Plan themes and the related mitigating actions.

- 4.4 There are thirteen risks in the updated Strategic Risk register of which three have a high residual risk score after mitigating actions, five have a medium residual risk score and five have a low residual risk score.
- 4.5 The three high risks in the College Strategic Risk Register are :

Risk 1 – Implications of national bargaining and possible negative impact on employee relations

This is a high risk given the potential financial impacts on the College, and the sector, of national bargaining and unfunded pay awards as well as employee relations and services risks if there is to be any disruption through industrial action.

Risk 2 – Failure to manage financial sustainability through period of financial plan

There are a range of impacts from the financial plan which will be challenging including pay awards and inflation issues against a backdrop of flat cash from SFC income. This is a significant risk as has been reported on to the Board of Management through many recent discussions. The three year financial forecast has been approved by the Board of Management however the plan still has annual deficits and the College are planning to make savings in staff costs and non-staff costs through the period of the plan. The residual risk score of this risk has been increased since it was last reported in October.

Risk 3 - Failure to achieve SFC credits target and clawback of funding

The College (and many other Colleges) have not achieved their SFC credits target in each of 2020/21 and 2021/22 largely as an impact of COVID and effects on student retention. The College are closer to target for 2022/23 and the SFC have confirmed that Colleges have a 2% tolerance level on its credits target for the financial year. This could also be impacted by the future financial landscape and ability to deliver support services.

- 4.6 There are two risks where the residual risk score is above the College's Risk Appetite of Open which are risks 1 and 2 being above the residual score of 19 both being at a score of 20. For risk 1 which is related to implications of national bargaining and possible negative impact on employee relation there is a limit to what the College can control in relation to this risk given it is as a result of a national process however the College fully engages with related Employee Association, Principal and HR College Group discussions and communicates both formally and informally with the unions and staff. For risk 2 on failure to manage financial sustainability through the period of the

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financial plan this risk score was increased to be above the risk appetite following discussion at the Board of Management in October and the Board have tasked College management with providing a planned approach to improving College financial sustainability including how efficiency will be improved, costs decreased, prioritising the most successful areas of the curriculum over others, and developing any further revenue streams. This will be reported upon at each future Finance and Resources Committee from November for the 2022/23 year and an update given to each Board meeting.

- 4.7 Three new columns to the right of the Risk Register have now been included which provide links to KPIs for each risk, comparison of the score since last reported to the Board, and whether the risk is increasing, decreasing or there is no change.

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 risks cause and potential consequences are shown within 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 risks in delivering the Strategic Plan which include student experience, legal, financial, and equality and diversity matters.

			Risk Score Before Mitigating Actions				Risk Score After Mitigating Actions											
Risk Ref	Risk Description - Risk Cause	Potential Consequences	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Link to Strategic Theme(s)	Risk Owner	Links to KPIs	Previous score at last report to Board	Increasing/ Decreasing/ No Change			
1	Implications of national bargaining and possible negative impact on employee relations	Reputational risks Poor industrial relations Potential service disruption through removal of labour e.g. strikes, action short of strike Loss of goodwill	5	5	25	i) Engagement with national process. Representation made through College Employers Scotland, Colleges Scotland, Principals Forum, and GCRB, within national bargaining process. ii) Emphasis made on imperative of financial sustainability and affordability issues particularly given increased staffing costs and flat cash SFC funding. iii) Relationships locally to maintain and build communications on national negotiations. Focussed work with Trade Unions, specific and regular meetings with senior management, ensuring good flow of information, and ongoing communications on any national matters iv) Effective clear, consistent communications in College with unions and with wider stakeholders and related message management v) Ensure proper consultation and early engagement on any local changes vi) Business continuity planning used to ensure all stakeholders appropriately communicated with in any potential industrial action vii) Engage with awarding bodies on any potential service change	5	4	20	Higher than risk appetite (Hungry) As this relates to a national process there is a limit on mitigating actions possible, hence residual score still higher than risk appetite.	4 - Employer of choice 5 - Financial Resilience through Operational Excellence	Principal/ Assistant Principal HR	Annual operating position	20	No Change			
2	Failure to manage College financial sustainability through period of financial plan	Financial sustainability Inability to meet obligations and remain going concern Reputational risk Legal implications Not complying with SPFM Strained relationship with GCRB and SFC Pressures from national bargaining terms and conditions implications Implications for staffing	5	5	25	i) Revenue budget being prepared for 2022/23 and three year financial plan ii) Financial plans developed by College Senior Leadership Team and monitored within framework of available activity through Glasgow Regional funding for teaching, student support funds and capital. Portfolio planning key element of cost base and monitored on ongoing basis iii) Cost reduction plans continue to be implemented with reduction in staff levels and significant cuts in non-staff budgets across the College. First phases of VS Reductions and academic management restructure implemented. iv) Process of review of all areas to seek cost reductions, as well as seeking further efficiency through improved business processes. v) Successful bid to GCEF for additional funding support from November 2020 ongoing into 22/23.	5	4	20	Higher than risk appetite (Hungry). Reporting to each Board from December.	5 - Financial Resilience through Operational Excellence	Principal/ Deputy Principal & Vice Principal	Annual operating position	16	Increasing			
3	Failure to achieve SFC credits target and clawback of funding	Reputational risk with SFC, GCRB Financial risk Not meeting needs of community and employers	5	5	25	i) Design and plan a curriculum that meets the needs of the community and attracts students ii) Deliver a curriculum portfolio that maximises SFC credits yield iii) Systematic monitoring of credits levels throughout the year iv) Efficient deployment of human and physical resources to deliver the curriculum and credits	4	4	16	As per Risk Appetite (Open)	3 - Unrivalled Student Experience 5 - Financial Resilience through Operational Excellence	Deputy Principal	Credits target measure	16	No Change			
4	High Impact Business Continuity incident for College e.g. cyber attack, pandemic, fire, long term power loss, power rationing	Business interruption Impact on ability to meet future obligations Impact on student outcomes Legal implications Data protection issues Potential loss of essential data	4	5	20	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) Business interruption insurance in place. iv) Many systems/services cloud based and using VPN/remote desktop for staff to access systems while home working. v) Infrastructure designed not to have single points of failure with all campuses operating a sophisticated dual-core network topology. vi) Member of HE/FE Shared Technology and Information Services (HEFESTIS) which provides support to secure against cyber attack and regular ICT network penetration testing undertaken by external bodies. vii) ICT backup procedures and Disaster Recovery planning. Cyber essentials+ status maintained. viii) Fraud response plan in place	3	5	15	As per Risk Appetite (Open)	5 - Financial Resilience through Operational Excellence	Vice Principal - Resources & College Development	Health and Safety KPIs	15	No Change			
5	Failure to achieve the College Climate Change Action Plan and carbon reduction targets	Environmental impacts Financial impacts Failure to meet needs of customer base through carbon training/ carbon literacy Reputational risk Stakeholder relationships	5	5	25	i) College Climate Change Action Plan prepared and agreed by the Board ii) Carbon reduction target set over life of the climate change plan iii) College Climate Change group established and meets regularly iv) Glasgow Clyde College signed up to race to net zero pledge v) Carbon emissions data monitoring by campus on quarterly basis vi) Plans being developed to reduce utilities consumption through enhanced monitoring and targeted investment vii) Carbon literacy training for staff and students being developed viii) Plan to incorporate sustainability into wide range of College courses ix) Membership of Regional Green Team x) Annual Participation in Global Goals teach In	3	3	9	Lower than Risk Appetite (Minimalist)	1 - Inspirational Learning and Teaching 5 - Financial Resilience through Operational Excellence	Vice Principal Resources & College Development	Sustainability KPIs measure	9	No Change			
			Risk Score Before Mitigating Actions				Risk Score After Mitigating Actions											
Risk Ref	Risk Description - Risk Cause	Potential Consequences	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Link to Strategic Theme(s)	Risk Owner	Links to KPIs (to be completed for future reporting)	Previous score at last report to Board	Increasing/ Decreasing			
6	Failure to deliver full range of support for all staff including for their health and well being.	Absenteeism Impact on student experience Impact on quality of service Low staff motivation Possible backfill costs Reputational risk	3	4	12	i) Modules on wellness available to staff via the VLE ii) Sessions held during staff development days iii) Employee assistance programme iv) Support for work life balance arrangements v) Commitment to blended working vi) College Healthy Working Lives Group vii) Occupational health reviews viii) Health and Wellbeing Officer and development of associated programme of activity ix) Creation of some staff networks being considered	3	3	9	Lower than Risk Appetite (Minimalist)	3 - Unrivalled Student Experience 4 - Employer of choice 5 - Financial Resilience through Operational Excellence	Assistant Principal HR	Health and Wellbeing and Training KPIs measures	9	No change			

7	Not achieving target levels of student success through retention, attainment and progression	Low pass rates Reputational risk Sustainability risk through low internal progression Financial risk e.g. Apps Employer relationship risk	4	4	16	i) Effective use of data to monitor student attendance and attainment ii) Implementation of more effective interventions in relation to "at risk" factors for student retention iii) Providing effective guidance for students iv) Providing effective monitoring of evaluation measures by course teams v) Provision of highly effective inspiring and engaging learning and teaching approaches vi) Provision of formative and summative assessment approaches vii) Effective student feedback mechanisms viii) Digital access to learning and teaching materials to support learning through use of the VLE	3	3	9	Lower than Risk Appetite (Minimalist)	1 - Inspirational Learning & Teaching 3 - Unrivalled Student Experience	Deputy Principal	Student Experience KPIs	9	No change			
8	Risk of not having culture of effective, capable leaders who are motivated and have ability to take staff with them.	Not developing College leadership skills Not delivering on strategic themes Failure to deliver on values Potential legal action Reputational risk Loss of key expertise Lack of scrutiny across strategic areas of the College Failure to achieve College mission and vision	4	5	20	i) CPD for managers and leaders at all levels of the organisation ii) Leaders well sighted on any issues and escalator them if required iii) College Leadership Charter and Leadership Framework in place iv) Personal Development Review/Plan process for all College managers and their staff v) Effective modelling of leadership styles vi) Provision of advice and training to encourage resilient leaders vii) College networks to create sense of community viii) Appropriately qualified, skilled and experienced staff in key positions ix) Support for managers through FE & HE sponsorship x) Satisfied that have appropriate health, safety and safeguarding arrangements in place xi) Effective Board members who are engaged with the College	3	3	9	Lower than Risk Appetite (Minimalist)	3 - Unrivalled Student Experience 4 - Employer of choice 5 - Financial Resilience through Operational Excellence	Assistant Principal HR	Development & Training and Staff Recruitment & Retention KPIs	9	No change			
9	Failure to recruit, retain and maintain effective and skilled leaders and teaching and support staff	Retention and attainment Failure to achieve ROA targets	3	4	12	i) Identifying and strengthening the key staff skills that are based on evidence, practice, and employment driven skills and in terms of future needs ii) Ensuring that we have the curriculum, leadership, expertise, resources, space and time for staff to develop these skills iii) Delivery of a professional pathway and professional development iv) Bespoke comprehensive programme for CMs support & research & dev programme v) College Strategic Theme of Employer of choice with attractive overall terms and conditions e.g. pension schemes, work life balance vi) Further & higher sponsorship programme vii) Learning development days for staff viii) DELTA developing ELearning skills for staff to deliver effective on line learning & teaching ix) Learning and teaching strategy in place with key development areas x) Ensure all new teaching staff undertake appropriate induction xi) Plan to implement effective peer observation and sharing of practice xi) Review particular curriculum areas where market forces may impact on staff retention	2	3	6	Lower than Risk Appetite (Averse)	1 - Inspirational Learning & Teaching 3 - Unrivalled Student Experience 4 - Employer of Choice	Assistant Principal Quality & Performance, Assistant Principal HR	Development & Training and Staff Recruitment & Retention KPIs	6	No change			
10	Failure to provide a smooth effective pre entry experience for College students and in College student experience	Low student recruitment Poor student experience Reputational risks Retention and attainment impacts Loss of students to other providers Failure to deliver ROA targets	4	4	16	i) Ensure faculty staff get right students on right subject area at the right level ii) Responsive and timely admissions service, student funding, and student advice and guidance services iii) Providing students with appropriate digital support iv) Providing student support funding services including discretionary and hardship funding based on individual economic circumstances v) Ensure awareness of financial and pastoral support for students vi) Ensuring that students meet the minimum entry requirements and skills levels for courses and those skills will then be developed as they progress through their course vii) Quality and accuracy of marketing materials providing information to students to make right course choices. Effective and accurate communication to students prior to course during keep warm phase and through onboarding process viii) Systematically generate, analyse and action meaningful student feedback. ix) Providing accessible and inclusive student support services x) Collaboration between teaching and support teams to ensure improvements and efficiencies are delivered where possible across College business processes and to provide effective quality services for students	2	3	6	Lower than Risk Appetite (Averse)	2 - Partner of choice 3 - Unrivalled student experience	Assistant Principal Quality & Performance, Curriculum Assistant Principals	Student Experience ns Student Performance KPIs	6	No change			
11	Failure to maintain and develop appropriate accessible, dynamic, flexible learning and social spaces which is fit for purpose for teaching and learning and staff working environment.	Failure to recruit Retention impacts Reputational risk Less content students and staff	3	3	9	i) Provision of inspiring spaces for study and socialising. Learning spaces project planned. ii) Maintenance of the physical environment iii) Capital masterplan in place and related to need/estates condition survey. Funding for very high priority items allocated by GCRB to College. iv) Provision of attractive well maintained flexible indoor and outdoor spaces v) Work with GCRB, SFC and GCEF to ensure fully informed estates investment vi) Provision of appropriate locations for independent study vii) Work with GCCSA in developing and promoting use of student spaces viii) Explore potential for range of stakeholders to utilise College campus facilities	2	2	4		1 - Inspirational Learning & Teaching 3 - Unrivalled Student Experience	Vice Principal - Resources & College Development	Student Experience KPIs	4	No change			
			Risk Score Before Mitigating Actions				Risk Score After Mitigating Actions											
Risk Ref	Risk Description - Risk Cause	Potential Consequences	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Link to Strategic Theme(s)	Risk Owner	Links to KPIs (to be completed for future reporting)	Previous score at last report to Board	Increasing/Decreasing			

12	Failure to ensure the College is delivering the right curriculum portfolio to meet students and employers demand, and economic needs	Not meeting credit target Low retention Reputational risk Negative impact on College finances Not achieve College financial plan Not maintain financial sustainability Diminishing relevance of commercial course areas Failing to meet the needs of the economy Failure to meet ROA targets	3	4	12	i) Assessment annually to match portfolio to economic needs/changes including emerging priorities e.g. environmental education ii) Annual review of portfolio also to ensure an accessible and inclusive curriculum (including digital provision) iii) Facilitating strong team of curriculum leadership group who are prepared and focus on evaluation to drive change iv) Raise commercial awareness with faculty staff and significant emphasis on commercial opportunities for faculties v) Revised commercial income/ surplus plan for 22/23 to 24/25 vi) Effective digital marketing used with analytics to drive promotion of commercial courses vii) Maintain strong partnership working with universities with high level of retention and progression viii) Maintain strong partnership working with schools in the delivery of the schools curriculum portfolio ix) Deliver a responsive apprenticeship and upskilling and reskilling course portfolio x) Effective working with disadvantaged communities in relation to curriculum design xi) Monitor feedback from students, employers and other stakeholders on student experience	2	2	4	Lower than Risk Appetite (Averse)	1 - Inspirational Learning & Teaching 2 - Partner of Choice 5 - Financial resilience through operational excellence	Deputy Principal	Student Performance KPIs	4	No change			
13	Failure to have data available to effectively inform operational and strategic decision making	Poor management decision making Inefficient and ineffective operations Failure to achieve financial sustainability Failure to meet ROA targets Unresponsive to trends Reactive rather than proactive Poor horizon scanning ability Reputational risk	3	4	12	i) Accurate and timely reporting mechanisms for key business systems ii) Integration of data from multiple sources into accessible formats iii) Business process reviews regularly undertaken iv) Regular systematic reporting of student and staff data and key business metrics to improve decision making v) Development of dashboard reporting vi) Data Protection Officer in place to advise on General Data Protection Regulation/ Data Protection matters.	2	2	4	Lower than Risk Appetite (Averse)	3 - Unrivalled Student Experience 5 - Financial Resilience through Operational Excellence	Vice Principal Resources & College Development / Deputy Principal	Student Performance and Resource Utilisation KPIs	4	No change			

BOARD OF MANAGEMENT MEETING

Date of Meeting	7 December 2022
Paper Title	Glasgow Clyde Education Foundation Update
Action	For noting
Prepared by	Janet Thomson, Vice Principal Resources and College Development
Agenda No	22.88
Status	Disclosable

1 PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide to the Board of Management an update on the Glasgow Clyde Education Foundation (GCEF) funded College projects as at end November 2022.

2 ACTION FOR THE BOARD

- 2.1 Members are invited to **NOTE** this paper.

3 BRIEF BACKGROUND INFORMATION

- 3.1 The Glasgow Clyde Education Foundation (GCEF) is a separate independent charitable organisation from the College. The College can apply for funds to the Foundation providing they meet GCEF's charitable objectives and following full consideration by the Foundation Board of Trustees.

- 3.2 As at 2021/22 there were five remaining approved GCEF funded projects from those previously considered by them as follows :-

1) **Cardonald Public Realm** – This project has approved funding of £652k for the redevelopment of the Cardonald campus to provide an upgraded environment for students and staff through improvements to the external areas of the campus. The project team commenced from January 2022 and the works were undertaken in summer to autumn 2022. The main contract works are now complete and the only remaining aspect of the project is the planned mural at the base of the Tower building, which will be completed in March/April 2023.

2) **Financial Sustainability Funding** – This approved fund was for a total of £2.3M, which was agreed to be increased by GCEF to £2.4M to include the previous business transformation project remaining

funding and another small balance from the on line care courses project. The final phase of this funding will be utilised in 2022/23.

3) **Business Transformation Funding** – now included in 2) above

4) **DELTA Project (Delivering Excellence in Learning, Teaching & Assessment)** - There was £188k of the funding for this project remaining at August 2021 and GCEF agreed to allocate a further £500k to the DELTA project to extend it over an additional 2 year period.

5) **Supporting Commercial Income Growth** - There was £271k of GCEF funding remaining for this project from August 2021, and this is planned to be utilised in future years mainly for staffing to assist in the achievement of the commercial income plan. A restructure of the commercial and external funding teams is now concluded with a revised focus in the structure into employer related commercial activities and into individuals' related training and funding activities.

3.3 The College continues to progress each of these projects and to provide monitoring information as required by GCEF.

3.4 In addition to the above projects there have been discussions with the Foundation on the College's intended Learning Spaces Project which is to invest in the refurbishment of internal areas on all three campuses to create high quality informal learning spaces. The current stage of ongoing planning for this project has been noted by GCEF and they have agreed to fund up to a total of £2.3M by 2024 for this programme, subject to further reporting on the detailed proposals. There is a College Learning Spaces Project Group and a number of site visits have been undertaken to other institutions. In addition the College Learning and Inspiration Committee considered the Learning Spaces project at a workshop in mid-September with discussions on the purpose of the spaces and what success would look like, potential pedagogy changes which could be made possible, consideration of type and size of space that may be involved and discussion on the technology impacts. Discussions are planned with wider staff groups over coming months to further inform the plans for the spaces.

3.5 The Learning Spaces Project will involve a mix of smaller scale revenue projects which will be a range of refurbishment of existing areas with installation on new furnishings and fittings to modernise specific spaces at each campus, and larger scale capital projects for reviewing substantial areas at the Cardonald and Langside campuses, and if possible also at the Anniesland campus (although this is tighter for space and the Student Space area has been recently completed). The split between revenue and capital expenditure has been estimated by the Project Group to be 80% capital and

20% revenue hence £1.8M of capital and £500k of revenue including VAT and fees.

- 3.6 The first phase of the Learning Spaces Project is a proposed “proof of concept” purchase of a range of study style furnishings in the Cardonald library which occupies the majority of the second floor of the Tower Building and is a substantial space overall. It is hoped that funds can be accessed from GCEF to move this forward early in 2023.

4 SUPPORTING DOCUMENTATION/FURTHER INFORMATION

N/A

5 RISKS

- 5.1 There are no specific risk implications associated with this paper.

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

- 6.1 GCEF is a separate charitable organisation and hence is a separate legal entity. The financial implications of each project are indicated above. All GCEF funded projects will be progressed to enhance the student experience where possible, and take account of any equality and diversity matters.

BOARD OF MANAGEMENT MEETING

Date of Meeting	7 December 2022
Agenda Item	22.89
Paper Title	Governance Update
Action	Information
Prepared by	Kirsty Mavor, 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 invited to:
- (i) Approve the proposed changes to the Audit Committee and Nominations Committee remit.
 - (ii) Note that no changes are proposed to the Remuneration, Finance and Resources and Learning and Teaching Committee remits.
 - (iii) Note the updated GCCSA Constitution and Schedules.
 - (iv) Note the regional update from GCRB.
 - (v) Note the Acronym Buster and Schedule of Work for 2022/23 (previously provided at October meeting)

3 BRIEF BACKGROUND INFORMATION

3.1 Committee Remits

The majority of Committees have now reviewed their remits with the exception of Organisational Development Committee which will be considered in February 2023 as part of an overall Committee Effectiveness Review.

Nominations Committee	Changes proposed to specify role in relation to Co-opted members, overseeing Board Development Plan and to allow for 'as and when needed' approach to scheduling meetings (see Appendix 22.89A)
Audit Committee	Changes proposed to specify role in relation to monitoring Climate Change Action plan (see Appendix 22.89B)

The Board is asked to approve the proposed changes to the Nominations Committee and Audit Committee remits. The remits for Learning and Teaching, Finance and Resources and Remuneration Committee were considered to be fit for purpose with no proposed changes.

3.2 GCCSA Constitution and Schedules

In terms of the Code of Good Governance for Scottish Colleges there is an obligation on the Board to ensure that GCCSA "*operates in a fair and democratic manner and fulfils its responsibilities*" and that its Constitution is reviewed at least every 5 years.

- 3.3** It was agreed at the June Board Meeting that that any changes to the Constitution will be reviewed by the Chair and Clerk on behalf of the Board before the documents are finalised. This is now complete and the Board is asked to note the updated Constitution and Schedules.

3.4 GCRB Regional Update

GCRB met on 31 October and a summary of the meeting is attached at **Appendix 22.89D**.

3.5 Schedule of Work 2022/23

A schedule outlining the papers that will be considered by the Board during 2022/23 is included at **Appendix 22.89E**. This schedule will be provided at each meeting and Board members are invited to suggest topics.

3.6 Acronym Glossary

This is attached at **Appendix 22.89F** and an updated version will be provided as a standing item at each meeting.

4 SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

Appendix 22.89A: Nominations Committee remit (with tracked changes).

Appendix 22.89B: Audit Committee remit (with tracked changes)

Appendix 22.89C: GCCSA Constitution and Schedules

Appendix 22.89D: Schedule of Work 2022/23

Appendix 22.89E: Acronym Glossary

5 RISKS

The matters in this paper address the College's governance arrangements. By ensuring these matters are properly addressed the College will meet the governance expectations of external stakeholders.

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

N/A

NOMINATIONS COMMITTEE

REMIT OF 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.
- 2.3. To be responsible for selecting candidates for co-option to the Committees of the Board in accordance with the 'Process to co-opt members to GCC Board Committees'.
- 3.4. To give full consideration to succession planning for members of the Board, taking into account the challenges and opportunities which face the College.
- 4.5. To have regard to the desire of the Board to have a diverse membership reflecting the communities which it serves.
6. 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;
- 5.7. To oversee and monitor progress of the Board's Development plan
- 6.8. 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.

REVIEWED OCTOBER 2022~~9 DECEMBER 2020~~1

AUDIT COMMITTEE

REMIT OF 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.
- (3)(4) progress made on the implementation of the College's Climate Change Action Plan and achievement of related targets.

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.

CLIMATE CHANGE ACTION PLAN

Monitoring progress of the College's implementation of the Climate Change Action Plan.

Reviewing the College's Climate Change Action Plan on a quarterly basis.

Reporting at least annually to the Board of Management and advising on any issues or concerns in relation to the Climate Change Action Plan.

Providing information in relation to the monitoring of the Climate Change Action Plan to the Finance and Resources Committee.

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.

VERSION REVIEWED AND APPROVED ~~SEPTEMBER 2024~~NOVEMBER 2022

Constitution

of

Glasgow Clyde College Student Association

(An unincorporated association)

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Constitution of Glasgow Clyde College Student Association

We Glasgow Clyde College Student Association (GCCSA) are a students' association within the meaning of the Education Act 1994. We act as a voice for our members and are devoted to their educational interests and welfare. Glasgow Clyde College (GCC) provides us with funds to help us meet our objectives as set out.

1. Student Association Council

1.1 All elected GCCSA student officers and all GCCSA staff make up the Student Association Council.

1.2 The Student Association Council are responsible for:

- a) the day-to-day running of GCCSA in line with the aims and objectives.
- b) setting GCCSA policy
- c) making and amending the schedules in line with clause [14].
- d) acting as a consultation forum for raising matters with GCC.
- e) providing processes through which GCCSA can update students.
- f) providing processes through which GCCSA can gather information and views from students; and
- g) providing opportunities for students in order to enhance student belonging and involvement in GCC life.

1.3 The membership of the Student Association Council will be set out in the schedules [1].

1.4 Student Association Council membership must be approved by the Assistant Principal of Student Experience.

2. Objectives

1.1 We aim to promote an unrivalled student experience at GCC by:

- a) being representative of the student body and promoting the interests and welfare of students at GCC during their studies.
- b) promoting a sense of belonging for all students at GCC.
- c) Recognising students' rights to be able to receive support, advice and signposting.

- d) being the recognised representative channel between students, GCC and any other external organisation; and
 - e) working in partnership with the college to help provide, support and promote social, cultural, sporting and recreational activities.
- 1.2 GCCSA shall practice the above aims and objectives independent of any political party, religious group or any other organisation.

2. Powers

So that we can carry out our aims and objectives, we have the power to:

- a) provide and promote activities, services and facilities for our members;
- b) raise funds and receive grants and donations;
- c) trade while we are carrying out any of our aims and objectives and continue with any other trade which is not expected to lead to taxable profits; and
- d) do anything which is lawful to achieve our aims and objectives.

3. Money and property

- 3.1 Our money and property must only be used to help us carry out our objectives.
- 3.2 GCCSA budget is agreed by the college and Student Association Council.
- 3.3 Spend must be approved by GCCSA staff and Assistant Principal for Student Experience.

4. Members

- 4.1 Our members are:
 - a) all students aged 16 and over who are registered at GCC and have not opted out of membership of our association; and
 - b) our student officers.
- 4.2 You cannot transfer your membership to someone else. Your membership will automatically end if:
 - a) you stop being a student, or in the case of a student officer, your student status within the college is withdrawn in line with the college's policies and procedures; or

- b) you give us written notice that you do not want to be a member in line with the schedules or in the case of members who are not student officers, a decision is made to remove you from membership under the student code of conduct and associated college policy and procedures.
- 4.3 Members can use our facilities and take part in our educational, social, sporting and cultural activities, as well as leading on their own student-led clubs and/or societies. Members can participate and speak within our meetings and all members have the right to stand and vote in our student officer elections (in accordance to our Election Regulations).
- 4.4 Registered students of Glasgow Clyde College under the age of 16 shall not be members of our association, but may take part in certain activities. Students under the age of 16 will not be given a card bearing the NUS logo. GCCSA may engage with under 16 schools' pupils.

5. Referendums

- 5.1 A referendum, in which all members will be allowed to vote, may be called on any issue by the Student Association if they receive a petition setting out the issue along with the name, course, student card number and signature of at least [200] members. A referendum on an issue can only be held once in an academic year and will not be repeated.
- 5.2 The results of any referendum that takes place will be presented to GCC by the Student Association Council.

6. Annual general meeting (AGM)

- 6.1 We will hold an AGM once in each calendar year.
- 6.2 We will give members and the College at least 14 days' notice of the place, day and time of the meeting and details of the agenda, including items relating to the Glasgow Clyde College's strategy.
- 6.3 The GCCSA President will chair the meeting. If this is not possible, a member of GCCSA staff will act as chairperson.

7. Elections

- 7.1 In line with the Education Act 1994, all office holders will be elected by a secret ballot of our members.
- 7.2 To ensure that the elections which take place, are free and fair, and that any complaints are upheld a returning officer for the elections shall be appointed by GCCSA staff. The returning officer shall not be a member of the student association. The returning officer will typically be appointed from NUS but can also be GCC college staff.
- 7.3 Throughout the election process all members who nominate themselves as candidates must ensure that they show respect to other

candidates in line with Election Regulations and college procedures and policy. Not doing so can result in removal from the election.

7.4 Student Officer Elections will be set out in the schedules [3].

8. Board of Management

8.1 The elected Student President will sit on the Board of Management as the main student representative.

8.2 The second student representative on the Board of Management will be one of the three elected Student Vice Presidents. This representative will be selected by the Student President and GCCSA staff.

8.3 Student Association members who are members of the Board of Management must adhere to the Board of Management confidentiality agreement and code of conduct. Failure to adhere to agreed practice can result in removal from the Board of Management and/or from their role with GCCSA. This also applies to committees related to the board.

8.4 The elected Student President will also have the opportunity to sit on the Glasgow Colleges Regional Board or become the chair of the Glasgow Colleges Regional Student Executive (GCRSE). Following an internal election at the start of each academic year, two out of the three regional Presidents will become board members and the third will become the chair of GCRSE and has observer status at the GCRB board meetings. This occurs in line with the Regional Student Executive Constitution.

9. Student Representation

9.1 Students will be represented in the following ways:

a) Class Representatives

b) Student Voice Forum

9.2 Class Representatives are self-nominated and should then be elected by the rest of their class to represent.

9.3 Curriculum Managers should actively promote the election of class representatives for all courses they are responsible for.

9.4 The election process for Class Representatives can be run in various ways and should be supported by teaching staff.

9.5 There can be up to two Class Representatives per class but a minimum of one Class Representative is encouraged.

9.6 Class Representatives should be logged onto GCCSA online system by teaching staff so that GCCSA can communicate directly with them.

- 9.7 Class Representatives through GCCSA will have an opportunity to attend initial training and will be invited to meetings throughout the year.
- 9.8 Teaching staff should support Class Representatives throughout their time in the role and engage with them to gather direct feedback.
- 9.9 GCCSA will aim to engage with teaching staff at the start, middle and end of the academic to speak to students.
- 9.10 GCCSA will invite students to various Student Voice Forums throughout the academic year to discuss college service delivery.
- 9.11 Topics for Student Voice Forums will be agreed upon by GCCSA and the Assistant Principal of Student Experience.
- 9.12 All students will be invited to Student Voice Forums giving them a chance to have their voice heard and develop a sense of belonging.

10. Being affiliated to other organisations

- 10.1 Any proposal to affiliate to another organisation must be approved by the Student Association Council. An affiliation can only be approved on the basis that the organisation supports and complies with the aims and objectives of the association as detailed in the GCCSA constitution.
- 10.2 GCCSA will tell GCC about all new links to other organisations, including the name of the organisation, reason for affiliation and the fee to be paid where applicable. Approval by the Assistant Principal of Student Experience is required for any affiliations.
- 10.3 If our members want to object to a current link to any particular organisation, they must present a petition, signed by at least [200] members, to the Student Association Council. A referendum will be called on the issue and hold it in line with the schedules. We cannot hold another referendum about the same matter in the same academic year.
- 10.4 The results of any referendum that takes place will be presented to GCC by the Student Association Council.

11. Clubs and societies

Clubs and societies may be recognised by the Student Association Council as long as they meet the requirements set out in the schedules [6] and are in line with our aims and objectives. Clubs and societies are led by students for students. GCCSA are there for guidance and support only.

12. Complaints procedure

If we receive any complaints about any member of the Student Association Council, we will deal with these under the complaints guidance set out in the schedules [7] and in line with college policy and procedure.

13. Finance

13.1 We will receive appropriate funds from GCC to allow us to carry out our aims and objectives. To ensure effective financial control we will;

- a) ensure that GCCSA finances operate fairly, efficiently and effectively.
- a) allocate GCCSA budget which is subject to approval from GCC.
- b) ensure that financial reports are made available via finance department
- c) prepare GCCSA reports of activity and any other information required under legislation.
- d) ensure that no contracts for a period exceeding one year are entered into without prior agreement of the Student Association Council and Assistant Principal Student Experience.

14. Schedules

The Student Association Council will jointly make or amend schedules relating to how GCCSA will run, as long as these schedules are consistent with this constitution and are reviewed accordingly [8]. These must also be agreed with the Assistant Principal of Student Experience.

15. Protection against liability

Officers or auditors of our association may be, covered against any liability they face in defending any proceedings, whether civil or criminal, in which judgment is given in their favour or in which they are acquitted, or in connection with any application in which the court finds they have not been negligent, not failed to carry out their duties or not broken trust in relation to our work, and against all costs, charges, losses, expenses or liabilities they face in carrying out their duties.

16. Winding up

If we are wound up, any money or property remaining after all our debts have been paid will belong to and be held by GCC in trust for the purposes of a students' association that represents the students of GCC.

17. Amendments to the constitution

17.1 The Student Association Council and GCC will review this constitution after a year of publication and then every three years from the date of this constitution.

17.2 The constitution can only be amended by the Student Council at a meeting with at least [two thirds] of those present and must be

approved by the Assistant Principal of Student Experience. Glasgow Clyde College Board will also receive the constitution to note.

18. Interpretation

- 18.1 If anyone challenges any part of the constitution, decisions will be implemented by Student Association Staff and the Assistant Principal of Student Experience.
- 18.2 If a member of our association is not satisfied with the decision they may appeal to the Board of Management whose decision will be final

19. Equality, Diversity and Inclusion

This constitution has been developed in line with all relevant legislation including the Equality Act 2010 and all relevant Human Rights legislation. This covers all individuals including, but not limited to, those with the following protected characteristics: Age, disability, gender reassignment (including gender identity and expression), marriage and civil partnership status, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

20. Terms of Reference

- I. 'GCCSA' means Glasgow Clyde College Student Association.
- II. 'GCC' means Glasgow Clyde College.
- III. The 'college' means Glasgow Clyde College.
- IV. The 'association' means Glasgow Clyde College Student Association.
- V. 'Student Association Council' means all elected officers and employed association staff members.
- VI. 'NUS' means the National Union of Students.
- VII. 'the Education Act' means the 1994 Education Act.
- VIII. 'the Equality Act' means the 2010 Equality Act.
- IX. 'Students Rights' is mentioned in relation to relevant college policies and procedures.
- X. 'Student Charter' refers to the document which outlines the expectations of the college and students in reference to each other.
- XI. 'Post 16 Education Scotland Act' means Post 16 Education (Scotland) Act 2013.
- XII. 'AGM' means the Annual General Meeting of GCCSA members.

- XIII. 'Board of Management' means Glasgow Clyde College Board of Management.
- XIV. 'GCRB' means 'Glasgow Colleges Regional Board.

Constitution Schedules

of

Glasgow Clyde College Student Association (GCCSA)

(An unincorporated association)

Schedules

1. Student Association Council Membership
2. Elected Officer Roles
3. Student Officer Elections
4. Student Conduct
5. Membership – Opting Out
6. Clubs and Societies
7. Complaints

Schedules of Glasgow Clyde College Student Association

The schedules relate to the areas noted in the Glasgow Clyde College Student Association (GCCSA) Constitution with support from Glasgow Clyde College (GCC).

1. Student Association Council Membership

1.1 The staff roles included in the Student Association Council are;

- a) GCCSA Coordinator; and
- b) GCCSA Engagement Assistant.

1.2 Any changes to the roles must be put forward by the Student Association Council, agreed by the Assistant Principal of Student Experience, approved by College Executive Management and arranged by Human Resources.

1.3 The elected officer roles included in the Student Association Council are;

- a) GCCSA Student President; and
- b) GCCSA Student Vice-President (x3).

1.4 Any changes to the roles must be put forward by the Student Association Council, agreed by the Assistant Principal of Student Experience, approved by Senior Leadership Team and arranged by Human Resources.

2. Elected Officer Roles

2.1 The duties and responsibilities of the Student President and Student Vice President(s) are included within their job roles and job descriptions.

2.2 In addition, elected officers must;

- a) be an active member of GCCSA.
- b) be a supportive team player within the GCCSA elected officer group.
- c) work alongside the GCCSA staff with the associations' best interests placed at the heart of all decisions made.
- d) aim to raise the profile of GCCSA across the college and within the wider community.
- e) undertake all duties efficiently, respectfully and prudently in the best interests of students, GCCSA and GCC.
- f) be a representative of students and work with the college on matters affecting students, as well as aiming to increase student engagement.
- g) work in partnership with staff across the college to ensure that GCCSA has an active role in enhancing the overall student experience at GCC.

- h) aim to encourage students to get actively involved in the work of GCCSA and GCC whether this be via feedback, campaigns or activity.
- i) must ensure that campaigns and activities are cross campus.
- j) signpost students to the appropriate support services as required.
- k) always consider the long-term development of GCCSA within plans.
- l) prepare reports written or verbal to take to the boards, committees or groups where GCCSA represent. Representation on groups will be decided by the Student Association Council and approved by GCCSA staff and the Assistant Principal of Student Experience.
- m) represent GCCSA at the college Board of Management and other relevant committees, reporting back to team.
- n) Represent GCCSA at the Glasgow Colleges Regional Board of Management and/or Regional Student Executive Group, reporting back to team.
- o) work with the GCC Equality Lead to ensure accessibility of our service.
- p) meet regularly with the GCC Principal and appropriate members of staff to report back on the work of GCCSA and receive college updates.
- q) ensure that GCCSA activity is tracked and reported on as required.
- r) be responsible for any other reasonable duties as required.
- s) work with GCCSA staff to effectively evaluate the work of the association.

3. Student Officer Elections

3.1 In addition to the Election Regulations, all candidates shall be obligated to comply with the following;

- a) the college rules, regulations and policies.
- b) the student association constitution and policies; and
- c) the laws of Scotland.

3.2 The election will be promoted;

- a) by GCCSA staff via email, canvas, posters and social media.
- b) by candidates to a specification determined by GCCSA staff.

- 3.3 GCCSA staff will hold 1-2-1's with all interested candidates.
- 3.4 Candidates must meet with GCCSA staff prior to starting their campaign. The start date for campaigning will be defined by GCCSA staff. All candidates must follow the election regulations and guidelines.
- 3.5 No form of offensive or derogatory campaigning shall be produced or used during the campaign by any candidate and no form of gifting can be distributed. This can result in removal from the process.
- 3.6 College staff and the returning officer reserve the right to remove any election material which in their reasonable opinion is inappropriate.
- 3.7 Voting will occur online via secret ballot;
- a) All matriculated students have the right to vote in the elections.
 - b) If a student has an accessibility issue and can't access voting online, GCCSA can support this student to ensure that they can cast their vote.
 - c) All in post elected officers shall be able to vote in the election.
 - d) Results will be sent to GCCSA staff at close of the election and must be sent to the returning officer and the Assistant Principal of Student Experience prior to any results announcements.
 - e) Once verified, all candidates will be sent on the results first. After that, results will be shared via email, canvas and social media to all students and staff. Results will also be shared with GCC Principal and the Board.
 - f) Votes will be kept for a period of a least one (1) month in case of appeals.
 - g) The results will become official forty-eight (48) hours after they have been announced, assuming that no complaint has been lodged with the GCCSA staff or returning officer within the forty-eight (48) hours period.
 - h) In the event of a complaint being received by GCCSA staff or the returning officer the results shall be suspended until the complaint has been resolved.
- 3.8 Any challenge or complaint concerning the administration and good conduct of the election will be heard and determined by GCCSA staff or the returning officer within forty-eight (48) hours of such a complaint being lodged by any full member of GCCSA and where relevant will including the candidate.
- a) Any complaint against the conduct or administration of the election should be received by GCCSA staff or the returning officer before the start of the count. If the complaint is about GCCSA staff directly, the complaint should

be directed to the returning officer who will also hear the appropriate evidence.

- b) In determining a resolution to a complaint, the GCCSA staff after hearing all the appropriate evidence may not uphold the complaint; or may halt elections for specified post(s) or disqualify specified candidate(s) if, in their view, a candidate(s) has breached election regulations.
- c) The complaint can be escalated by GCCSA staff or the returning officer to the Assistant Principal of Student Experience if required. Their decision is final and will be upheld in relation to all regulations and procedures.
- d) The Election Regulations outline the full complaints process.

4. Student Conduct

- 4.1 All Members of GCCSA are expected to abide by the constitution and its schedules which provides the framework code of conduct for student officers and association members. Members must also adhere to applicable GCC student related policies and procedures. This constitution, schedules and GCC policy and procedure sets out the expected standards of behaviour for members. Where this standard of behaviour is considered inappropriate by college staff, wider college policies and procedures may be involved.
- 4.2 Disciplinary issues may arise when the constitution or schedules of GCCSA or GCC policies and or procedures have allegedly been breached. GCCSA will address such instances through the application of these procedures.
- 4.3 For the purpose of this procedure, members are defined as;
 - a) all students aged 16 and over who are registered at GCC and have not opted out of membership of our union; and
 - b) our elected student officers.
- 4.4 This does not include any staff who are subject to separate disciplinary procedures. Elected officers have employed status and can be handled through both this procedure and that for Student Association or college staff.
- 4.5 GCCSA believes that it is necessary to promote orderly relations as well as fairness and consistency in the treatment of others. The framework of the constitution, schedules and GCC policies and procedures provides core operating practices.
- 4.6 All members of GCCSA are subject to requirements but it is assumed that the context of the member will be considered. This means, for example, that a much higher minimum standard of behaviour would be expected of an elected student officer than an ordinary member during any GCCSA activity.

4.7 Disciplinary action may be taken in respect of any breach of discipline;

- a) on GCCSA or GCC premises.
- b) while the member is using GCCSA or GCC facilities.
- c) while a member is representing or acting on behalf of GCCSA at any event of whatever kind and wherever held.
- d) in relation to actions or incidents between two or more representatives of GCCSA in any or none of the settings above, or in relation to actions or incidents between association representatives and staff or stakeholders.
- e) online and/or social media platforms of any kind.

4.8 In this constitution a breach of discipline means (but is not limited to);

- a) threatening or harassing any other person, whether physically or verbally.
- b) assaulting any other person.
- c) damaging any property, whether deliberately or negligently.
- d) acting in contravention of the Equality Policies and Procedures of GCC.
- e) acting without due regard for the safety of others.
- f) acting with dishonesty or with intent to defraud.
- g) incidents of gross misconduct.
- h) infringement of equal opportunities, safe space, safeguarding or staff protocol policy; and
- i) a breach of discipline is also applicable to online behaviour.

5. Membership – Opting Out

5.1 Every student shall be able to relinquish their right of membership of GCCSA.

5.2 A student who opts out of GCCSA membership shall not be able to participate in the democratic and decision-making function of the Student Association. This includes not being able to stand for any representative position or run any clubs or societies. They will not be able to stand in GCCSA elections.

5.3 Any student who opts out of association membership shall continue to have the right to attend GCCSA campaigns, events and can participate in the activities or clubs and societies run by other students.

5.4 A student wishing to opt out must indicate this in writing, paper or electronic format, to GCCSA staff.

5.5 A student who has opted out who wishes to become a member of the association again shall notify GCCSA staff in writing, paper or electronic format. The staff shall then inform the elected officer team. If the application falls within twenty college days of nominations opening for a Student Association election, then the student will not be eligible to take up the full privileges of membership until the nomination period has closed.

6. Clubs and Societies

6.1 Any member of GCCSA may set up a club or society. A club or society shall be recognised provided that they;

- a) fill out a clubs and societies form providing the name, aims and objectives of the club or society, show interest from other students and have plans in place for running the club or society.
- b) provide their contact details and are aware that clubs/societies are ran by students for students and that GCCSA are only here to support and will not host the club or society.

6.2 Any approved club or society must align with GCCSA's constitution and schedules.

6.3 No club or society may receive support, funds or use student association resources or facilities without recognition in each academic year.

6.4 GCCSA are not responsible for clubs or societies, these are run and attended voluntarily by students and for students.

6.5 In cases involving the misuse of GCCSA or GCC facilities and/or resources or inappropriate behaviour likely to cause potential danger or offence to students, staff or other persons, the student or club or society may be suspended from the use of particular facilities or resources until the disciplinary investigation has been carried out and a decision made.

6.6 In the event that the club or society is found to have breached any GCCSA or GCC rules, regulations or policy then the club may be dissolved.

7. Complaints

7.1 Minor cases of misconduct and/or behaviour may be best dealt with informally though this decision will be agreed upon by GCCSA staff and approved by the Assistant Principal of Student Experience. This can be in relation to members, elected officers or staff members;

- a) Informal feedback, comments or complaints can be address to GCCSA staff or where it is about GCCSA staff can be address to the Assistant

Principal of Student Experience. If informal complaints can't be resolved then a redirection to the formal complaints process will be the next step.

- b) Where appropriate, it may be necessary to issue an informal warning, but the appropriate member of staff will ensure that these areas are discussed with the objective of helping the member, GCCSA Team, elected officer or member of staff to make appropriate improvements or changes as required. Individuals will also be told if a review is required and if so when and over what period.
- c) All members are held accountable to college policy and procedure. GCCSA staff and elected officers are also held accountable to their job descriptions and college contracts in addition to college policy and procedure.
- d) Individuals will be informed if any action will be taken if they fail to improve either their conduct or behaviour. Informal warnings and/or counselling are not part of the formal disciplinary procedure.

7.2 The complaints procedure shall be made available to all staff, students or stakeholders who are dissatisfied in their dealings with GCCSA or claim to be unfairly disadvantaged;

- a) Any formal complaint about GCCSA should be submitted via the standard GCC complaints procedure and will be responded to accordingly in line with college policies and procedures.
- b) Any formal complaint submitted will be directed to GCCSA staff and where appropriate the Assistant Principal of Student Experience. Where the complaint is about GCCSA staff it will be directed straight to the Assistant Principal of Student Experience.
- c) All actions taken as a result of a formal complaint shall be taken with full regard to GCC policies and procedures.
- d) Formal verbal warnings and formal written warnings can be issued in line with GCC policies and procedures. This can be followed by suspension and/or termination from Student Association membership. Elected officers and GCCSA staff may be taken through the staff disciplinary procedure where appropriate.

7.3 Accurate records will be kept during formal procedures detailing;

- a) any breach of disciplinary rules or unsatisfactory behaviour.
- b) the member or employees defence or mitigation.
- c) the action taken and the reasons for it.
- d) whether an appeal was lodged, its outcome and any subsequent developments within the complaints process; and

- e) will be kept confidential and retained in line with college policies and procedures and the Data Protection Act 2018.

8. Amendments to the schedules

- 8.1 The Student Association Council and GCC will review the schedules in line with the constitution.
- 8.2 The schedules can only be amended in line with the constitution by the Student Council at a meeting with at least [two thirds] of those present and must be approved by the Assistant Principal of Student Experience. Glasgow Clyde College Board will also receive a copy of the schedules to note.

9. Interpretation

- 9.1 If anyone challenges any part of the schedules, final decisions will be made by GCCSA staff and approved by the Assistant Principal of Student Experience.
- 9.2 If a member of our student association is not satisfied with the decision they may appeal to the Depute Principal whose decision will be final.

10. Equality, Diversity and Inclusion

These schedules have been developed in line with all relevant legislation including the Equality Act 2010 and all relevant Human Right legislation. This covers all individuals including, but not limited to, those with the following protected characteristics: Age, disability, gender reassignment (including gender identity and expression), marriage and civil partnership status, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

11. Terms of Reference

- I. 'GCCSA' means Glasgow Clyde College Student Association.
- II. 'GCC' means Glasgow Clyde College.
- III. The 'college' means Glasgow Clyde College
- IV. The 'association' means Glasgow Clyde College Student Association.
- V. 'Student Association Council' means all elected officers and employed association staff members
- VI. 'the Education Act' means the 1994 Education Act
- VII. 'the Equality Act' means the 2010 Equality Act
- VIII. 'Board of Management' means Glasgow Clyde College Board of Management
- IX. 'GCRB' means Glasgow Colleges Regional Board

Glasgow Clyde College

Board of Management - Acronym Buster

AHE	Advance Higher Education
ALF	Arms-Length Foundation
AOP	(Financial) Adjusted Operating Position
APUC	Advanced Procurement for Universities and Colleges
AS	Audit Scotland
AY	Academic Year
BAME	Black, Asian and Minority Ethnic
BDU	Business Development Unit
BME	Black & Minority Ethnic
BMS	Building Management System
BOM	Board of Management
BSL	British Sign Language
CAP	Curriculum Assistant Principal
CBI	Confederation of British Industry
CDN	College Development Network
CE	Cyber Essentials
CLD	Community Learning & Development
CES	College Employers Scotland
CfE	Curriculum for Excellence
CoGC	City of Glasgow College
CPD	Continuous Professional Development
CPG	College Principals Group
CS	Colleges Scotland
DELTA	Delivery Excellence in Learning, Teaching & Assessment (an E-Learning Project)
DPIA	Data Protection Impact Assessment
DPO	Data Protection Officer
DYW	Developing the Young Workforce
EDI	Equality, Diversity & Inclusion
ESF	European Social Fund

EIA	Equality Impact Assessment
EIS-FELA	Educational Institute of Scotland – Further Education Lecturers Association
ES	Education Scotland
EMT	Executive Management Team (comprising the Principal, Deputy Principal & Vice Principal)
ESOL	English for Speakers of Other Languages
EFU	External Funding Unit
EV	External Verification
FA	Foundation Apprenticeship
FFR	Financial Forecast Return
FE	Further Education
FReM	(Scottish Government) Financial Reporting Manual
FRS	Financial Reporting Standard
FTE	Full Time Equivalent
FWDF	Flexible Workforce Development Fund
FY	Financial Year
GCG	Glasgow Colleges Group
GCPP	Glasgow Community Planning Partnership
GCRB	Glasgow Colleges Regional Board
GCEF	Glasgow Clyde Education Foundation (our Arms-Length Foundation)
GCC	Glasgow Clyde College
GCCSA	Glasgow Clyde College Student Association
GDPR	General Data Protection Regulation
GHSCP	Glasgow Health & Social Care Partnership
GKC	Glasgow Kelvin College
GTCS	General Teaching Council of Scotland
HE	Higher Education
HEFESTIS	Higher Education Further Education Shared Technology & Information Service
HEI	Higher Education Institute
HNC	Higher National Certificate
HND	Higher National Diploma

HR	Human Resources
HSE	Health & Safety Executive
IAS	Internal Audit Service
ICO	Information Commissioner's Office
ICT	Information and Communications Technology
IV	Internal Verification
JCNC	Joint Consultation & Negotiation Committee
JISC	Joint Information Systems Committee
JRS	Job Retention Scheme
KPI	Key Performance Indicator
LGBT+	Lesbian, Gay, Bisexual & Transgender/Transsexual Plus
LGPS	Local Government Pension Scheme
MA	Modern Apprenticeship
MIS	Management Information System
MUIE	Management & Union Information Exchange
NB	National Bargaining
NC	National Certificate
NPA	National Progression Award
NQ	National Qualification
NRPA	National Recognition & Procedure Agreement
NUS	National Union of Students
NTTF	National Transitions Training Fund
OD	Organisational Development
PDA	Personal Development Award
PDP	Personal Development Plans
PI	Performance Indicator
ROA	Regional Outcome Agreement
SAR	Subject Access Request
SAAS	Student Awards Agency Scotland
SCDI	Scottish Council for Development & Industry
SCQF	Scottish Credit & Qualifications Framework

SDS	Skills Development Scotland
SFC	Scottish Funding Council
SG	Scottish Government
SIMD	Scottish Index of Multiple Deprivation
SLIC	Scottish Libraries & Information Council
SLT	Senior Leadership Team (comprising all senior managers in the college)
SOCI	Statement of Comprehensive Income
SPF	Strathclyde Pension Fund
SPSO	Scottish Public Sector Ombudsman
STEM	Science, Technology, Engineering & Mathematics
STSS	Scottish Teachers Superannuation Scheme
SQA	Scottish Qualifications Authority
SRUC	Scotland's Rural College
SSSC	Scottish Social Services Council
SVQ	Scottish Vocational Qualification
TQFE	Teaching Qualification in Further Education
TU	Trade Union
TUPE	Transfer of Undertakings Provision of Employment
UCAS	Universities & Colleges Admissions Service
US	Universities Scotland
VFM	Value for Money
VLE	Virtual Learning Environment
VPN	Virtual Private Network
VS	Voluntary Severance
WS	World Skills
YPG	Young Persons Guarantee

Glasgow Clyde College Board of Management

Schedule of Work 2022-23

13 SEPTEMBER 2022
BOARD DEVELOPMENT DAY
Board Development Plan
Board Self Appraisal
STANDING ITEMS (for every meeting)
Chair's Report (verbal)
Principal's Report (paper)
Student President's Report (paper)
Minutes of Committee meeting(s) (including Health and Safety Reports from OD Committee)
For noting/approval
Strategic Risk Register update
Estates, Capital Expenditure & Masterplan Update
Glasgow Clyde Education Foundation update
Governance Update
Acronym guide
12 OCTOBER 2022
FOR DISCUSSION/DECISION
Strategic Plan KPIs
2022/23 Budget <ul style="list-style-type: none"> Discussions with GCRB/SFC Financial Forecast for 2022/23
5 year Plan (Final)
Restructure Update (if relevant)
Credits – Estimate of outturn against target 2022-23
Climate Change Action Plan (from Sept 23 onwards)
FOR APPROVAL /NOTING
Freedom of Information Summary
7 DECEMBER 2022
FOR DISCUSSION/DECISION
Strategic Plan KPIs
Report on Going Concern
Annual Report by Audit Committee to Board of Management
Final Annual Financial Statements for year ending 31 July 2022
Final Annual External Audit Report and Letter of Representation 2022
Regional Outcome Agreement Development update
Credits Projection current year & Final credits report 2021/22
FOR APPROVAL/NOTING
Modern Slavery Act Statement 2022/23 (to share with Chair before meeting)
Financial Report year to October 2022 and Forecast Outturn to December 2022

22 MARCH 2023
FOR DISCUSSION/DECISION
Strategic Plan KPIs
SFC Indicative Funding Allocation for future year
Final Regional Outcome Agreement for future year
Financial Report year to January 2023 and Forecast Outturn
Credits Projection 22/23
Digital Strategy
FOR APPROVAL/NOTING
Health and Safety Report from OD Committee
Policies – Procurement and Fire policies
14 JUNE 2023
FOR DISCUSSION/DECISION
Revenue budget for 2023/24 for approval
Financial Report year to April 2023 and Forecast Outturn to end July 2023
Strategic Plan KPIs
Equalities Report
Credits Projection 2022/23
FOR APPROVAL/NOTING
Capital Masterplan update
Five year Plan Update