

BOARD OF MANAGEMENT

**13 December 2023 at 4.30pm
The Space, Langside Campus**

The next Meeting of the Board of Management will be held on Wednesday 13 December 2023 at 4.30pm. The meeting will be held in The Space (Langside Campus).

AGENDA

23.60	Welcome and Apologies		D Newall
23.61	Declarations of Interest		D Newall
23.62	Determination of Other Business		D Newall
23.63	Draft Minute of the Board meeting-11 October 2023	P	D Newall
23.64	Matters Arising – Action Grid	P	D Newall
Items for Discussion/Approval			
23.65	Annual Report by Audit Committee to Board of Management	P	D Watt/ T Elliott
23.66	Annual Report and Financial Statement for y/e 31 July 2023		
	(a) Annual Performance Report	P	J Vincent
	(b) Financial Statements	P	T Elliott
23.67	2022-23 Annual Audit Report from the External Auditor and Letter of Representation	P	T Elliott
23.68	Equality, diversity and inclusion (to be discussed in small groups)	V	DMarshall/L McGaw
23.69	Credits Projection	P	J Rafferty
23.70	Cost Reduction Update	V	J Vincent
23.71	Update on National Pay Negotiations	P	L McGaw
Other Standing Items			
23.72	Student President's Report	P	A Jack
23.73	Principal's Report	P	J Vincent
23.74	Chair's Report	V	D Newall
Committee Meetings			
23.75	Nominations Committee – 8 November 2023	P	S Heidinger
23.76	Remuneration Committee – 15 November 2023	P	S Heidinger
23.77	Learning and Teaching Committee - 15 November 2023	P	M McKenna
23.78	Audit Committee - 22 November 2023	P	D Watt
23.79	Finance & Resources Committee - 29 November 2023	P	D Newall
Items for Noting/Formal Approval *			
23.80	2023/24 Financial Position – Financial report to December and forecast outturn	P	T Elliott
23.81	Estates, Capital Expenditure and Masterplan Update*	P	T Elliott
23.82	Modern Slavery Statement	P	T Elliott
23.83	Strategic Risk Register Update	P	J Vincent
23.84	Glasgow Clyde Education Foundation Update	V	J Vincent
23.85	Governance Update*	P	K Mavor
23.86	Any other business		D Newall

DATE OF NEXT MEETING 20 March 2024, The Space, Langside Campus

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

BOARD OF MANAGEMENT MEETING

Date of Meeting	13/12/23
Paper Title	Credits Projection 23/24
Action	For Discussion
Prepared by	J Rafferty
Agenda Item	23.69
Status	Disclosable

1. PURPOSE OF THE REPORT

This paper provides members with an update on the college's projected position in respect of its credit targets for the 2023/24, as we conclude block 1 of the current session. In addition, it contains information about an unexpected late adjustment on the 2022/23 credit funding rules which has a material impact on clawback for 22/23.

2. ACTION FOR THE BOARD

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

3. BACKGROUND INFORMATION

- 3.1** The 2022/23 session had concluded at **-1.1%** below target, which was within the 2% tolerance, although there was a shortfall of around 1000 credits on the FA delivery which had only achieved 1,200 credits against a target of 2,300. This posed a risk of some clawback for the unspent and ring-fenced FA credits.
- 3.2** For the 2023/24 session we had forecast a credit projection at the last Board meeting in October of between **+6%** and **+2.2%**.

4. CLAWBACK AMENDMENT 2022/23

- 4.1** The SFC unexpectedly issued an update on clawback rules for session 2022/23 last month, aimed at helping sector. These effectively apply the 23/24 funding rules retrospectively to the 22/23 credit claim. This includes a move to the census date to September 2022 for FT courses and the removal of the ring-fenced status of the FA credits.
- 4.2** This means that the college not only gains around 4,598 additional credits for students who dropped out in October 2022, but it can also now set these against the unspent FA credits. Taken together this means that Glasgow Clyde College is now deemed to have delivered 129,304 reckonable credits in 22/23 (a college record) which moves us from **-1.1%** to **+2.3%** on target for session 22/23. This removes the risk of any clawback at all for last session's FA work and improves our financial outturn by around £300,000.

5. CREDIT PROJECTION 2023/24

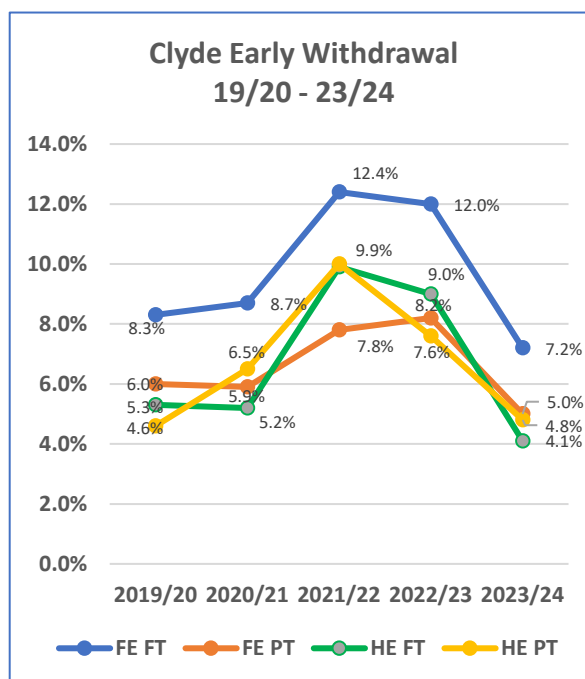
- 5.1** Our current credit position for session 23/24 now forecasts a positive credit position of between **+2.8%** and **+2.5%**. Of the credits currently accrued, **94.3%** are currently 'safe', as they have passed the census date where they are reckonable for funding.
- 5.2** The change in the credit forecast since October is due to drop out as well as planned interventions to decommit some provision to avoid excessively over delivering on the portfolio and so save on staffing costs.
- 5.3** The credit target is made of 2 categories of activity: Core Activity and Foundation Apprenticeships (FAs), although FAs are now funded from the global core credit pot.

Credit Pots	Target	Current Position	%age reached
Core Credits	113,721	98,479 (safe credits)	86.5%
(of which) FAs	1300	439	33.7%
Total	113,721	98,479	86.5%

- 5.4** This means that 11.5% of our credits are still needed to reach the 98% minimum required to achieve all of our SFC funding. This amounts to around 13,000 credits which will come to the college through our existing recruits, January start and Spring provision.
- 5.5** At present there are 12,400 credits yet to start – about 10,500 of which are Jan starts.
- 5.6** A recent update from SFC confirms that FAs are not ring-fenced for session 23/24, although the college could lose credits in future years if targets for this product are not consistently met.

6. 23/24 RETENTION

- 6.1** Early retention of students this year is better than expected.



- 6.2 All modes of delivery are at a 5 year low for early withdrawal which is better than even pre-pandemic levels, and are all below the planned early drop out rate of 8.5%. This suggests that our commitment to face-to-face learning; excellent online resources; good quality guidance; and a general nurturing approach throughout the college, is genuinely working.
- 6.3 This is for a for a number of reasons. Firstly, because of the move in the census date from early November to early October, it is now easier for full-time students to pass this date. Secondly, though, there is strong evidence that early retention is better anyway, because the part-time courses are also displaying better retention, and they are still held to the old census date.
- 6.4 This explains why, despite decommitting activity, we still keep finding ourselves in a surplus position with regards to credits. Moreover, early retention may improve even further once we have written confirmation of a verbal agreement with the SFC to move our census date into September, in recognition of the targeted national strike action at our college in early October. This will consequently further improve our credit position.
- 6.5 The top 3 known reasons for early withdrawal have been: *Personal/Family reasons* (202); *Left for another institution* (100 to other colleges and 36 to university); and *Mental or Physical illness* (103).
- 6.6 A number of reasons given for withdrawal relate to the course itself which if aggregated together would be the 2nd biggest reason for withdrawal. These include: *Course too difficult* (10); *Disliked course content* (15); *Misunderstood nature of the course* (7); *Course not related to plans* (58); *Other course related reasons* (46). However, all of these course-related reasons are now at less than half the levels they were at last year, with almost 90% of our students now recruited.

7. IMPACT, RISKS AND MITIGATIONS

- 7.1 Although there is no risk of clawback for undelivered FA credits, there could be a risk of reduced credit allocations next session. A regionally inquiry into FAs is investigating reasons for this downturn across all Glasgow Colleges.
- 7.2 The risk of failing to meet this years' credit target is extremely low, but the risk of over delivery is likely. January recruitment needs to be closely monitored to avoid spending money on the delivery of unfunded activity in excess of our targets, especially where this requires temp staffing.
- 7.3 We have had no indication of proposed credit targets for Session 24/25 from the SFC. However, planning for session 24/25 is already well underway as our website will open for applications for next year in only 7 weeks. Given that the SFC's flat cash settlement for colleges was intended to last 5 years, we are assuming that they will recommend a further cut to college credit volumes of around 5% next session to make space for pay rises close to projected inflation levels. CAPs have already been tasked with identifying where these reductions might be in our portfolio.

BOARD OF MANAGEMENT

Date of Meeting	13 December 2023
Paper Title	Student President's Report
Action	Information
Prepared by	Martina Tuskova
Agenda Item	23.72
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.

3. BRIEF BACKGROUND INFORMATION

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

Halloween Activity

GCCSA hosted Halloween crafts cross campus. The purpose of this activity was to allow students to have some fun by coming along and taking part in some creative crafts within the canteen over lunch time. Over the three sessions, GCCSA engaged with around 40-50 students who took part in the arts and crafts.

In addition, GCCSA also held Halloween themed stalls cross campus to engage with students. These were comprised of a Halloween quiz, a guessing game and a best joke competition. Any student who took part in each of the activities on the stall had a chance to win some Halloween themed prizes. The aim was to have some fun with students and give students the chance to win some freebies.

Alongside this, GCCSA held a creative competition online by asking students to send pictures of their best costumes, pumpkins, art or make up related to Halloween. We had around 30 entries to the competition and some great winners.

Glasgow Student Forum

GCCSA Vice Presidents have been attending the Glasgow Student Forum meetings and hosted the most recent meeting at our Anniesland Campus in November. Vice President Andrew has also taken on an addition role within the committee in relation to Social Media. GCCSA will continue to support this forum.

Student Feedback – Drop-in's

GCCSA hosted cross campus student feedback drop-ins during November for the second time this academic year. These were promoted to class reps in the first instance but open to any student to attend. The purpose of these was to gather feedback around the following areas; Learning and Teaching, Student Experience,

The feedback from the September sessions was passed onto relevant areas and we will do the same soon with the feedback from the November sessions.

Careers Events

GCCSA supported the Careers Team with hosting three Higher Education events in October. This allowed students to engage with universities about their next steps and also speak to Careers Team or GCCSA directly.

GCCSA also supported the Careers Team with three cross campus Coffee and Careers events in the middle of November. The purpose of these events was to raise awareness of the Careers Team and allow students an opportunity to find out how they can be supported by this area. Over 100 students came along to the events and engaged with GCCSA and the Careers Team.

Class Representative Feedback

GCCSA out with general class reps have been working with the ASL and ESOL departments, training/feedback sessions for both these groups took place in November. GCCSA will follow up with these groups again in the new year.

For the first time, GCCSA have also been working with the Schools Liaison Department and have provided training/feedback sessions for school's pupils on college courses within November. GCCSA will also follow up again in the new year.

Active Campus Coordinator

The Active Campus Coordinator has been working on the following; getting clubs up and running cross campus, partnership working with specific student and staff groups cross campus and building partnerships with externals in the community.

Some of the clubs up and running already are, ESOL Football, Basketball and Yoga with more to come hopefully in the near future. GCCSA supported with a Health and Wellbeing Event bringing externals into campus to engage with students at Cardonald and Langside such as Pure Gym, Woman on Wheels and Pollok United Community Hub. Partnerships are being created with City of Glasgow, Glasgow Kelvin and West College Scotland as well as Sport Scotland and local community organisations to support wider engagement.

In addition to the clubs being arranged by Natalie with students, GCCSA also have some other clubs and societies taking place. These are E-Sports at Cardonald, a Debate club at Langside and a LGBT society at Langside. We also have ICT Student-led support starting cross campus and a woman's circle at Langside.

Cycling Activities

GCCSA will have a Campus Cycling Officer starting in January which is very exciting news. Their focus will be on reviewing current cycling provision and activity and then planning steps forward around this area supported by GCCSA.

16 Days of Action

GCCSA are supporting the 16 Days of Action in November/December in line with our White Ribbon Scotland Status. GCCSA supported on White Ribbon Day at their event in Glasgow Central Station. In addition, GCCSA were partnered with the college Equality Lead on a project that involved White Ribbon Scotland and Scot Rail where student work around Gender Based Violence was revealed and displayed in Glasgow Central Station. This was a fantastic opportunity to involve students in the campaign and continue GCCSA's link with White Ribbon Scotland.

Future Plans

GCCSA have planned cross campus Festive Markets for December which will host a mix of student-led and local small business stalls for students and staff to engage with before the Winter Break. This is a great opportunity to have a bit of fun as well as supporting student enterprise and local organisations.

GCCSA will be doing some reflection on previous activity and looking to make plans for with the new year. Some thoughts already are supporting LGBT History Month, hosting cultural events cross campus, raising awareness period poverty and also supporting the new cycling officer with cycling related activity.

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 MEETING

Date of Meeting	13 December 2023
Paper Title	Principal's Report
Action	For Information
Prepared by	Jon Vincent, Principal and Chief Executive
Agenda Item	23.73
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 2023 and December 2023 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 Reinforced Autoclaved Aerated Concrete

- 3.1.1 In response to a request from the Scottish Government in August 2023 the College commissioned a comprehensive survey of all buildings to establish the presence of Reinforced Autoclaved Aerated Concrete (RAAC). RAAC was used in the construction of buildings between 1950's and 1990's. Due to the age of many buildings across our campuses the use of RAAC could be quickly ruled out.

- 3.1.2 Intrusive survey works was undertaken during August/September. RAAC was only located in the ceilings of changing rooms and resistance training room in the Cardonald Campus sports complex and ceiling of the adjacent boiler house. These areas were immediately closed and remain so.

- 3.1.3 The College has commissioned a full structural survey to be undertaken on the areas where RAAC has been located. The survey is expected to be completed during December 2023.

- 3.1.4 All survey reports and regular updates have been submitted to the Scottish Funding Council (SFC) and Glasgow Colleges' Regional Board (GCRB).

3.2 Anniesland Campus Update

- 3.2.1 Phase one of a programme of window repair and replacement is underway

and will complete by the end of March 2024. Phase one was originally expected to address sees a significant proportion of windows in the main block being addressed at a cost of £1.3m. However, the College was awarded an additional £640k from the SFC to allow a greater proportion of the windows to be addressed during this phase. Of the £640k, £540k is being invested in the windows project and the balance is being used to support other high priority maintenance works which were previously displaced by the cost of the windows project.

3.3 Recruitment of Chief Operating Officer

3.3.1 As a consequence of the departure of Janet Thomson (Vice Principal: Resources & College Development) the structure of the Senior Leadership Team has been reviewed. The post of Chief Operating Officer has been created in replacement of Vice Principal: Resources & College Development. The Chief Operating Officer post is current being advertised with interviews expected to take place in February 2024.

3.3.2 The role of Vice Principal: Resources & College Development is currently being undertaken on an interim basis by Tracy Elliott. Backfill for Tracy's substantive role is being undertaken by an internal interim appointment.

3.4 Restructuring of Senior Leadership Team (SLT)

3.4.1 The College Senior Leadership Team is currently being restructured. Phase one of the restructuring is currently underway and will see the four faculties of study being consolidated into three.

3.4.2 In addition, the Assistant Principal for International & Business Development role will move from the Resources & College Development team into the Curriculum & Quality team under the leadership of John Rafferty. Duncan McDougall leaves the College after 40 years of service on 31 December 2023 and will be replaced by Robert Anderson. Robert is currently the Assistant Principal for the Faculty of Business, Creative & Digital Industries and it is this Faculty which is being dissolved.

3.4.3 Phase one of the restructuring will be implemented on 1 January 2023.

3.4.4 Phase two of the SLT restructuring will take place during the Spring/Summer and will be informed by the views of the new Chief Operating Officer.

3.5 Politics Day sees leading Scottish Politicians visit the College

3.5.1 Scottish Labour leader Anas Sarwar and former First Minister Nicola Sturgeon took time out of their busy schedules to speak to journalism students at Glasgow Clyde College about the major stories in politics at the

moment. The guest speaker sessions tied in with the public affairs module that is taught on the HND Practical Journalism course.

3.5.2 Ms Sturgeon, who is the MSP for Glasgow Southside spoke openly about her time as First Minister, including the ups and downs of the role, in particular during the Covid-19 pandemic. She also talked about her work championing women's rights and mentioned that she felt it was tougher for young women going into politics and journalism these days.

3.5.3 Later in the day, Mr Sarwar spoke to the class about the on-going situation between Israel and Hamas, telling the students that he would be supporting the Scottish Government's motion at Holyrood for a ceasefire in the conflict. The 40-year-old discussed his ambition to become Scotland's next First Minister and his hopes that Sir Keir Starmer will win the next general election, predicted to be in the next year, and will become Prime Minister.

3.6 **Students create bespoke artwork to support White Ribbon Scotland**

3.6.1 Glasgow Clyde College (GCC) students have created a series of artwork in partnership with charity White Ribbon Scotland, with the aim of raising awareness of abusive behaviour towards women. The artwork, which has been created by media and photography students, displays compelling photography, graphic design and poetry, inspired by real stories of domestic violence.

3.6.2 Unveiled at Glasgow Central Station during the 16 Days of Activism - an international campaign launched in 1991 with the goal of ending gender-based violence - the College aims to work with ScotRail on a longer-term campaign that will see the students' artwork being installed across city centre train stations, to continue to raise awareness of an issue that is faced by thousands across the country.

3.6.3 The College has worked for a number of years with White Ribbon which offers support to those who may have experienced violence, abuse or coercive behaviour. The College achieved White Ribbon Status in 2021, which recognises the work carried out by organisations designed to educate men about violence against women and involve them in helping to bring it to an end.

3.7 **Scottish Power course wins Environmental, Social and Governance Award**

3.7.1 Scottish Power collected the Environmental, Social and Governance Award at the recent HR Network National Awards. The award recognised the partnerships that they maintain, including their support of the 'Engineering Pre-Apprenticeship Programme Scottish Power' at Glasgow Clyde College. The college has a longstanding partnership with Scottish Power

and the Engineering Pre-Apprenticeship course is designed to enable successful students to be considered for Scottish Power's apprenticeship programme.

3.8 College Graduation & Awards Ceremony 2023

- 3.8.1 The tenth annual Glasgow Clyde College Graduation and Awards Ceremony took place on Saturday 4 November 2023 in the splendour of the University of Glasgow's Bute Hall. Over 500 students who had studied at HN level across our three Campuses, donned their robes to celebrate the occasion with their family and friends.
- 3.8.2 Three ceremonies were held which saw students graduate from courses in each of our Faculties. The celebrations included key-note speeches from special guests, Stuart MacDonald, founder and Managing Director of Seric Systems and broadcaster Ravi Sagoo.
- 3.8.3 Each ceremony also included a presentation of Outstanding Student prizes awarded to students from each Faculty who have demonstrated remarkable hard-work, inspiration and determination throughout their studies. Prize winners included Krysztof Boczula, Samantha Birrell, Lorraine Reston, Kaitlyn McCaig and Shaun McGregor. Other awards presented included the St. Philip's Award for social care to Matt Hossack and the SQA Award for Special Recognition which was presented to Angela Little.

3.9 Supporting mental health conversations through unique partnership

- 3.9.1 Glasgow Clyde College has teamed up with the Scottish Violence Reduction Unit (SVRU) and men's mental health platform Brothers in Arms (BIA) in a mission to support those suffering with poor mental health - from the comfort of a hair salon chair.
- 3.9.2 Barbering and hairdressing students from the College will now have access to a course which will allow them to support clients if they spot any mental health warning signs. A recent study has revealed that British men are more comfortable talking to their barber than their GP about mental health struggles, with public health initiatives increasingly looking to find other outlets in order to advocate wider discussions to be had around those struggling.
- 3.9.3 Glasgow Clyde College has offered training to its barbering and hairdressing students in order to prepare future stylists to support those who may show signs of a struggle with their mental health. By partnering with the SVRU and BIA, the College aims to commit to supporting students who will have 1-1 client relationships in their future career, including stylists, beauty therapists, personal trainers and sports coaches.

- 3.9.4 The training educates students on the impact of alcohol and drugs on people's mental health, and appropriate steps to take when a client makes an important disclosure. The training also informs students about the 'bystander effect' - a theory which suggests that people are less likely to help an individual in need if they are surrounded by other people.
- 3.10 **College signs Memorandum of Understanding with University of Glasgow**
- 3.10.1 The University of Glasgow and Glasgow Clyde College have signed a Memorandum of Understanding (MoU) in a bid to work closer on ambitious projects to boost productivity, growth and inclusion across the region. The new agreement will also see increased collaboration between the two institutions to identify opportunities to support the development of Glasgow City Region's skills pipeline.
- 3.10.2 Underpinning the MoU is a commitment to improve and widen access to opportunities presented by education and job training, which will build on the success of the University's Widening Participation programmes and the College's extensive experience of partnering with employers and other stakeholders to support its students.
- 3.10.3 Two key objectives of the MOU include considering how the University of Glasgow, as one of the region's largest employers, can develop placement and career development opportunities for Glasgow Clyde College students across its wide range of commercial and other service areas. Also, how the partnership can support plans for the Glasgow Riverside Innovation District (GRID), a citywide partnership led by the University, Glasgow City Council and Scottish Enterprise.
- 3.10.4 GRID is located within a 700-acre site that spans both banks of the River Clyde and incorporates some of Glasgow's major anchor institutions and innovation leaders across a range of sectors, including education, health and culture. GRID aims to build on and develop new strengths for Glasgow City Region in high-growth, high-value sectors through a partnership approach between academia, industry, government and local communities. The Scottish Government recently announced GRID as Scotland's first whole-system testbed, and by drawing on the University's research strengths, the district will deliver high impact innovation and test it in the real world. Fostering the region's skills pipeline is crucial to the partners' ambitions for GRID and aims to ensure that residents are well-equipped to take up opportunities in high-demand sectors, as well as supporting the physical development of the district itself. This partnership will assist in that goal.
- 3.11 **College Development Network Annual Awards 2023**

- 3.11.1 The 2023 College Development Network (CDN) awards took place on 30 November 2023. The Awards recognise ambition and excellence in the Scottish College sector.
- 3.11.2 The College was shortlisted in five categories and achieved the following:
- Employer Contribution Award – Highly Commended
 - Health & Wellbeing Award – Commended
 - Innovation Award – Highly Commended
 - Marketing & Communication Award – Highly Commended
 - Skills Development Award – Highly Commended

4 EXTERNAL ENVIRONMENT

4.1 **National Bargaining Update: EIS-FELA Lecturers' Pay Claim 2022/23, 2023/24 & 2024/25**

- 4.1.1 Pay negotiations between College Employers Scotland (CES) (on behalf of College members) and EIS-FELA are on-going over the pay award for 2022/23 and 2023/24. At the encouragement of the Scottish Government the negotiations have been widened to include a pay award for 2024/25.
- 4.1.2 After six months of national industrial action involving 5 days of strike action and action short of strike (ASOS) including a resulting blockade the EIS-FELA mandate for action expired on 12 October 2023.
- 4.1.3 The Union re-balloted its member to seek a further mandate for both a continuation of strike and action short of a strike. The results of the ballot were published on 29 September 2023 and due to a turnout below the statutory threshold a mandate was not secured. On 22 November 2023 the Union re-balloted its members for industrial action. The current ballot closes on 16 January 2024. EIS-FELA have chosen not to ballot their members on any of the employer offers to resolve the dispute.
- 4.1.4 On 1 June 2023 the employers tabled their 'full and final offer' of a £2,000 consolidated pay increase for 2022/23 and a further £1,500 consolidated increase in 2023/24 (representing a cumulative pay increase of 8% on average). The offer was rejected by the EIS-FELA negotiators. At that time EIS-FELA was seeking a consolidated, flat-rated pay rise of £7,000 over 2022/23 and 2023/24.
- 4.1.5 On Thursday 30 November 2023, CES made a full and final three-year pay offer to the lecturing staff trade union (EIS-FELA). This pay offer, which has been guided by Fair Work principles, is for a consolidated £5,000 pay rise over AYs 2022/23, 2023/24 and 2024/25. It includes the previous offer of a

£2,000 increase in 2022/23 and £1,500 in 2023/24, together with a further increase of £1,500 in 2024/25.

- 4.1.6 The offer would deliver an average pay rise of 11.5% for lecturers from 1 September 2024, which would keep our College lecturers as the best-paid in the UK. Lecturers at the start of the National Pay Scale would benefit from a rise of 14.2%, taking their salaries to more than £40,000 a year.
- 4.1.7 While Colleges nationally are not able to offer the EIS-FELA a no compulsory redundancy guarantee, there is an explicit commitment within the full and final pay offer that any compulsory redundancies would not be related directly to the pay award.
- 4.1.8 EIS-FELA has submitted a revised pay claim that covers the same three-year period, and is for a consolidated, flat-rated rise of £8,000 on all lecturing scale points.
- 4.1.9 The Scottish Government have made clear to the employers and EIS-FELA that they do not intend to provide any additional financial resource to bring the dispute to resolution.
- 4.2 **National Bargaining Update – Support Staff Pay Claim 2022/23, 2023/24 & 2024/25**
 - 4.2.1 Pay negotiations between College Employers Scotland (on behalf of college members) and Unions representing members of support staff are ongoing over the pay award for 2022/23 and 2023/24. At the encouragement of the Scottish Government the negotiations have been widened to include a pay award for 2024/25.
 - 4.2.2 Members of GMB were balloted on the employer two-year full and final offer and voted to accept. Unite members were balloted and rejected the offer. UNISON have chosen not to ballot their members on the offer.
 - 4.2.3 During September and October 2023 UNISON and Unite members participated in three days on national industrial action. The unions mandate for industrial action has now expired and UNISON is currently re-balloting its members. The UNISON ballot closes on 18 December 2023.
 - 4.2.4 On 1 June 2023 the employer tabled their 'full and final offer' of a £2,000 pay increase for 2022/23 and a further £1,500 increase in 2023/24 (representing a cumulative pay increase of 11% on average).
 - 4.2.5 Following the request of the Scottish Government to extend the negotiations to cover the three-year period 2022/23 – 2024/25 on Monday 27 November 2023, CES made a full and final three-year pay offer to the support staff trade unions (UNISON, GMB and Unite) that covers AYs 2022/23, 2023/24

and 2024/25. Guided by Fair Work principles, this pay offer is for a consolidated £5,000 pay rise over the three years, including the previous offer of a £2,000 increase for 2022/23 and £1,500 for 2023/24, together with an additional £1,500 in 2024/25.

- 4.2.6 The latest offer, were it to be accepted by the trade unions, would provide an average pay increase of nearly 16% for support staff from September 2024. For college support staff earning less than £25,000, the pay increase would be 21.5%.

- 4.2.7 Subsequently, UNISON have submitted a revised three-year pay claim of:

2022/23 - £2,000 consolidated and flat-rated

2023/24 - £1,500 consolidated and flat-rated

2024/25 - £3,000 consolidated and flat-rated

In addition, UNISON are also seeking job security commitments in addition to the 16 other requested contain in their claim of 1 September 2022. A revised claim has not been received from either Unite or GMB. GMB are currently balloting their members of the latest CES offer.

- 4.2.8 The Scottish Government have made clear to the employers and the support staff trade unions that they do not intend to provide any additional financial resource to bring the dispute to resolution.

4.3 **UK Employer Skills Survey 2022**

- 4.3.1 The Department for Education published UK Employer Skills Survey [ESS] 2022, backed by governments in Scotland, Wales and Northern Ireland, managed by IFF Research. The last time Scotland was included was 2017.

- 4.3.2 Findings from 5,207 interviews in Scotland include:

- 25% of employers had at least one vacancy in 2022 (up from 20% in 2017) (23% in UK);
- 31% of vacancies were due to skills shortages (up from 24%) lowest of UK nations (36% UK);
- 15% of employers had a skills gap (down from 16%) (15% UK); the public sector was most likely to have skills gaps;
- 4.8% of the workforce had a skills gap (skills gap density) (down from 5.0%) (5.7% UK);
- 64% of employers had provided training in the previous year (71% in 2017) (60% in UK);
- 59% of staff had received some training in the previous year (62% in 2017) (60% England);
- employer expenditure on training was £4.1b (£4.8b in 2017) (UK £53.6b, down 7.7% in real terms); in the main there were fewer training days per training, as opposed to fewer staff trained;

- UK-wide, investment in training has declined across most sectors (except financial services and construction);
- over 66% provided online training in the past 12 months; and
- most skills-related difficulties were for skilled trades (51% of all vacancies were due to skill shortages, up from 42%).

4.4 **Colleges Scotland Key Facts 2023**

4.4.1 Colleges Scotland published Key Facts 2023, a summary of the main statistics in 2021/22:

- there were 236,730 students (up 11% from 2020/21): median age 21 (down from 22), 43% aged 25+; 51% female (down 1ppt);
- 24% had a disability (up 8ppt); 8% were minority ethnic (unchanged);
- 79% were part time (up 9ppt); 86% were in further education (FE) (up 6ppt);
- 24% of entrants to higher education (HE) courses in colleges are from the 20% most deprived areas (SIMD20);
- 36% of school leavers from SIMD20 go to FE (up 2ppt);
- 1,794 were from the rest of the UK (down 6), 238 from the rest of Europe (down 67), 759 from the rest of the world (down 253);
- 20% of Scotland's 18–19 year-olds attended college full time (down 2ppt);
- the 24 colleges deliver 71m hours of learning each year; 13% of all HE (down 10ppt)
- top subject areas: health care/ medicine/ health & safety; family care/ personal development, care & appearance; engineering; and IT & information;
- 48% of college boards were female (up 1ppt), 25% of chairs (up 4ppt);
- there were 11,077 FTE staff (up 228): 51% lecturing (unchanged); 69% full time (up 1ppt); 47% aged 51+ (down 1ppt); 8% had a disability (up 1ppt); 3% minority ethnic (up 0.7ppt);
- 86% of full-time lecturers have a recognised teaching qualification (down 1ppt); and
- 61% of staff were female (unchanged); 42% of principals (down 16ppt); 57% of senior management (up 4ppt).

4.5 **The Economic Contribution of Colleges in Scotland, Fraser of Allander Institute**

4.5.1 Fraser of Allander Institute published 'The Economic Contribution of Colleges in Scotland', a review of College graduates' contribution to the economy and the impact of College spending, commissioned by College Development Network (CDN) and Colleges Scotland.

4.5.2 Key findings include:

- Labour productivity uplift from the 2016/17– 2021/22 graduation cohorts makes the economy better off by £52b in the long run;
- Colleges support 10,700 FTE jobs and their spend supports £225m GVA and an extra 4,400 FTE jobs; and
- Graduates support 203k FTE jobs over their 40-year participation in the Scottish workforce.

5 RISKS

- 5.1 The discovery of RAAC at the Cardonald Campus has led to the closure of three areas. Alternative arrangements have been put into place to mitigate the closure of the changing rooms. The resistance training area has been closed. Access to the boiler house is also closed. The College is awaiting the findings of latest survey work by structural engineers to determine the condition of the RAAC. The Scottish Government and SFC are yet to announce any plans to manage the removal of RAAC from public buildings.
- 5.2 The National Joint Negotiating Committee (NJNC) are currently negotiating the 2022/23, 2023/24 and 2024/25 lecturers and support staff pay settlements. The College has no direct involvement in this national process. 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 affordable to the sector and thus will necessitate further large-scale job losses. The Scottish Government have confirmed to the College sector that they have no additional funding to support the cost of a settlement. The two largest unions are currently balloting their members for further industrial action.
- 5.3 Phase one of the restructuring of the Senior Leadership Team will be implemented from 1 January 2024. Key changes are four faculties of study being consolidated into three with the Curriculum Assistant Principal and Curriculum & Quality Leader (CQL) in each Faculty gaining additional teams to manage. In addition, the International & Business Development team now led by Robert Anderson will move from the Resources & College Development team into the Curriculum & Quality team under the leadership of John Rafferty. The new structure sees all curriculum planning, management and delivery being located in the Curriculum & Quality team. Additional support is being put into place for the CQL role to assist with the increased workloads. Phase two will see corporate functions consolidated in the Resources & College Development Team under the new Chief Operating Officer post.

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

- 6.1 The disruption and potential costs associated with the removal and replacement of RAAC is likely to be extensive and expensive. Without

additional funding from the Scottish Government to undertake these works it is likely that the College capital plans will need to be reprioritised in future years. Based on an estimate provided by external advisors, the College has allowed for an impairment of £1,472k in its financial statements in respect of RAAC remedial works.

- 6.2 The cost associated with any agreed national pay award will be met through the College's existing revenue budget. The SFC or Scottish Government have stated that no additional resource will be made available to fund any pay offer.
- 6.3 There are no matters contained in this report which require the execution of an Equality Impact Assessment.

BOARD OF MANAGEMENT MEETING

Date of Meeting	13 December 2023
Paper Title	Estates, Capital Expenditure and Masterplan Update
Action	For Approval
Prepared by	Tracy Elliott, Interim Vice Principal Resources and College Development
Agenda Item	23.81
Status	Disclosable

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide a summary of the main current estates matters for Glasgow Clyde College, including an update on the 2023/24 capital projects progress against plan and on any other significant estates related matters.

2. ACTION FOR THE BOARD OF MANAGEMENT

- 2.1 Members are invited to approve the updated Capital Masterplan.

3. BRIEF BACKGROUND INFORMATION

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

3.2 COLLEGE CAPITAL PLAN FOR 2023/24

- 3.2.1 The College's SFC/GCRB capital maintenance funding allocation for 2023/24 is a total of £3.036M which consists of £947k of revenue lifecycle maintenance funding and £2.089M of capital high priority maintenance funding. In addition to this funding, SFC/GCRB recently approved a further £640k of additional capital funding for 2023/24 to support the necessary works in respect of the Anniesland windows repair and replace project and other previously displaced projects. An update on the Capital Masterplan for 2023/24 is shown in the attached **annex 23.81A**. The annex also outlines potential projects for 2024/25.

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- 3.2.2 The College is working with Doig & Smith, the appointed project management team to progress the projects in the 2023/24 capital plan. Doig and Smith were previously appointed via McBains following a tender process. The College's capital plan has been prepared based on the College Estates Condition Survey, which was completed in 2021 for all College buildings, combined with judgement and knowledge of projects which need to be prioritised to address emerging needs of the College.
- 3.2.3 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 following the survey. These figures exclude VAT and professional fees hence the total figure based on the survey would be over £13M.
- 3.2.4 Following on from the above assessment there were a range of priority areas to be progressed within the College's capital plans and the capital masterplan for 2023/24.
- 3.2.5 There are two key projects being taken forward in 2023/24. The first of these is the Anniesland windows repair and replace project which is being progressed as a priority following the recent survey work. This project is to repair or replace as required the windows related elements for the main three storey building at the Anniesland campus which are the worst affected areas. The other key project is the Cardonald Campus Lifts Project which was awarded earlier in 2023 and is continuing through the second half of 2023 on a phased basis. The purpose of this project is to address significant issues with the five lifts at the ten storey Tower Building at the Cardonald campus which previously did not function properly, and whilst safe, there have been problems in the effective functioning of their combined controls including frequent breakdowns sometimes with student and/or staff entrapments.
- 3.2.6 Furthermore, on 9 August 2023, further to increasing public awareness of concerns regarding RAAC, SFC wrote to colleges to request information on the presence of RAAC in college estate buildings. RAAC is a lightweight, aerated form of concrete that was that was most used in buildings from the 1960s up to 1990, with some instances of it being used earlier and into the 90s. RAAC panels were used within the structure of the roofs, walls or floors. Issues with these panels have been known for a number of years and RAAC is no longer manufactured or used as a construction material in Scotland.

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- 3.2.7 The College commissioned the relevant survey reports and, in September 2023, received reports that confirmed there is no RAAC at either the Anniesland or Langside campuses. However, RAAC has been identified in the boiler room and sport changing rooms at the Cardonald campus. In those areas where the College technical advisors have recommended access restrictions these have been implemented. Further survey work is currently ongoing and, as such, updates on required works will be factored into the Capital Masterplan in due course.
- 3.2.8 Other projects which are in progress and planned for completion within fiscal year 2023/24 are also outlined in the attached capital masterplan.
- 3.2.9 In addition to the SFC/GCRB funded capital projects for 2023/24, the previous version of the Capital Masterplan included the GCEF College Learning Spaces project. However, since the last capital plan update, this project has been deferred and the related funding reprioritised by GCEF in collaboration with the College. Further information will be provided when a revised scope and timescale has been agreed in partnership with GCEF.

3.3 ESTATES CLEANING PROVISION

- 3.3.1 The cleaning contract for the Anniesland and Langside campuses was due to expire on 6th May 2023. Work had been ongoing to prepare for a new tendered contract with the College's APUC representatives. Once the tenders were received they were at a significantly increased cost and the College reconsidered its options for the future cleaning service at the two campuses. It was then decided to bring these services in-house and an extension of the current contract was agreed to the 13th October 2023 after which the College would take over the management of this service.

The transfer of the cleaning services at the Anniesland and Langside campuses is now complete. All staff have been TUPE transferred from the previous contractor, ISS, to the College and the in-house cleaning service and all associated services have been mobilised successfully. Work on the development of the in-house service will be ongoing.

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 be legal implications from this paper in respect of the projects for the Cardonald campus lifts and the Anniesland windows repair works relating to the issues with the previous works undertaken. A summons has been served in respect of the Cardonald lifts project to the previous contractor and the Project Management Team at that time. The capital financial implications are captured above and in the College capital masterplan. Estates changes will, if course, take account of benefits to the student experience and any equality and diversity matters.

Glasgow Clyde College
Capital Masterplan 2023/24

Project Ref	Project Description - Capital Projects	Project Managed by	To be funded by		Jun23 Board 23/24 Approved Capital Plan	Jun23 Board 24/25 Approved Capital Plan	Jun23 Board Approved Two Year Capital Plan		Nov23 Updated 23/24 Capital Plan for Approval	Nov23 Updated 24/25 Capital Plan for Approval	Updated Two Year Capital Plan for Approval		Update at December 2023
1	Anniesland campus - Velfac Windows Repair and Replace Project.	McBains & Doig & Smith	SFC/GCRB		£1,300,000	£0	£1,300,000		£1,840,000	£1,082,400	£2,922,400		Survey work in 22/23 recognised substantial works required mainly due to poor workmanship of the original windows installation. Phase 1 programme of works from Oct23 to Mar24 now in progress. Additional 23/24 Funding of £540k was approved by SFC. The College has received estimated costs for 24/25 Phase 2 works as outlined in the 24/25 forecast.
2	Cardonald Campus Lifts - Project design in 22/23. Works in 23/24.	McBains & Doig & Smith	SFC/GCRB		£405,000	£0	£405,000		£405,000	£0	£405,000		There have been issues with the performance of the five main lifts at the Cardonald campus which service the ten storey Tower Building. This has had a significant impact on building users, and remedial works are required to enable better control and reliability of lifts. 1st Phase Jun23 - Jul23 completed. 2nd phase due for completion in Dec23.
3	All campuses - Building Management System Replacement/ Upgrade	McBains & Doig & Smith	SFC/GCRB		£250,000	£0	£250,000		£185,000	£0	£185,000		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. Anniesland is first priority as current system is unsupported. Due for completion Dec23.
N/A	Cardonald Car Park Entrance Project	McBains & Doig & Smith	SFC/GCRB		£55,000	£0	£55,000		£0	£0	£0		Plan to amend access to Cardonald car park. Cost estimates received were significantly higher than the available 23/24 budget. Project deferred for further consideration and possible rescaling down of future works. Previous 23/24 Budget vired to support Project No.4
4	Cardonald Campus Nursery Canopy Replacement	McBains & Doig & Smith	SFC/GCRB		£0	£0	£0		£55,000	£0	£55,000		Cardonald Campus Nursery canopy roof requires to be replaced. Due for completion by Mar/Apr24.
5	Cardonald Fire Alarms L1 Upgrade	McBains & Doig & Smith	SFC/GCRB		£0	£0	£0		£80,000	£0	£80,000		Upgrade of Cardonald Fire Alarm system to ensure L1 Compliant. L1 provides for Automatic Fire Detection (AFD) to be installed into all areas of a building. Due for completion by Mar24.
6	Digital Comms	Head of Estates	SFC/GCRB		£0	£0	£0		£30,284	£0	£30,284		Integration of Digital Comms across all campuses. Due for completion by Mar24.
7	Balance available for RAAC Surveys, Anniesland Windows Stage 2 - Phase 1 Fees and Other Minor works if applicable.	McBains & Doig & Smith	SFC/GCRB		£0	£0	£0		£134,000	£0	£134,000		Cardonald RAAC survey works ongoing. Anniesland Windows Stage 2 - Phase 1 design stage about to commence.
Works below this line to be progressed in future years													
	Cardonald Car Park Entrance Project	McBains & Doig & Smith	SFC/GCRB							TBC	TBC		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 and for pedestrian safety as it is not sufficient for the busy traffic flows. As referred to above 23/24 Project deferred as not within budget, will be considered as part of future Capital Plans.
	Langside Mary Stuart Building Fire escape repair	McBains & Doig & Smith	SFC/GCRB			TBC	TBC			TBC	TBC		Project was previously considered however can't be done in term time. To be reconsidered for future when funding available. The fire escape can be used but could be much improved.
	Cardonald Campus CCTV Upgrade	To be planned for future years	SFC/GCRB			£150,000	£150,000			£150,000	£150,000		CCTV cameras and other equipment needs to be upgraded. Yet to be fully costed.
	Cardonald Campus Roof and structure repair	To be planned for future years	SFC/GCRB			£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.
	Langside - Mary Stuart Engineering Heating and electrical Systems	To be planned for future years	SFC/GCRB			£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.
	Anniesland external works re disabled/taxi pick up and drop off	McBains & Doig & Smith	SFC/GCRB			£40,000	£40,000			£40,000	£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.
	Anniesland external drainage works	McBains & Doig & Smith	SFC/GCRB			£100,000	£100,000			£100,000	£100,000		Drainage issues which require extensive underground works and which are causing ongoing problems. Works due for tender and to be complete by March.
	Other future years projects to be prioritised (based on condition survey/any other priorities)	To be planned for future years	SFC/GCRB			TBC	TBC			TBC	TBC		Further analysis of condition survey to be undertaken and detail of future works specified.
	Capital Masterplan totals				£2,010,000	£420,000	£2,430,000		£2,729,284	£1,502,400	£4,231,684		
Plus GCEF projects													
	Learning Spaces - Total value TBC	Doig & Smith/ Form Design	GCEF		£1,075,000	£1,175,000	£2,250,000		£0	£800,000	£800,000		Design works for the Learning Spaces project were undertaken with Form Design Consultants. However this project has since been deferred and related funding reprioritised by GCEF in collaboration with the College.
	Capital Masterplan totals				£3,085,000	£1,595,000	£4,680,000		£2,729,284	£2,302,400	£5,031,684		

23/24 SFC Capital Allocation	£2,089,284
23/24 Additional SFC Capital Allocation	£640,000
23/24 Total SFC Capital Allocation	£2,729,284

BOARD OF MANAGEMENT MEETING

Date of Meeting	13 December 2023
Paper Title	2022/23 Modern Slavery and Human Trafficking Statement
Action	Information
Prepared by	Tracy Elliott, Interim Vice Principal Resources and College Development
Agenda Item	23.82
Status	Disclosable

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this paper is to submit to the Board of Management the 2022/23 Modern Slavery and Human Trafficking Statement.

2. ACTION FOR THE BOARD

- 2.1 Board members are invited to note the 2022/23 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 2023 at agenda item 23.66.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

- 4.1 The 2022/23 Modern Slavery and Human Trafficking Statement is attached at Annex 23.82A.

5. RISKS

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

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

- 6.1 Not applicable.

Modern Slavery and Human Trafficking Statement 2022/2023

Introduction and 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 2023 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	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.
Pioneering	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.
Principled	We are determined to ensure that fairness, equality and inclusivity are embedded into the heart of the College and guide everything we do.
Passionate	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.

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 and 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 [Procurement Reform \(Scotland\) Act 2014: statutory guidance - gov.scot \(www.gov.scot\)](#).

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 £9.5m 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 and 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 and 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 require contractors to complete Section 1 of the SCM portal and where appropriate invite contractors to participate in a deep dive assessment via Ecovadis to conduct supply chain due diligence.

APUC will engage with and promote partners such as Electronics Watch and attend the upcoming cross sector events including Procura+ and the Annual Meeting of the International Working Group on Ethical Public Procurement to share good practice with the college and discuss pertinent issues around modern slavery.

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

Jon Vincent
Principal and Chief Executive

Agenda Item: 23.82A

BOARD OF MANAGEMENT MEETING

Date of Meeting:	13 December 2023
Paper Title:	Strategic Risk Register Update
Action:	For Discussion
Prepared by:	Jon Vincent, Principal & Chief Executive
Agenda Item:	23.83
Status:	Disclosable

1. PURPOSE OF THE REPORT

- 1.1 This report considers the College's Strategic Risk Register which is updated regularly by the Senior Leadership Team and reported to the Audit Committee, Finance & Resources Committee and the Board of Management on a quarterly basis.

2. ACTION FOR THE BOARD OF MANAGEMENT

- 2.1 Board of Management members are invited to discuss this paper and the suggestions in Section 5.

3. BRIEF BACKGROUND INFORMATION

- 3.1 The Strategic Risk Register is updated regularly and considered at least quarterly by College Senior Leadership Team. The Risk Register was refreshed ahead of the start of this academic year. At the Board of Management meeting on 11 October 2023 a workshop on the Risk Register was undertaken. The outputs from the workshop have been integrated into the updated Register presented as Annex 1 of this report. In addition, a number of ideas for additional risks were proposed at the workshop and these are provided for consideration in Section 5 of this report.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

- 4.1 **Annex 1:** College's Strategic Risk Register as at 5 December 2023

There are 13 key risks in the Strategic Risk Register of which 2 (2) have a high residual risk score after mitigating actions, 7 (8) have a medium residual risk score and 4 (3) have a low residual risk score.

Note: figures provided in brackets are those presented to the previous committee meeting cycle.

- 4.2 The four highest risks after mitigating action in the College Strategic Risk Register are as follows:

Risk 1: Failure to manage financial sustainability through period of financial plan (Risk Score – 20, No Change)

The financial position of the College in 2023/24 and beyond remains challenging due to the backdrop of forecast 'flat cash' revenue funding settlements over the next five years from the SFC, inflationary pressures on the prices of goods and services and unfunded pay awards through national bargaining. The nature and scale of this financial challenge is not unique to Glasgow Clyde College but urgent action is required by the College to safeguard financial stability in the short and medium terms. These issues have been extensively discussed by the Board of Management over the past twelve months. The 2023/24 budget approved by the Board of Management in August 2023 anticipates a £2.6m deficit at the year-end and a significant erosion of cash balances. This was approved by the Board on the basis that management would take immediate action to seek to reduce the scale of deficit as far as possible and rebase the 2023/24 budget position accordingly. The College subsequently identified additional savings of £885k and as such, the 2023/24 budget deficit was rebased to £1,775k with the expectation that Management would take significant and swift action to further reduce ongoing running costs whilst balancing cost reductions measures against the SFC expectation of meeting current and/or forecast teaching delivery volume targets. Following further savings, the securing of additional income and a reduction in employer pension contributions the forecast out-turn for 2023/24 is currently a deficit of £764k. The bid for up to £1.5m of additional revenue funding from GCEF to maintain the financial sustainability of the College has been successful.

Risk 2: Implications of National Bargaining and possible negative impact on employee relations (Risk Score – 20, No Change)

The industrial dispute between EIS-FELA, UNISON and Unite the Union over the 2022/23 and 2023/24 pay awards remains unresolved. In recent months unions have taken strike action and in the case of EIS-FELA undertaken action short of strike. On behalf of its' members College Employers Scotland (CES) issued a 'full and final' offer to settle the dispute. The offer was accepted by GMB but rejected by the other unions. At the suggestion of the Scottish Government the remit of the negotiations was extended to include 2024/25 and CES provided an updated three-year 'full and final' offer. The offer was again rejected by the Unions. The Scottish Government has confirmed that it is unwilling to provide additional monies to the sector to assist with the cost of pay awards. UNISON have recently successfully balloted their members for further industrial action and EIS-FELA are currently holding a ballot.

Risk 8: Risk of not having culture of effective, capable leaders who are motivated and have ability to take staff with them. (In addition, phase one realignment of SLT which reduces from 4 Faculties to 3 and sees exit of current AP - International & Business Development postholder) (Risk Score – 16, Increase)

The College has accepted the Voluntary Severance applications of the Assistant Principal for International & Business Development and the Curriculum & Quality Leader (Faculty of Business, Creative and Digital Industries). To facilitate the exit of these two postholders the College has undertaken a realignment of the Curriculum & Quality team within the portfolio of the Deputy Principal, John Rafferty. The realignment sees a consolidation of the four faculties of study into three. The Faculty of Business, Creative and Digital Industries is being dissolved and its Assistant Principal (Robert Anderson) is being redeployed to lead the Business and Commercial Development Team. The realignment has been subject to a consultation exercise and will be implemented on 1 January 2024.

The vacant post of Vice Principal Resources & College Development is currently being undertaken on an interim basis by the Assistant Principal Finance & Infrastructure, Tracy Elliott. Backfill for Tracy's substantive role is being undertaken by an internal interim appointment. In addition, a fixed term external appointment has been made to oversee the large number of estates projects that are currently ongoing.

The post of Vice Principal Resources & College Development will be replaced by a Chief Operating Officer (COO) post which is currently being advertised. It is anticipated that further changes will occur to the structure of the Senior Leadership Team once the new COO post has been recruited.

Risk 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 (Risk Score – 16, No Change)

As a result of incidents in public buildings constructed from Reinforced Autoclaved Aerated Concrete (RAAC), on 9 August 2023 the Scottish Funding Council (SFC) asked all Colleges to undertake survey work on their building to ascertain if RAAC is presented. The College commissioned its professional advisors Doig & Smith to undertake the survey work that identified the presence of RAAC in the Boiler House and parts of Sports Complex at the Cardonald Campus. These areas were immediately closed and have remained so. Further survey work by a structural engineer has been commissioned and will take place in December 2023. To date, neither the SFC or Scottish Government have communicated a plan with regard to the management or removal of RAAC.

- 4.3 There are two risks where the residual risk score is above the College's Risk Appetite of Open which are risks 1 and 2, both being at a score of 20.

For **Risk 1** which is failure to manage financial sustainability through the period of the financial plan, this risk score was increased to be above the risk appetite following discussion at the Board of Management meetings since October 2022, 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 is being reported upon at each Finance and Resources Committee and an update given to each Board meeting as well as a target for savings being set and reported on to the Chair.

For **Risk 2** which is related to implications of national bargaining and possible negative impact on employee relations 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 College Employers Scotland, College Principals' Group and HR College Group discussions, and communicates both formally and informally with the unions and staff.

5. RISK REGISTER WORKSHOP OUTPUTS

- 5.1 At the workshop session held during the Board of Management meeting on 11 October 2023 the following suggestions were made for additional risks:
- introduction of an additional risk for the unintended consequences of mitigating actions to ensure the impact on learner experience is monitored;

- inclusion of a new risk covering the policy and governance environment and its likely impacts on the College;
- an additional 'student-centric' risk which monitors recruitment and retention due to changes in guidance arrangements and lower staffing levels; and
- addition of a risk to evaluate the impact of student activism and risks to the reputation of the College.

6. RISKS

- 6.1 The College Strategic Risk Register is a key part of the College's risk management framework.
- 6.2 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.

7. ANY OTHER SIGNIFICANT IMPACT eg STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY

- 7.1 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.

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Risk Ref	Risk Description - Risk Cause	Potential Consequences	Risk Score Before Mitigating Actions			Mitigating Actions (Monitored by SLT)	Risk Score After Mitigating Actions				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			
			Probability	Impact	Risk Score		Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)								
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 and related activities for staff vii) Occupational health reviews viii) Creation of some staff networks being considered ix) Active campus officer commencing in September x) College Help At Hand service for staff xi) Monitoring of absences and their causes xii) Monitoring of staff workloads	3	3	9	Lower than Risk Appetite	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 Impact of action short of strike on measuring attainment Reputational risk Sustainability risk through low internal progression Financial risk e.g. Modern Apprenticeships Employer relationship risk	4	4	16	i) Effective use of data to monitor student attendance and attainment ii) Implementation of more effective interventions on attainment focussing on partial attainment generally and 4 worst performing subject areas specifically. iii) Providing effective advice and guidance for students iv) Providing effective monitoring of evaluation measures by course teams v) Provision of highly inspiring and engaging learning and teaching approaches developed through the use of Teachermatic AI systems. 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 Canvas	3	3	9	Lower than Risk Appetite	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. In addition, phase one realignment of SLT which reduces from 4 Faculties to 3 and sees exit of current AP - International & Business Development postholder	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 Tension arising from necessary actions to address College financial challenges	3	5	15	i) CPD for managers and leaders at all levels of the organisation ii) Leaders well sighted on any issues and escalate 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 xii) SLT realignment phase 1 consultation undertaken and feedback taken on board. New structure will be closely monitored.	4	4	16	As per Risk Appetite	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	Increase			
9	Failure to recruit, retain and maintain effective and skilled leaders, teaching and support staff who are motivated and engaged	Retention and attainment Failure to achieve ROA targets Unfilled vacancies leading to workload issues for others Inability to deliver core services	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 education 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 xii) Review particular curriculum areas where market forces may impact on staff retention	3	3	9	Lower than Risk Appetite	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	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 are fit for purpose for teaching and learning and staff working environment. On-going investigations are taking place into the existence of RAAC at the Cardonald campus.	Failure to recruit Retention impacts Reputational risk Less content students and staff	4	4	16	i) Provision of inspiring spaces for study and socialising. Learning spaces project planned although funding reduced and project deferred. ii) Maintenance of the physical environment iii) Capital masterplan in place and related to need/estates condition survey. SFC funding for very high priority items allocated by GCRB to College plus additional 2023/24 allocation from SFC 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 ix) Survey works are ongoing in respect of RAAC identified at the Cardonald campus, relevant areas have been closed until necessary remedial works can be completed	4	4	16	As per Risk Appetite	1 - Inspirational Learning & Teaching 3 - Unrivalled Student Experience	Vice Principal - Resources & College Development	Student Experience KPIs	4	No change			

Risk Ref	Risk Description - Risk Cause	Potential Consequences	Risk Score Before Mitigating Actions			Mitigating Actions (Monitored by SLT)	Risk Score After Mitigating Actions				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			
			Probability	Impact	Risk Score		Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)								
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) Closer alignment of portfolio to Labour Market Information. ii) Annual review of portfolio also to ensure an accessible and inclusive curriculum (including Digital Skills, Sustainability awareness and Meta Skills) iii) Facilitating a quality culture within course teams focused on evaluation and improvement. iv) Raise commercial awareness with faculty staff and greater involvement of permanent staff in commercial delivery. 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 to increase articulation opportunities for students and commercial opportunities for the college. viii) Maintain strong partnership working with schools to align vocational offer with changes in student aspirations. ix) Deliver a responsive apprenticeship and upskilling and reskilling course portfolio that can pivot in response to a changing landscape of funding opportunities. 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	1 - Inspirational Learning & Teaching 2 - Partner of Choice 5 - Financial resilience through operational excellence	Deputy Principal	Student Performance KPIs	4	Decreasing			
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 and areas of poor system support tackled by systems development projects. iv) Regular systematic reporting of student and staff data and key business metrics to improve decision making v) Continuation of development of dashboard reporting through enhanced use of Power BI to deliver data to all levels of management, tailored to their requirements. vi) Data Protection Officer in place to advise on General Data Protection Regulation/ Data Protection matters.	2	2	4	Lower than Risk Appetite	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	13 December 2023
Agenda Item	23.85
Paper Title	Governance Update
Action	Approval
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 asked to note and approve the following: -
- (a) Note the update in relation to Board membership and approve Committee membership.
 - (b) Approve the updates to the Articles of Association in preparation for when trade union (TU) nominated members join the Board
 - (c) Note the Standards Commission Advice Note for College sector Board members.

3 BRIEF BACKGROUND INFORMATION

3.1 Board and Committee membership

Paula Dixon was successfully elected as the teaching staff member and will attend the December meeting. Paula will also join Learning and Teaching Committee. The Board is asked to **approve** the updated Committee membership (Appendix 23.85A)

GCRB has approved both Runa McNamara and Alan O'Donnell's extension of appointment on the Board until 6 November 2027.

3.2 TU nominated members

The draft Order to allow TU nominated members to join College Boards has been passed through the Scottish Parliament. The next step is for the trade unions to commence the formal election process with a view to TU nominated member joining the Board by the end of January 2024.

Section 2.5 of the Articles of Association (Appendix 23.85B) has been updated to reflect the changes in the maximum Board members and the addition of TU members. The Board is asked to **approve** the amendments to the Articles of Association. The Standing Orders have also been reviewed but no changes are required.

3.3 Standards Commission Advice Note

To coincide with TU nominated members joining College Boards, the Standards Commission, with the assistance of the Good Governance Steering Group, has prepared an [Advice Note for members of College Sector Boards](#). This Advice Note provides Board members with an overview of their responsibilities under the ethical standards framework. It should also assist Board members in recognising and dealing with potential conflicts of interest which help ensure effective governance and that individual Board members comply with the Code of Conduct.

3.4 Schedule of Work 2023/24

A schedule outlining the papers that will be considered by the Board during 2023/24 is included at **Appendix 23.85C**. This schedule will be updated throughout the year.

3.5 Acronym Glossary

This is attached at **Appendix 23.85D**.

4 SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

Appendix 23.85A: Committee Membership

Appendix 23.85B: Articles of Association

Appendix 23.85C: Schedule of Work for 2023/24

Appendix 23.85D: Acronym Glossary

5 RISKS

The matters in this paper address the College's governance arrangements. By ensuring that 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

COMMITTEE STRUCTURE – 2023/24

COMMITTEE	CHAIR	MEMBERS	Remit
AUDIT	DAVID WATT	Michael Payne Lindsey Paterson Rena McAdam Andrew Jack Stuart Porteous James Olatoke (co-opted)	The membership of the Committee is no more than six Board members.
FINANCE AND RESOURCES	DAVID NEWALL	Jon Vincent Margaret Swiderska Vacancy Martina Tuskova Kathleen Sweeney	The membership of the Committee is six Board members including the Principal.
ORGANISATIONAL DEVELOPMENT	SANDRA HEIDINGER	Jon Vincent Fergus Brown Ros Micklem Martina Tuskova Vacancy	The membership of the Committee is a minimum of six members of the Board of Management, one of whom will be the Principal and Chief Executive.
LEARNING AND TEACHING	MAUREEN McKENNA	Jon Vincent Runa McNamara Alan O'Donnell Paula Dixon Andrew Jack	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.
NOMINATIONS	DAVID NEWALL	Lindsey Paterson Fergus Brown Rena McAdam	The membership of the Committee is not more than five members of the Board of Management.
REMUNERATION	SANDRA HEIDINGER	David Newall David Watt Maureen McKenna Vacancy	The membership of the Committee is the Chair of the Board and four other members excluding the Principal and the staff and student representatives. The four other members will be the Chairs of the Audit, Finance and Resources, Learning and Teaching and Organisational Development Committees

Articles of Governance

of

The Board of Management

of

Glasgow Clyde College

December ~~2020~~2023

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ARTICLES OF GOVERNANCE

1 Interpretation

In these Articles of Governance and the Appendices thereto-

- 1.1 "the 1980 Act" means the Education (Scotland) Act 1980;
- 1.2 "the 1992 Act" means the Further & Higher Education (Scotland) Act 1992;
- 1.3 "the 2005 Act" means the Further & Higher Education (Scotland) Act 2005;
- 1.4 "the 2013 Act" means the Post-16 Education (Scotland) Act 2013;
- 1.5 "the Authority" means any education authority;
- 1.6 "the Board" means the Board of Management of Glasgow Clyde College;
- 1.7 "the Chair" means, unless the context otherwise requires, the person appointed by the Regional Board in terms of paragraph 3A of Schedule 2 to the 1992 Act to be chair of the Board;
- 1.8 "the Charities Act" means the Charities and Trustees Investments (Scotland) Act 2005;
- 1.9 "the Code of Conduct" means the Model Code of Conduct for members of devolved public bodies issued in terms of section 2 of the Ethical Standards in Public Life Etc. (Scotland) Act 2000, as amended or updated from time to time, or any Code of Conduct pertaining to the College issued in terms of section 3 of the said Act;
- 1.10 "the College" means Glasgow Clyde College;
- 1.11 "the College Plan" means the College Corporate Plan formulated and approved from time to time by the Board;
- 1.12 "Further Education" means, fundable further education as defined in section 5 (1) and (2) of the 2005 Act;.
- 1.13 "Higher Education" means higher education as defined in section 5(3) of the 2005 Act;
- 1.14 "List of Responsibilities" means the List of Responsibilities contained in Appendix 1;
- 1.15 "OSCR" means the Office of the Scottish Charity Regulator;
- 1.16 "Policy/Policies" means any and all policies in force from time to time that are designed to facilitate the efficient operation of the College for the benefit of its staff and students and members of the general public;
- 1.17 "the Principal" means the person appointed as Principal of the College for the time being;

- 1.18 “the Depute Principal” means the person appointed as Depute Principal of the College for the time being;
- 1.19 “Regional Board” means the Glasgow Colleges’ Regional Board as established by the 2005 Act (as amended by the 2013 Act);
- 1.20 “the Rules for Appointment” are the rules for the nomination, election and appointment of members of the Board contained in Appendix 2;
- 1.21 “Scheme of Delegation” means the Scheme of Delegation contained in Appendix 4;
- 1.22 “Scottish Funding Council” means the Scottish Further and Higher Education Funding Council established by the 2005 Act;
- 1.23 “Scottish Ministers” means, where the relevant function is delegated to it, the Scottish Funding Council;
- 1.24 “Secretary to the Board” means the person appointed in terms of clause 3 to carry out the duties of Secretary to the Board;
- 1.25 “staff” means employees of the College and shall be construed accordingly;
- 1.26 “Standing Orders” means the Standing Orders for regulating the meetings and proceedings of the Board, which are contained in Appendix 3;
- 1.27 “Support Needs” means support needs as defined in section 8 of the 2005 Act;
- 1.28 “Vice Chair” means, unless the context otherwise requires, the person appointed by the Board, in terms of clause 7, to be its Vice Chair;
- 1.29 In these Articles of Governance, unless there be something in the subject or context inconsistent therewith:-
- (i) Words importing the masculine gender only shall include the feminine and neuter genders and words importing persons shall include firms, companies and corporations and vice versa;
 - (ii) Words importing the singular number only shall include the plural;
 - (iii) References to items and Appendices are to items of and Appendices to these Articles of Governance;
 - (iv) Any reference to statute (whether generally or specifically) shall include all derivative instruments, orders, regulations and other matters and all directives, regulations and mandatory requirements of the European Union and in each case any re-enactment or modification thereof from time to time; and

- (v) Where these Articles of Governance reproduce any duties, powers and obligations imposed on the Board by statute, these Articles of Governance shall be varied by and in terms of any re-enactment or modification of such statute from time to time.

2 Board of Management

2.1 Incorporation of the Board of Management

The Board is established as a body corporate under the 1992 Act, with effect from 1 April 1993.

2.2 Duties of the Board

The Board have the following duties:

- 2.2.1 to manage and conduct the College;
- 2.2.2 to ensure that the College provides (either by itself or by arrangement with any other person) suitable and efficient Further Education to the students of the College and in carrying out this duty the Board shall have regard to the provision of education in the area in which the College is situated and to the likely needs of persons wishing to become students of the College;
- 2.2.3 to ensure that the College provides public benefit in Scotland or elsewhere through:
 - (i) the advancement of education;
 - (ii) the advancement of the arts, heritage, culture or science;
 - (iii) the relief of those in need by reason of age, ill health, disability, financial hardship or other disadvantage;
 - (iv) any other purpose that may reasonably be regarded as analogous to any of the preceding purposes.
- 2.2.4 to make such reports or returns and give such information to the Scottish Ministers as may be required for the purposes of the exercise of its powers and the performance of its duties under Part I of the 1992 Act;
- 2.2.5 to make such reports or returns and give such information to the Regional Board as may be required for the purposes of the exercise of its powers and the performance of its duties under Part I of the 2005 Act;
- 2.2.6 to comply with any directions of a general or specific nature with regard to the discharge of their functions as may be given to the Board by the Scottish Ministers under statutory authority;

- 2.2.7 to publish prescribed information relating to students of the College as may be required by Regulations made by the Scottish Ministers under section 27 of the 1992 Act, provided that published information shall not disclose the name of any student to whom it relates without the prior written consent of such student;
- 2.2.8 to keep proper accounts and other records; prepare for each financial year of the College a statement of account, including a report on the College's activities in the financial year; and have the statement of account audited as directed by the Auditor General for Scotland;
- 2.2.9 when requested to do so by an Authority, to provide to the Authority as soon as is reasonably practicable, such information or advice as the Authority may reasonably request from the Board to facilitate the carrying out by the Authority of their duty under section 65B of the 1980 Act (provision for recorded children over school age) to consider in relation to any recorded child what provision would benefit him/her after he or she ceases to be of school age and to make a report thereon;
- 2.2.10 to comply with the List of Responsibilities;
- 2.2.11 to have due regard to the academic freedom of the Principal and other academic staff as defined in section 26 of the 2005 Act;
- 2.2.12 to comply with any direction, requirement, notice or duty imposed on the Board by the Charities Act;
- 2.2.13 to keep these Articles of Governance under review;
- 2.2.14 to require its members to comply with the Code of Conduct; and
- 2.2.15 to take such steps as are reasonably practicable to secure that any Students' Association for students at the College operates in a fair and democratic manner.

2.3 Powers of the Board

The Board have the following powers:

- 2.3.1 to provide or secure the provision of Further Education;
- 2.3.2 to provide part-time and full-time courses of instruction for persons of school age;
- 2.3.3 to charge fees for, or in connection with, the provision by them of any form of Further Education;
- 2.3.4 to provide to students of the College such assistance of a financial or other nature (including waiving or granting remission of fees) as they may consider appropriate;

- 2.3.5 for the purpose of the administration and management of the College, to receive any property, rights, liabilities and obligations transferred to the Board under or in pursuance of any provision of Part 1 of the 1992 Act, or the 2005 Act;
- 2.3.6 to provide facilities of any description appearing to the Board to be necessary or expedient for the purpose of, or in connection with, the carrying on of any of the activities mentioned in this clause or in clause 2.2 (including boarding accommodation, recreational facilities for students and staff and facilities to meet the needs of students who have Support Needs and disabled staff);
- 2.3.7 to supply goods and services;
- 2.3.8 subject to clauses 2.4.1 and 2.4.3, to acquire, hold and dispose of land and other property;
- 2.3.9 to enter into contracts, including in particular:
- (i) contracts for the employment of staff for the purpose of, or in connection with, the carrying on of any such activities as are mentioned in this clause 2.3 or in clause 2.2; and
 - (ii) contracts with respect to the carrying on by the Board of any such activities;
- and in exercising this power the Board shall ensure that best value for money is provided and in particular shall have regard to the Scottish Public Finance Manual and the SFC Financial Memorandum (as hereinafter defined) in the procurement of goods and services;
- 2.3.10 to form, promote, or to join with any other person in forming or promoting, companies (within the meaning of the Companies Acts 1985 and 2006, and any subsequent amending legislation);
- 2.3.11 subject to clauses 2.4.1 and 2.4.3 to borrow such sums as the Board think fit for the purpose of carrying on any of the activities they have the power to carry on or for meeting any liability or obligation transferred to them under, or in pursuance of, any provision of Part 1 of the 1992 Act and, in connection with such borrowing, to grant such security or give such guarantee or indemnity as they think fit;
- 2.3.12 to invest any sums not immediately required by the Board for the purpose of carrying on any of the activities which they have power to carry on for meeting any liability or obligation transferred to them under, or in pursuance of, any provision of Part 1 of the 1992 Act (including any duty under clause 2.2);

- 2.3.13 subject to clauses 2.4.1 and 2.4.3, to raise funds, accept gifts of money, land or other property and apply it to, or hold or administer it in trust for, the purpose of carrying on any of the activities which they have power to carry on;
- 2.3.14 to make such funding and other arrangement with the Scottish Funding Council and/or the Regional Board as permitted by law and in furtherance of the duties specified in clause 2.2;
- 2.3.15 to do all such things as are calculated to facilitate or are incidental or conducive to the carrying on of any of the activities which the Board has power to carry on;
- 2.3.16 in carrying out their functions, the Board shall have regard to the requirements of persons over school age who have learning difficulties;
- 2.3.17 subject to section 15 of the 1992 Act, to appoint on such terms and conditions as it may determine such employees as it thinks fit;
- 2.3.18 to, in the case of such of its employees, or former employees, as they may determine:
 - 2.3.18.1 pay such pension, allowances, or gratuities to, or in respect of, those employees (including pensions, allowances or gratuities by way of compensation to, or in respect of, any such employee who suffers loss of office or employment);
 - 2.3.18.2 by way of compensation to, or in respect of, any such employee who suffers loss of office or employment);
 - 2.3.18.3 make such payments towards provision of such pensions, allowances or gratuities; or
 - 2.3.18.4 make such arrangements for the provision and maintenance of such schemes (whether contributory or not) for the payment of such pensions, allowances or gratuities, as it thinks fit;
- 2.3.19 the Board may, subject to clause 2.4.8, pay to persons appointed to be members of the Board and to members of its Committees, (whether or not they are also members of the Board), reasonable out of pocket expenses as the Board may determine;
- 2.3.20 the Board may, subject to clause 2.4.9, contract with members of the Board; and
- 2.3.21 the Board may amend these Articles of Governance (including the Scheme of Delegation and List of Responsibilities), but not so as to conflict with its statutory obligations.

2.4 Limitations on Powers of the Board

- 2.4.1 The Board shall not, without the prior written consent of the Scottish Ministers, borrow money from any source, give any guarantee or indemnity or create any trust or security over or in respect of any of their property.
- 2.4.2 The Board shall not, without the prior written consent of the Scottish Ministers effect any material change in the character of the College.
- 2.4.3 Subject to clause 2.4.4, the Board shall not dispose of any property specified in clause 2.4.4 without the prior written consent of the Scottish Ministers.
- 2.4.4 Property to which clause 2.4.3 applies is:
- (i) property transferred to the Board under or in pursuance of any of the provisions of Part 1 of the 1992 Act or of the 2005 Act;
 - (ii) property acquired by the Board, wholly or partly, with assets which represent or in any way derive from any part of the proceeds of, or any consideration for, the disposal of property so transferred; and
 - (iii) property acquired, improved or maintained wholly or partly, directly or indirectly out of funds provided under or in pursuance of part 1 of the 1992 Act or of the 2005 Act, or from the proceeds of, or any consideration for, the disposal of any property so acquired, improved or maintained.
- 2.4.5 The consent of the Scottish Ministers may be given in respect of a particular disposal of property, or of disposals of any class or description, and may be given subject to such conditions as the Scottish Ministers may determine.
- 2.4.6 The consent of the Scottish Ministers is not required for the disposal of land which is, or forms part of, property to which clause 2.4.3 applies, where the disposal is in consequence of the compulsory acquisition of such land by any authority in pursuance of any power of compulsory acquisition under any enactment; but the Board shall inform the Scottish Ministers of any such compulsory acquisition.
- 2.4.7 Where any property to which clause 2.4.3 applies is disposed of, the Board shall pay to the Scottish Ministers such portion of the proceeds or value of the consideration for the disposal, after deduction of such expenses as appear to the Scottish Ministers to have been reasonably incurred in the disposal, as the Scottish Ministers may, after consultation with the Board, determine.
- 2.4.8 Any expenses to be paid under clause 2.3.19 shall take account of the principle of unpaid voluntary service, or other criteria as determined by the Scottish Ministers.

2.4.9 A member of the Board may not be remunerated for services provided to the College (including services provided in the capacity of a member of the Board) unless the provisions of section 67(2) of the Charities Act entitles the person to be so remunerated.

2.4.10 In the event of the closure of the College by the Scottish Ministers, any assets remaining after the satisfaction of all debts and liabilities shall not be paid to or distributed among members of the Board, but shall be disposed of in a manner determined by the Scottish Ministers as specified in section 25 of the 1992 Act.

2.5 Membership

2.5.1 The Board shall consist of not less than 13 and not more than ~~18-20~~ persons.

2.5.2 The Board shall include:

- (i) The Chair, who shall be appointed by the Regional Board;
- (ii) the Principal;
- (iii) a person elected by the teaching staff of the College from among their own number;
- (iv) a person elected by the support staff of the College (being all staff who are not teaching staff) from among their own number;
- (v) two persons nominated by the Students' Association of the College from among the students of the College in accordance with the constitution of the Students' Association.
- (vi) one person nominated by a teaching staff recognised trade union and one person nominated by a support staff recognised trade union of the College
- (vii) Other members appointed by the Regional Board

2.5.3 The rules by which representatives of the teaching and support staff are elected are specified in Rules 4 and 5 of Appendix 2.

2.5.4 The rules for nominating and appointing the Students' Association's representatives are specified in Rule 8 of Appendix 2.

2.5.5 Any person appointed to the Board (other than the Principal, the staff members, the trade union nominated members and the student members) shall be independent of the management of the College and free from any other relationships which may materially interfere with that person's exercise of independent judgment on issues of strategy, performance, resources or standards of conduct.

2.6 **Tenure of Office**

- 2.6.1 Subject to clauses 2.5 to 2.6, a member of the Board shall hold and vacate office in accordance with the terms of his appointment by the Regional Board.
- 2.6.2 The Principal shall remain a member of the Board while he/she is the Principal.
- 2.6.3 The Students' Association's representatives shall hold office until 31 August following his/her appointment unless amended by the Board.
- 2.6.4 A member of the Board, other than the Principal, may resign office at any time by giving notice in writing to the Secretary to the Board and to the Regional Board.

2.7 **Register of Interests**

The Board shall be required to maintain a Register of Interests in accordance with the terms of the Ethical Standards in Public Life etc. (Scotland) Act 2000 ("Register of Interests"). Such Register of Interests shall be available for inspection at all reasonable times at the main office of the College or as otherwise required by the Standards Commission for Scotland. It is the responsibility of members of the Board to declare all relevant information and to promptly notify any changes.

2.8 **Monitoring of Attendance**

The Secretary to the Board will maintain a Register of Members' Attendance and shall advise the Chair where any member has been absent, without permission of the Board, from all meetings of the Board, or meetings of its Committees to which he has been appointed, for more than 6 consecutive months. Upon receipt of such notification, the Chair shall inform the Regional Board in a timely manner.

3 **Secretary to the Board**

- 3.1 The Board shall appoint a person to carry out the duties of the Secretary to the Board ("Secretary") which are imposed by these Articles of Governance and which may in addition be determined by the Board. Where the Secretary holds a permanent contract of employment the normal Terms and Conditions for College Support Staff will apply except in the terms of a potential removal from office where a specific process will apply involving members of the Board to ensure that any action taken is in compliance with Scotland's Colleges Code of Good Governance. .
- 3.2 The Secretary shall be responsible for advising the Board on its obligations under and compliance with statute, good governance procedure, the Code of Good Governance for Scotland's Colleges (the "Code of Good Governance") and these Articles of Governance, and ensuring that the Board receives appropriate information to allow it to monitor and scrutinise the College's activities and to challenge performance when required.
- 3.3 The Secretary shall be responsible for maintaining the Members' Register of Interests.

- 3.4 The Secretary shall undertake his/her role in accordance with the provisions of the Code of Good Governance as they relate to the role of Secretary, as may be amended from time to time.

4 Proceedings

- 4.1 Subject to clause 4.2 and to clauses 5, 6 and 7 the proceedings of the Board and its Committees shall be in accordance with the Standing Orders.
- 4.2 The validity of any proceedings of the Board, or any of its Committees, shall not be affected by any defect in the appointment of any member of the Board or any member of such Committees, or by a vacancy amongst the members of the Board.
- 4.3 The Board shall ensure that proper minutes of the Board and its Committees' meetings are kept, which minutes shall contain a record of all resolutions and proceedings, shall be signed by the Chair of the meeting and shall be conclusive evidence of the matters stated in them.
- 4.4 When the Regional Board is concerned about any matters relating to the financial support, including future financial support, of the College from the Regional Board, a member of the Regional Board shall be entitled to:
- (i) attend any meeting of the Board or any Committee, sub-Committee or sub-group established by the Board; and
 - (ii) address such a meeting on those matters.

5 Inspection of Documents

- 5.1 Notwithstanding the arrangements made by the College to comply with the Freedom of Information (Scotland) Act 2002 the Board shall make available for inspection at the College, at all reasonable times by anyone who wishes to inspect them, copies of the following documents:
- (i) the agenda for any meeting of the Board or of any of its Committees;
 - (ii) the draft minutes of any such meeting as approved by the Chair of the meeting;
 - (iii) the minutes of such meetings as agreed by the Board or, as the case may be, Committee; and
 - (iv) any report or other document considered by such meeting.
- 5.2 Clause 5.1 does not apply to any document or part thereof which relates to:
- (i) an employee, former employee or applicant for employment in relation to the College;
 - (ii) a person who is, has been, or is likely to be a student of the College;

- (iii) any information, the disclosure of which is prohibited by anything in any enactment, (including the 1992 Act and an enactment contained in a subordinate instrument) or rule of law; or
- (iv) anything which it appears to the Board should be treated as confidential because of its confidential nature or otherwise.

5.3 Clauses 5.1 and 5.2 are subject to the overriding constraints of the Data Protection Act 1998.

6 **Chair**

6.1 The Chair shall be appointed by the Regional Board.

6.2 The Chair shall be eligible to deputise for any member of any committee with the exception of the Audit Committee;

6.3 Where the Chair ceases to be member of the Board, he/she shall cease to be Chair.

7 **Vice-Chair**

7.1 If the Board decide to appoint a Vice-Chair of the Board, it shall do so from among their number, providing that the member is not:

- (i) a student of the College;
- (ii) an employee of the ~~Board~~College;
- (iii) the Chair
- (iv) the Principal; or
- (v) a member (whether elected or appointed) or an employee of a local authority.

7.2 The Board shall determine the period of appointment of the Vice-Chair of the Board and may remove him/her from office as Vice-Chair.

7.3 The Vice-Chair may exercise the functions of the Chair, in so far as they have been delegated by the Chair with the approval of the Board, or directly by the Board should the Chair become incapacitated for any reason.

7.4 The Vice Chair shall undertake his/her role in accordance with clause A12 of the Code of Good Governance, regarding the role of the senior independent member, as may be amended from time to time.

8 **Principal**

- 8.1 The Board shall appoint the Principal to carry out the functions delegated to him/her in the Scheme of Delegation and such other functions as the Board may delegate from time to time. The Principal's appointment is subject to the approval of the Regional Board.
- 8.2 The Principal shall be the officer who is responsible for:
- (i) signing the accounts of the expenditure and receipts of the College;
 - (ii) ensuring the propriety and regularity of the finances of the College; and
 - (iii) ensuring that the resources of the College are used economically, efficiently and effectively.

9 **Committees**

- 9.1 The Board may establish Committees for any purpose and any such Committee may appoint sub-Committees/sub groups and shall appoint inter alia the following Committees:
- (i) Audit Committee;
 - (ii) Remuneration Committee; and
 - (iii) Nominations Committee.
 - (iv) Learning and Teaching Committee; and
 - (v) Finance and Resources Committee
 - (vi) Organisational Development Committee
- 9.2 Such Committees shall include at least three members of the Board and, in addition, may include persons who are not members of the Board, but such non-members shall not be entitled to vote at meetings of a Committee. The Principal may not be a member of the Nominations Committee (but may attend and advise it); and may not be a member of the Audit Committee (but may attend and advise it).
- 9.3 The Board shall not establish a Committee without providing it with detailed terms of reference.
- 9.4 The Principal of the College shall be entitled to attend any meeting of a Committee of the Board, but shall be entitled to vote at such meeting only if a member of such Committee.
- 9.5 Any reference herein to a Committee of the Board shall include a reference to any sub-Committee appointed by such Committee/sub group.

10 **Confidentiality of Information**

Any information which is received or obtained by any person in connection with his functions as a member of the Board, or a member of its Committees established under clause 9, on the basis that such information shall be treated as confidential, shall be treated by him as confidential to the Board or, as the case may be, the Committee in accordance with the guidelines in the Code of Conduct.

11 **Delegation**

The functions delegated by the Board are as specified in the Scheme of Delegation.

12 **Financial Year**

The financial year of the Board shall be from 1 August to 31 July or such other dates as the Scottish Ministers may determine.

13 **Execution of Documents**

- 13.1 A document is deemed to have been legally executed by the Board if it is subscribed on its behalf by a member of the Board or the Secretary to the Board or any other person provided in each case the signatory has been authorised by the Board to sign the document on its behalf.
- 13.2 For the purpose of any enactment or rule of law relating to the authentication of documents, a document is validly executed by the Board if it is subscribed on its behalf by being executed in accordance with clause 13.1. A document which appears to have been executed by the Board in accordance with clause 13.2 shall be a self-proving document if the subscription of the document bears to have been attested by at least one witness.

14 **Policies**

- 14.1 All new policies, and variations to existing policies, shall require to be ratified by the Board.
- 14.2 The Board may delegate the power to consider any variations of, existing or proposed new policies to any Committee of the Board.

THIS IS APPENDIX 1 REFERRED TO IN THE FOREGOING ARTICLES OF GOVERNANCE

List of Responsibilities

It is the responsibility of the Board, in pursuance of its duties, to:-

- 1 ensure the overall proper functioning of the College;
- 2 provide strategic leadership, direction, support and guidance to the College;
- 3 ensure provision of suitable and efficient Further Education to students;
- 4 promote commitment to the College's core values, policies and procedures;
- 5 establish strategic planning process to secure the College's future and to regularly review and adapt the same;
- 6 proper spending of monies, including establish appropriate arrangements to ensure that public funds are:
 - (i) properly safeguarded;
 - (ii) used economically, efficiently and effectively; and
 - (iii) used in accordance with the statutory or other obligations or purposes that govern their use;
- 7 ensure that sound arrangements are in place to ensure the quality and standards of the College's work;
- 8 ensure that robust systems are in place to monitor performance against targets;
- 9 ensure that the College complies with its obligations under the Financial Memorandum with Fundable Bodies in the College Sector produced by the SFC (the "SFC Financial Memorandum") and the Financial Memorandum between the College and the Regional Board (the "Regional Board Memorandum") (together the "Financial Memoranda");
- 10 keep its property assets under review through an estates strategy;
- 11 ensure there is an adequate IT strategy in place;
- 12 ensure that there are adequate procedures in place to prevent fraud or bribery;
- 13 ensure that there are adequate risk management policies and arrangements in place.

THIS IS APPENDIX 2 REFERRED TO IN THE FOREGOING ARTICLES OF GOVERNANCE

Election Rules and Procedures for Appointment of Board Members

Part I

1 Application

1.1 These Rules apply to

- (i) the election of teaching staff and support staff members of the Board; and
- (ii) the nomination and appointment of student members of the Board

Part II

Election of Teaching and Support Staff Members

2 Timing of Elections

2.1 This Rule applies to the nomination and election of teaching staff and support staff members of the Board.

2.2 In the event of an election requiring to be held because of the expiry of the periods of office of the respective members of the Board, the procedures set out in Rule 4 or Rule 5 as the case may be and Rule 6 shall be completed not later than the date of expiry.

2.3 In the event of a casual vacancy arising at any time more than six weeks prior to the expiry of the member's period of office the procedures set out in Rule 4 or Rule 5 as the case may be and Rule 6 shall be completed as soon as may be but in any event, not more than six weeks after the vacancy occurs.

3 Returning Officer

3.1 The Returning Officer shall be the Secretary to the Board or, if the Secretary is unable to act, such other person as the Board may appoint for the purpose.

4 Teaching Staff

4.1 The Returning Officer shall send a notice to each member of the teaching staff of the College requesting nominations for membership of the Board.

4.2 Such nominations must be received by the Returning Officer by the date specified in the notice, not being less than seven days from the date of the notice.

4.3 Each nomination must be signed by the nominee, the proposer and one other person all of whom must be teaching staff of the College.

4.4 The Returning Officer shall thereafter issue ballot papers with the names of the valid nominees thereon to each member of the teaching staff of the College. Each member of the teaching staff shall be eligible to cast only one vote in respect of each position on the Board for teaching staff members.

4.5 The completed ballot papers shall be returned to the Returning Officer by the date and time specified in the ballot paper not being less than seven days from the date of issue of the ballot paper.

5 Support Staff

5.1 The Returning Officer shall send a notice to each member of the support staff of the College (being members of staff who are non-teaching members of staff) requesting nominations for membership of the Board.

5.2 Such nominations must be received by the Returning Officer by the date specified in the notice, not being less than seven days from the date of the notice.

5.3 Each nomination must be signed by the nominee, the proposer and one other person, all of whom must be support staff of the College.

5.4 The Returning Officer shall thereafter issue ballot papers with the names of the valid nominees thereon to each member of the support staff of the College. Each member of the support staff shall be eligible to cast only one vote in respect of each position on the Board for teaching staff members.

5.5 The completed ballot papers shall be returned to the Returning Officer by the date and time specified in the ballot paper not being less than seven days from the date of issue of the ballot paper.

6 Counting of Votes

6.1 The Returning Officer shall offer each nominee the opportunity to be present or represented at the counting of votes.

6.2 The counting of votes shall take place within 24 hours of the time set for the return of ballot papers and shall be done by the Returning Officer in the presence of such nominees or their representatives as have chosen to attend.

6.3 The nominee receiving most votes shall be declared elected.

6.4 In the event of a tie the election shall be decided by lot among the nominees with the most numbers of votes.

6.5 In the event of elections for teaching staff and support staff members being held concurrently, the counting of votes shall be done as a separate and consecutive process for each election.

6.6 The Returning Officer may use such staff of the College as may be necessary to assist in the counting of votes.

- 6.7 The names of the persons elected shall be reported to the next meeting of the Board after the election.

7 Amendment of Rules

- 7.1 Before making, varying or replacing any provisions contained within Rules 2 – 6 (inclusive), the Board must consult representatives of any trade unions which the Board recognise as being, or which otherwise appear to the Board to be, representative of the teaching staff or support staff of the College as may be relevant.
- 7.2 Where the making, varying or replacement of a provision within Rules 2 – 6 applies only to teaching or support staff, the Board must only consult with representatives of any trade union which the Board recognises as being, or which otherwise appear to the Board to be, representative of either the teaching or the support staff of the College.

Part III

Nomination of Student Members

8 Student Members

- 8.1 This Rule applies to the nomination and appointment to the Board of persons from among the students of the College.
- 8.2 In the event of the expiry of office of such a person on 31 August following his/her appointment:
- (i) the Secretary to the Board shall prior to said 31 August invite the Students' Association to nominate two students to become members of the Board or as soon as practicable thereafter invite from the Students' Association of the College nominations of such persons as members of the Board in accordance with the Constitution of the Students' Association; the Secretary to the Board shall obtain references and an appropriate disclosure relevant to the nominated student(s); and
 - (ii) the Secretary to the Board shall report such nominations to the next meeting of the Board but, notwithstanding the date of said meeting, if the nominations are received not later than said 31 August the nominees shall become members of the Board from 1 September 2013, and in each year thereafter from 1 September. If the nomination is received after said dates the nominees shall become members of the Board on the date the nominations are received and appropriate references and disclosures is obtained.
- 8.3 In the event of a student member leaving the College prior to the end of his/her term of office:
- (i) the Secretary to the Board shall, within 3 weeks of the vacancy occurring, seek from the Students' Association of the College a new nominee; and

- (ii) the Secretary to the Board shall report such nomination to the next meeting of the Board but, notwithstanding the date of said meeting, the nominee shall become a member of the Board on the date the nomination is received.

Revisions to this document approved by Board of Management.

Last revised August 2018

THIS IS APPENDIX 3 REFERRED TO IN THE FOREGOING ARTICLES OF GOVERNANCE

STANDING ORDERS

REGULATING THE MEETINGS AND PROCEEDINGS OF THE BOARD

The Standing Orders shall apply to all meetings of the Board and its Committees and shall, subject to a resolution by the Board for their suspension, remain in force unless and until they are varied or revoked as hereinafter provided.

PART I

Meetings

1 Ordinary Meetings

Ordinary meetings of the Board shall be held at least four times per calendar year, at such day and time as the Board shall determine.

2 Extraordinary Meetings

Extraordinary meetings may be called on the instructions of the Chair or on a requisition signed by not less than five members.

3 Notice of Meetings

Whilst the Board will meet as required, dates for four ordinary meetings per calendar year will be set in advance. The Secretary to the Board shall issue members with notices of meetings of the Board at least six days before the day of the meeting, specifying the time, place and hour of the meeting and the business to be considered.

4 Notice of Proposals

4.1 Board members wishing to place items on the agenda for an ordinary meeting of the Board should advise the Secretary to the Board at least 10 days before the meeting at which it is to be considered. No other items may be discussed at a meeting of the Board unless (a) it arises from a matter already on the agenda; (b) is notified for this purpose to the Secretary to the Board at least 24 hours before a meeting and approved for discussion by a majority of the members present at the meeting; or (c) approved for discussion by a two thirds of the members present at the meeting.

4.2 Board members wishing to place items on the agenda for an extraordinary meeting of the Board should advise the Secretary at least two days in advance of the meeting. No other items may be discussed at an extraordinary meeting of the Board unless (a) it arises from a matter already on the agenda or (b) it is approved for discussion by a majority of the members present at the meeting.

5 **Agenda**

The agenda of ordinary meetings of the Board shall commence with “Apologies for the Absence” followed by “Determination of Other Business” under which the Board shall determine whether to include under “Other Business” such items as are notified for this purpose to the Secretary to the Board at least 24 hours before a meeting. “Items for Approval” will be appropriately recorded and take precedence over other items.

In addition, “Items for Information” will form a separate item and will not normally be discussed by the Board unless a member requests discussion under the item “Determination of Other Business”. Each Board agenda, and that of its Committees, will include an item “Declaration of Potential Conflict(s) of Interest” and an item for Equalities Impact.

6 **Order of Voting**

Where a proposal is amended, voting will take place on the amendment against the proposal, or the series of amendments, in the order of last amendment first, until a single amendment is put against the proposal. Thereafter, voting will take place upon the proposal or the proposal amended. All members have a single vote.

7 **Dissent from Decision**

No-one shall be entitled to enter his or her dissent from any decision, except at the meeting at which it has been passed.

8 **Recession of a Decision**

No proposal, nor any amendment to any such proposal, shall be moved if it involves a reconsideration of any question or proposal which has been decided or adopted by the Board at any time within the preceding 6 months unless:

- 8.1 There has been a material change in circumstances; and
- 8.2 it is moved by the Chair; or
- 8.3 in addition to being signed by the mover, it is signed by at least one third of the total members of the Board.

9 **Deputations**

9.1 **Application for admission by deputations**

Any deputation may apply to be received by the Board provided an application for admission to the meeting setting forth the matters on which the deputation desires to be heard shall have been lodged with the Secretary to the Board at least eight clear days prior to the date of the meeting. Notice of any such applications shall be entered in the notice calling the meeting and such meeting may agree or decline to receive deputation.

9.2 **Committee may receive deputation**

Should the Board be of the opinion that a proposed deputation should be received by any of its committees instead of by the Board, they may direct accordingly.

9.3 **Size of deputation**

Except with leave of the meeting, the members of any deputation shall not exceed three and shall present their case within a period not exceeding fifteen minutes.

9.4 **Questions to deputation**

When a deputation is received, it shall be competent for members of the Board to put to the deputation, any questions pertinent to the subject on which they craved to be heard but no member shall express an opinion upon or discuss the subject until the deputation has withdrawn.

10 **Quorum**

A quorum shall not be less than one half of the members. If 15 minutes after the time appointed for a meeting of the Board a quorum of members is not present, the meeting shall stand adjourned and the Secretary to the Board shall minute that owing to the want of the necessary quorum no business was done. No business shall be transacted at a meeting of the Board unless a quorum of members is present, but members present may discuss the business of the Board and those discussions and any conclusions in respect of them will be brought forward to the next meeting of the Board.

Part II

Minutes and Papers

11 **Minutes**

The minutes of the previous meeting of the Board shall be sent to members of the Board along with the notice calling the next meeting; and shall be submitted for approval as a correct record.

12 **Circulation of Papers**

Agenda, papers and minutes will be circulated to all Board members for the purpose of the meeting by the Secretary to the Board in sufficient time for the reading and digesting of the contents and circulated to all relevant members of staff as soon as possible after the meeting and shall be made available for inspection as specified in clause 5 of the Articles of Governance.

Part III

Members

13 Chair and Vice Chair

13.1 Election

- (i) The Chair is appointed by the Regional Board.
- (ii) The Vice Chair shall be appointed at the first meeting of the Board and thereafter at the meeting following demission of office by the previous Vice Chair.
- (iii) The Chairs of Committees will be appointed as determined by the Board.

13.2 Powers

- (i) The Chair shall have a deliberative and casting vote, and shall, subject to the Standing Orders, decide all questions of order.
- (ii) In the absence of the Chair, the Vice Chair shall preside at any meetings, and in the absence of the Vice Chair, the Board shall appoint one of their members to preside over any meetings. The Vice Chair or a member appointed to preside over a meeting shall have the same powers as the Chair would have had.

14 Code of Conduct

Members of the Board must at all times abide by and have regard to the requirements of the Code of Conduct.

15 Conflict of Interest

15.1 Principal

The Board recognises that there is a constant conflict of interest between the Principal as a member of the Board and his/her role as Principal. This conflict of interest is managed by the Chair and Chairs of Committees accepting the existence of this conflict of interest in the operation of the Board and its Committees. The Principal is not expected to declare this general conflict of interest at each meeting as it is acknowledged and managed by the Board. The Principal will however be expected to declare any other conflict of interest, such as shareholdings, which are not immediately evident to the Board or its Committees.

15.2 General

Other than for the matters specified in Standing Order 15.1 above, a member of the Board shall declare an interest, withdraw from the meeting and not vote on any issue in respect of which that member, or any person connected with him/her, has a material interest in or relating to that issue, or where the issue relates to him/her, where that member becomes aware of such interest before or

during any meeting of the Board. In determining whether a conflict of interest arises, members will have regard to the requirements of the Code of Conduct.

15.3 **Connected person**

For the purposes of Standing Order 15.2, a person is connected with a member of the Board if, but only if, he (not being himself a member of it) is:

- (i) that member's spouse, civil partner, child or step-child, relative or cohabitee; or
- (ii) except where the context otherwise requires, a body corporate with which the member is associated; or
- (iii) a person acting in his capacity as trustee of any trust the beneficiaries of which include:
 - (a) the member, his spouse or civil partner, any children or step' children or relative or cohabitee of his, or
 - (b) a body corporate with which he is associated, or of a trust whose terms confer a power on the trustees that may be exercised for the benefit of the member; his spouse or civil partner, any children or step-children or relative or cohabitee of his, or any such body corporate; or
- (iv) a person acting in his capacity as partner of that member or of any person who, by virtue of paragraph (i), (ii) or (iii) above, is connected with that member; or
- (v) a partnership or limited liability partnership in which:
 - (a) that member is a partner; or
 - (b) a partner is a person who, by virtue of paragraph (i), (ii) or (iii) above, is connected with that member;

16 **Substitutes**

In the event of a representative from the Students' Association being absent from the College for a period of more than 28 days and being unable to attend an Ordinary Meeting of the Board, an alternative nominated for such purpose by the Student's Association is empowered to attend in his/her place. Otherwise members of the Board (whether elected or appointed) may not nominate a substitute to attend in his absence.

17 **Co-options**

The Board reserves the right to invite any person to attend a Board meeting for any particular agenda item for which that person's advice and guidance is deemed desirable. For the avoidance of doubt, any person co-opted under this Rule shall not be entitled to vote at any Board meeting.

Part IV

General**18 Committees of the Board**

- 18.1 Any Committees set up by the Board shall have the powers delegated to them, but shall otherwise conduct their business under the same Standing Orders.
- 18.2 Chairs of Committees will be elected as set out in Standing Order 13.1 (iii).
- 18.3 Whilst the Board has delegated power to its Committees, the Committees remain under the authority of the Board. Accordingly minutes of Committees recording decisions reached and recommendations made will be issued to all Board members at the earliest opportunity.

19 Alterations of Standing Orders

Standing Orders may only be amended or suspended where not less than two thirds of Board members present agree to such a motion presented at a properly constituted Board meeting.

THIS IS APPENDIX 4 REFERRED TO IN THE FOREGOING ARTICLES OF GOVERNANCE

GLASGOW CLYDE COLLEGE

SCHEME OF DELEGATION

PART I

1 Introduction

- 1.1 This Scheme of Delegation ("scheme") specifies the functions, the performance of which is delegated by the Board in terms of clauses 2.3 and 11 of the Articles of Governance.
- 1.2 All delegations must be exercised in accordance with the law and having regard to any lawful direction and guidance by the Scottish Ministers, the Regional Board and the Scottish Funding Council.
- 1.3 Only the Committee or the persons or the holders of posts specifically named in this scheme may exercise the function delegated to them. They may not of their own volition delegate the exercise of a function to another, other than the Principal, who has an express power to delegate. It is open to any delegate, however, to decline to exercise a function in a particular instance.

2 Reservations to the Board

- 2.1 The following are reserved to the Board and therefore excluded from any delegation:-
- 2.2 determining the objectives of the Board;
- 2.3 ratification of new governance policies;
- 2.4 ratification of any variation of existing governance policies;
- 2.5 borrowing money and in connection with such borrowing granting securities or giving guarantees or indemnities;
- 2.6 any functions the exercise of which is clearly reserved to the Board in terms of any direction by the Scottish Ministers or in terms of any statute;
- 2.7 the final approval of the annual estimates of:
 - (i) revenue and expenditure, and
 - (ii) capital expenditure for work authorised by the Board;
- 2.8 the final approval of the College Corporate Plan;
- 2.9 the disposal of heritable property;

- 2.10 the appointment (subject to the approval of the Regional Board) of and disciplinary action against the Principal subject to and in accordance with the College's Disciplinary Procedures;
- 2.11 delegation of functions of the Board;
- 2.12 the acceptance of endowments, gifts of money, land or other property and:
 - (i) determining their application to, or
 - (ii) setting up a trust to hold or administer them for the purpose of carrying on any of the activities which the Board have power to carry on; and
- 2.13 the making, amendment and revocation of these Articles of Governance of the Board including Standing Orders, Election Rules and this scheme;

Part II

3 Delegations to the Chair of the Board

- 3.1 The Chair of the Board is authorised:-
 - 3.1.1 in the absence of the Principal and Depute Principal to take such measures as may be required in emergencies or as a matter of urgency, subject to reporting to the appropriate Committee or to the Board as soon as possible thereafter on any items for which approval of the Committee or the Board would normally be necessary;
 - 3.1.2 to deal with urgent items of business after consultation with the Chair of the Relevant Committee and with the Principal;
 - 3.1.3 to undertake visits in furtherance of the duties of the office of Chair of the Board;
 - 3.1.4 within any guidelines set by the Board, to incur expenditure to meet the expenses of the office of Chair of the Board of the provision of reasonable hospitality to representatives of other Colleges, organisations or others and to authorise the Principal to make visits as a representative of the College within and outwith the United Kingdom;
 - 3.1.5 after approval of the Board to sign and date the Report of the Board on the Annual Accounts in terms of the accounts direction given by the Scottish Ministers, under paragraph 18 of schedule 2 to the 1992 Act;
 - 3.1.6 to sign all deeds and other documents binding the Board for all purposes to which paragraph 20 of schedule 2 to the 1992 Act applies;
 - 3.1.7 to conduct staff development and performance review interviews with the Principal in accordance with Board policy;

- 3.1.8 to initiate disciplinary action against the Principal or to suspend the Principal with pay in circumstances which may result in disciplinary action being taken against the Principal. In the event of this action being considered the Chair should also seek the counsel of the Vice Chair in their capacity as the Senior Independent Member of the Board
- 3.1.9 if he/she considers it would be in the interest of the Board to do so, to approve the provision of reasonable hospitality to representatives of other Colleges, organisations, members of staff of the College or others and also within the UK to make visits and to authorise members of staff of the College to make visits as representatives of the College.
- 3.1.10 to deputise for any member absent from any Committee with the exception of the Audit committee.

Part III

Delegations to Committees

4 General Delegations to Committees

- 4.1 There is delegated to each Committee of the Board all of the functions relative to:
- 4.2 the respective terms of reference of those Committees; and
- 4.3 any minute of the Board making a special delegation to a Committee.
- 5 Each Committee may exercise and perform on behalf of and in the name of the Board, all the powers and duties of the board in relation to the functions so delegated.
- 6 The Chair of each Committee is authorised to act on behalf of the Board between cycles of meetings, so far as such acts relate to matters within the remit of the Committee of which he is Chair.

Part IV

Delegations to Members of Staff

7 The Principal

- 7.1 The Principal, as Chief Executive of the College, is responsible for the management of the College and the direction of its operations subject to policy direction by the Board and within the framework determined by the College Corporate Plan, Regional Outcome Agreement, the Financial Memoranda and the approved budget;
- 7.2 The functions listed at clause 8 are delegated to the Principal. The Principal may, in turn, delegate particular functions to other members of staff, whilst retaining responsibility to the Board for the exercise of these functions. In exercising any delegated function the authorised member of staff will take account of any appropriate departmental or section practice or procedure of any managerial instruction and of any other similar consideration.

7.3 The delegations to members of staff are subject always to:

- (i) these Articles of Governance of the Board and of all policies of the Board from time-to-time in force;
- (ii) appropriate provision for financial outlays having been made by the Board for the current year;
- (iii) the right of a member of staff to consult with the Principal on any matter or to refer the matter to the Chair of the Board or to any Committee, even though it has been specifically delegated to him or her;
- (iv) the exclusion from delegations to members of staff of power to deal with transactions (other than provision of a service to students of the College or customers of the College generally or approved by the Board under a Scheme or otherwise) which directly involve a member of the Board or a member of staff of the College or a person known to be connected with such member. In any such case a report on the proposed transaction shall be submitted to the appropriate Committee or to the Board for consideration and determination. A person is connected with a member of the Board or a member of staff of the College in the circumstances set out in Standing Order 15.3.

8 The Principal is authorised:

- 8.1 to take such measures as may be required in emergencies subject to advising the Chair where possible and reporting to the appropriate Committee or to the Board as soon as possible thereafter on any items for which approval of the Committee or the Board would normally be necessary;
- 8.2 to absent himself/herself or permit any member of staff of the College to absent themselves occasionally and temporarily during business hours to attend to duties or services of a civic, honorary, charitable or social nature provided that these do not interfere with the efficient discharge of their duties to the Board;
- 8.3 if he/she considers it would be in the interests of the Board to do so, to approve the provision of reasonable hospitality to representatives of other Colleges, organisations, members of staff of the College or others and also, within any guidelines set by the Board, to authorise members of staff of the College to make visits as representatives of the College;
- 8.4 to give a direction in special circumstances that any member of staff shall not exercise a delegated function;
- 8.5 to take out membership and to attend meetings of outside bodies and professional associations where it is compatible with the duties of Principal and in the interests of the College to do so;
- 8.6 to sign all deeds and other documents binding the Board for all purposes to which clause 13 of these Articles of Governance applies;

- 8.7 to issue press releases for publication and broadcasting on behalf of the College;
- 8.8 to arrange for publication of any document on behalf of the College;
- 8.9 when requested to do so by the Authority, to provide to the Authority as soon as is reasonably practicable such information or advice as the Authority may reasonably request from the Board to facilitate the carrying out by the Authority of their duty under section 65(b) of the Education (Scotland) Act 1980 (provision for recorded children over school age) to consider in relation to any recorded child what provision would benefit them after he ceases to be of school age and to make a report thereon;
- 8.10 with the exception of matters reserved under the national recognition and procedure agreement to consult and negotiate with representatives of recognised trades unions and professional associations on behalf of the Board;
- 8.11 to appoint staff of the College within the agreed budget approved by the Board in circumstances where the power to appoint has not been delegated to a Committee or is not reserved to the Board;
- 8.12 to determine an appropriate staff structure for the College, consistent with the conditions of employment which currently apply;
- 8.13 to take disciplinary action against staff of the College up to and including dismissal subject to complying with the disciplinary procedures laid down by the Board;
- 8.14 to engage the services of outside persons, firms or organisations when it is necessary to carry out the functions of the Board in cases where the power to engage such services is not delegated to a Committee or is not reserved to the Board;
- 8.15 to grant leave of absence with salary to enable staff to undertake approved courses, or to attend approved meetings or conferences;
- 8.16 to grant unpaid leave of absence;
- 8.17 to arrange programmes of in-service training for staff;
- 8.18 to exercise any discretionary powers available in the implementation of conditions of service in relation to all staff;
- 8.19 to approve the secondment of staff of the College to external agencies where the total cost for the secondment is recoverable from the external agency and to approve the appointment where necessary of a temporary replacement for the duration of the secondment;
- 8.20 to sanction the payment of overtime in exceptional circumstances above the salary level at which the Board have determined the normal entitlement to overtime will cease;
- 8.21 to approve initial salary placings;

- 8.22 to administer in accordance with any policy determined by the Board disbursement of monies to students of the College;
- 8.23 to administer in accordance with any policy of the Board the provision to students of the College of financial or other assistance;
- 8.24 to set and amend as necessary the level of tuition fees, examination expenses, maintenance and contribution scales for all courses offered by the College and to waive or grant remission of such fees or expenses in special cases within guidelines set by the Board;
- 8.25 to authorise students to and to make grants to students to enable them to attend courses and conferences and to undertake educational visits and excursions at home or abroad within the approved estimates and policies of the Board;
- 8.26 to authorise leave of absence with salary for staff to accompany students of the College to such courses and conferences and on such visits and excursions as are mentioned in clause 8.15 above;
- 8.27 to take appropriate disciplinary action including expulsion against students in accordance with any policies of the Board;
- 8.28 to provide financial and other assistance to the Students' Association of the College within the terms of the policy of the Board;
- 8.29 to grant the use of College accommodation to outside bodies or persons for the purpose of holding meetings and functions on such terms and conditions as are reasonable in the circumstances;
- 8.30 to allocate and apportion accommodation within the College among the various departments of the College;
- 8.31 to arrange for any necessary alterations or adaptations to College property at a cost of up to a maximum set from time to time by the Board in respect of one project, provided the alteration or adaptation does not affect any material change in the character of the College;
- 8.32 to apply to the appropriate authority for any necessary statutory consents;
- 8.33 where it is competent and in the interests of the College to do so, to lodge with the appropriate authority, objections to the grant of any permission, licence, warrant etc;
- 8.34 to determine and control the standard of furniture, furnishing and equipment within the College;
- 8.35 to grant any wayleave or servitude over the property of the College on such terms as may be appropriate;
- 8.36 to seek and, when competitive tenders are sought, to open tenders for contracts with the Board in accordance with any guidelines set by the Board;

- 8.37 after all necessary approvals have been obtained, to enter into contracts on behalf of the Board or to authorise another to enter into contracts on behalf of the Board;
- 8.38 when it is in the interests of the Board to do so, to terminate contracts or to authorise the termination of contracts;
- 8.39 to check the financial standing of potential contractors;
- 8.40 to purchase necessary equipment at a cost of up to a maximum set from time to time by the Board;
- 8.41 to dispose of equipment which is surplus to requirements;
- 8.42 to enter into agreements for rental, hire or leasing of items of equipment when the rental or hire charge does not exceed a maximum set from time to time by the Board and to sign agreement forms for such rentals, hires or leases and for rentals, hires or leases approved by a Committee or the Board;
- 8.43 to enter into maintenance contracts at a cost of up to a maximum set from time to time by the Board and to sign such maintenance contracts and other maintenance contracts as may be approved by a Committee or the Board;
- 8.44 to enter into contract for the college to supply goods and/or services where the value of the contract does not exceed a maximum set from time to time by the Board and to sign such other contracts for the supply of goods and services as may be approved by a Committee or the Board;
- 8.45 to provide courses as requested by outside agencies and to negotiate appropriate charges therefor;
- 8.46 to administer any educational endowment which transferred to and vested in the Board in terms of section 19(1) of the 1992 Act;
- 8.47 to raise funds for and to apply them to any of the activities which the Board have power to carry on;
- 8.48 to make payments on behalf of the Board;
- 8.49 to take out any necessary insurances to protect the interests of the Board;
- 8.50 to settle up to a maximum set from time to time by the Board and without reference to the Board claims made against the Board where there is no insurance and whether or not a court action has been raised, subject to any necessary approvals being obtained when Treasury Indemnity applies;
- 8.51 to make arrangements with insurance companies concerning the settlement of claims;
- 8.52 on receipt of valid claims to pay to members of the Board such allowances and expenses as the Board have determined; and
- 8.53 on receipt of valid claims to pay to members of the Board's Committees (whether or not they are also members of the Board) such allowances and expenses as the Board have determined.

9 The Secretary to the Board

- 9.1 The Secretary to the Board is authorised:-
- 9.2 to act as Returning Officer for elections of teaching and support staff members of the Board in terms of the Elections Rules and Procedures for Appointment of Board Members;
- 9.3 to carry out the other duties imposed on the Secretary to the Board by said Election Rules and Procedures in respect of the nomination and appointment of other members of the Board.
- 9.4 to keep proper records and minutes of the Board and Committee proceedings and prepare agendas, draft minutes and approved minutes of all meetings of the Board or any Committee;
- 9.5 subject to clause 5 (inspection of documents) of the Articles of Governance, to make available for inspection at the main office of the College copies of the agenda and approved minutes (or draft minutes approved by the Chair) of any meeting of the Board or any Committee and also of any report or other document (other than those marked confidential) considered by such a meeting;
- 9.6 to maintain the Register of Interests of the members of the Board;
- 9.7 to receive resignations from the Board and to inform the Board of vacancies and impending vacancies; and
- 9.8 to enter into correspondence in any matter as directed by the Board.

10 The Depute Principal

- 10.1 The Depute Principal shall during any period in which the Principal is absent from the College through illness, holiday or any other reason such that the Principal cannot be contacted or is unable to provide instruction in such a way as may impede the good governance of the College or in the event it is reasonably necessary for good governance of the College and expediency assume the powers of the Principal under this Constitution mutatis mutandis provided always:-
- 10.2 The Depute Principal shall notify the Chair forthwith of the intention to invoke the powers in terms of this clause 10.
- 10.3 The operation by the Depute Principal of the powers authorised in terms of clause 10 shall cease on the Principal being able to provide instructions and direction in the governance of the College.

Glasgow Clyde College Board of Management

Schedule of Work 2023-24

STANDING ITEMS (for every meeting)
Chair's Report (verbal)
Principal's Report (paper)
Student President's Report (paper)
Financial Sustainability Update
Minutes of Committee meetings
For noting/approval
Strategic Risk Register update
Estates, Capital Expenditure & Masterplan Update
Glasgow Clyde Education Foundation update
Governance Update
Acronym guide
11 OCTOBER 2023
FOR DISCUSSION/DECISION
Draft Primary Financial Statements
2023/24 Budget <ul style="list-style-type: none"> Discussions with GCRB/SFC Financial Forecast for 2023/24
5 year Plan/SFC Financial Forecast Return
Credits – Projection for 2023-24
FOR APPROVAL /NOTING
Freedom of Information Summary
Health and Safety Report from OD Committee
13 DECEMBER 2023
FOR DISCUSSION/DECISION
Report on Going Concern
Annual Report by Audit Committee to Board of Management
Final Annual Financial Statements for year ending 31 July 2023
Final Annual External Audit Report and Letter of Representation 2023
Regional Outcome Agreement Development update
Credits Projection current year & Final credits report 2022/23
Small group discussion – areas for development/agenda items
FOR APPROVAL/NOTING
Modern Slavery Act Statement 2023/24 (to share with Chair before meeting)
Financial Report year to October 2023 and Forecast Outturn to December 2023

20 MARCH 2024
FOR DISCUSSION/DECISION
SFC Indicative Funding Allocation for future year
Final Regional Outcome Agreement for future year
Financial Report year to January 2024 and Forecast Outturn
Credits Projection 23/24
Education Scotland – annual engagement
FOR APPROVAL/NOTING
-
12 JUNE 2024
FOR DISCUSSION/DECISION
Revenue budget for 2024/25 for approval
Financial Report year to April 2024 and Forecast Outturn to end July 2024
Equalities Report
Credits Projection 23/24
FOR APPROVAL/NOTING
Capital Masterplan update
Five year Plan Update

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