GLASGOW CLYDE
COLLEGE

BOARD OF MANAGEMENT

Wednesday 13 jUNE 2018
Seminar R4, Cardonald Campus

![Glasgow Clyde College logo]

BOARD OF MANAGEMENT

The Twenty Third Meeting of the Board of Management will be held on Wednesday 13th June 2018 at 4.30pm in Seminar Room 2, Cardonald Campus

AGENDA

18.24	Welcome and Apologies		D Newall
18.25	Declaration of Interests		D Newall
18.26	Determination of Other Business		D Newall

Minutes of Previous Meeting

18.27	Minute of the Board Meeting on 14 March 2018	P	D Newall
18.28	Matters Arising – Action Grid	P	D Newall
18.29	Minutes from Committee Meetings		
	i. Learning & Teaching	P	G McGuiness
	ii. Organisational Development		S Heidinger
	iii. Audit Committee	P	D Watt
	iv. Remuneration Committee	V	S Heidinger

Standing Items

18.30	Chair's Report	V	D Newall
18.31	Principal's Report	V	J Vincent
	a. SFC Initial Funding Allocation 2018/19		
	b. Ministerial Letters to Funding Agencies		
18.32	Student President's Report	V	K Gasiorowska

Items for Discussion/Decision

18.33	Draft Revenue Budget 2018/19	P	T Elliott
18.34	Financial; Plan 2017 - 2022	P	T Elliott
18.35	Capital Masterplan Update	P	J Thomson
18.36	Staff Engagement Survey Report	P	J Thomson
18.37	Proposed Voluntary Severance Scheme	P	J Thomson
18.38	GCC Commercial Activity Report	P	D McDougall
18.39	Report on Cyber Resilience	P	B Hughes
18.40	College Strategic Risk Register Update	P	J Thomson
18.41	Governance Update	P	G Heritage
	i. Remuneration Committee Remit		
	ii. Audit Committee Remit		

iii.   Board Development Plan
iv.   Board recruitment process report
v.   Corporate Governance Audit update
vi.   Board Self Evaluation & Effectiveness
vii.   Board Skills Matrix
viii.   Lobbying Act briefing

Items for Information/Noting*

18.42	GDPR Implementation and Risk analysis	P	J Thomson
18.43	Financial Report Year to April & Forecast Outturn		T Elliott
18.44	Credits Projection 2017/18		B Hughes
18.45	Glasgow Clyde Education Foundation Update		J Thomson

Continual Improvement

18.46	Equalities Impact Assessment on Decisions Made	D Newall
18.47	Review of Papers (including Disclosable Status)	All
18.48	Any Other Business	D Newall

The next Board of Management Meeting will be held at 4.30pm on Wednesday,

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

NOTES OF MEETING OF THE BOARD OF MANAGEMENT HELD AT 4.30 PM ON 14 MARCH 2018, THE BOARDROOM, LANGSIDE CAMPUS

David Newall	Chair
Jon Vincent	Principal
Sandra Heidinger	Vice Chair
Graeme Whiteford	Board Member
Gordon McGuinness	Board Member
Carolyn Davidson	Board Member
Fiona Godsman	Board Member
Mary Docherty	Board Member
Karolina Gasiorowska	Board Member
David Perez	Board Member
David Watt	Board Member
Michael Payne	Board Member
Stephen Henson	Board Member
Robert Fraser	Board Member
Keith Rosser	Board Member

IN ATTENDANCE:

Brian Hughes	VP Curriculum and External Relations
Janet Thomson	VP Resources and College Development
Tracy Elliott	AP Finance and Infrastructure
Eric Brownlie	AP Quality and Performance
Glenn Heritage	Clerk to the Board (Minute Taker)

APOLOGIES:

Clare Walker	Board Member

VISITING:

Janie McCusker	Chair, GCRB

18.01 **WELCOME AND APOLOGIES**
The Chair welcomed everyone to the meeting. Apologies were noted from C Walker. Janie McCusker was welcomed as a visitor to the meeting.

18.02 **DECLARATIONS OF INTEREST**
There were no declarations of interest.

18.03 **DETERMINATION OF OTHER BUSINESS**
There were no other items of business.

18.04 **MINUTES OF THE BOARD MEETING ON 13 DECEMBER 2017**
The Minutes were approved as a true record of the meeting.

18.05　**MATTERS ARISING: ACTION GRID**
The Chair gave an overview of the Action Grid. A number of items are underway and reflected in the Governance Report later in the Agenda or included in the Agenda as separate items. Committee Chairs for Learning and Teaching, Finance and Resources and Organisational Development were asked to ensure the KPI's as discussed at the December Board meeting were reviewed timeously, and it was agreed that a report should be received at the next meeting of the Board on implementation of the recommendations from the Internal Audit on Corporate Governance. Other action holders were asked to liaise with the Clerk to update the Action Grid for the future.

Chairs of Committees

SMT / Clerk

Progress against items was noted.

18.06　**MINUTES FROM COMMITTEE MEETINGS**
18.06I Learning & Teaching 07.02.18
G McGuinness provided an overview of the recent work of the Learning and Teaching Committee. The Board noted the Minute of the Learning & Teaching Committee Meeting of 07.02.18.
18.06ii Organisational Development 31.01.18
S Heidinger provided an overview of the recent work of the Organisational Development Committee. J Thomson was able to update the Board that the staff survey had a good response rate of 52%.
The Board noted the Minute of the Organisational Development Committee Meeting of 31.01.18.
18.06iii Audit 21.02.18
D Watt provided an overview of the recent work of the Audit Committee. There is one change to the Remit to be picked up as a later Agenda item. An amendment is to be made reverting to the wording requested by the Audit Chair within Audit minute item 18.09.
 The Board noted the Minute of the Audit Committee Meeting of 21.02.18.

DW/Clerk

18.06iv Finance & Resources 28.02.18
This meeting scheduled for 28 February, had to be cancelled due to the adverse weather. The Board noted that the main items of the Committee's business had been included on the agenda for the current meeting of the Board.
18.06v Nominations Committee 07.02.18
Board members K Rosser and C Davidson left the room for this item.

Clerk/DN

 The Chair gave an overview of the recent work and plans of the Nominations Committee meeting held 07.02.18.The Chair advised that a recruitment process will shortly commence for up to two new Board members. The Chair asked for Board agreement to the recommendation made at

the Nominations Committee that Carolyn Davidson and Keith Rosser be re-appointed as Board members for a second term of four years. This was agreed unanimously, and will now be recommended to the Glasgow Colleges Regional Board.

K Rosser and C Davidson joined the meeting.

18.06vi Remuneration Committee 28.02.18

This meeting scheduled for 28 February, had to be cancelled due to the adverse weather and will be rescheduled.   Clerk / SH

18.07   **CHAIR'S REPORT**

The Chair provided a verbal update. The Board noted the forthcoming SFC Strategic Dialogue visit to the College on 20th March. The Chair expressed the appreciation of the Board for the GCRB briefing from its December meeting, mentioning the forthcoming meeting on 26 March when funding is a key topic. J McCusker was invited to give an overview of her new role as Chair of GCRB. Within this she mentioned the Diversity event planned for 21 June which is open to members of all Boards of the Assigned Colleges and GCRB.   Clerk

The Board welcomed the information provided.

18.08   **PRINCIPAL'S REPORT**

J Vincent provided a verbal update. The College had hosted a successful visit from Shirley-Anne Somerville, Minister for Further Education, Higher Education and Science in the morning which had been a positive experience for students and staff. J Vincent asked the Board to note performance against credit targets currently forecast to exceed target by .

It was noted that recent attendance by D Marshall, AP Student Experience at a cross party group of the Scottish Parliament with a discussion focussed on student mental health had provoked interest and raising GCC profile.

J Vincent explained the status and progress regarding the Langside Residences and options being explored; the Board agreed that this could be taken forward by D Newall, R Fraser and J Vincent and progress reported to the next Board meeting.

The current status regarding National Bargaining and the potential for efficiencies dependent upon the final outcome and additional costs were noted by the Board.

J Vincent gave an overview of recent correspondence with SFC regarding Voluntary Severance within the Region following a scheme being introduced at one of the assigned Glasgow Colleges and the need for approbation from both SFC and GCRB for any scheme. New conditions for the Region from SFC mean that any individual taking voluntary severance cannot accept a post at any of the Glasgow

Region Assigned Colleges for two years. GCC would need to ensure consideration of this within its recruitment processes.

J Vincent circulated a paper relating to the SFC funding allocations and the Board were taken through the likely figures and implications for GCC. The Board discussed the complexities, and the division of funds between Colleges both capital and revenue; reduction of structural funds was also noted. Some challenges exist for GCC and the SMT are alive to these.

The Chair thanked the Principal for his update.

18.09   **STUDENT PRESIDENT'S REPORT**

The Student President was invited to speak to the Report issued with the Board Papers and Agenda. K Gasiorowska took the Board through her Report which focussed on the aims, ambitions and direction of the work of GCCSA. The outcome focussed approach was welcomed by board members.

A board member enquired further about student engagement and was assured of GCCSA inclusive approach, including the involvement of over 360 class representatives.

The Chair thanked K Gasiorowska for her update.

18.10   **REGIONAL OUTCOME AGREEMENT UPDATE**

B Hughes was invited to speak to the papers circulated with the Agenda

The Board discussed, in particular, the targets set in this document, agreeing that these must be stretching but realistic.

A lively discussion around targets, the balance between stretch targets internally and for performance measurement, and the need to work within the ROA parameters without risk of non-achievement and potential financial risks ensued.

J Vincent clarified that this constructive discussion lent itself to setting different and more stretching internal targets whilst negotiating realistic external (ROA) targets to mitigate risk.

He explained and the Board concurred that external and more demanding internal targets are ambitious but reflect the drive for improved performance, outcomes and attainment.

After further discussion the Board agreed to adopt the following ROA targets: JV/SMT

	2018-19	2019-20	2020-21
SIMD 10 Participation	31%	32.5%	34%
Attainment: FT HE	75%	76%	77%
Attainment: FT FE	66%	68%	70%

The Board asked that SMT aim to exceed these targets and to focus on a cycle of improvement.

E Brownlie joined the meeting at this point
S Henson left the meeting at this point

18.11 **2017-18 FINANCIAL STATEMENTS FOR THE SIX MONTH PERIOD ENDING 31 JANUARY 2018**
T Elliott was invited to speak to the Paper issued with the Agenda and annexes circulated at the meeting.
T Elliott gave an overview of the current status asking the Board to note where timing issues caused apparent variances.
The Board noted the planning for a balanced outcome and the specific conditions affecting our reporting requirements at fiscal year end and academic year end.
A Board member queried if there were plans for use of contingency funding and was informed that the intention was that the contingency would be used by end-July mainly to fund maintenance work.
The Board noted the contents of the Report and the Chair thanked T Elliott for her quarterly update of financial position.

18.12 **CAPITAL MASTERPLAN UPDATE**
J Thomson was invited to speak to the Report issued with the Agenda.

J Thomson took the Board through the Report highlighting completion and underspend on the Local Area Network project J Thomson asked the Board to endorse the use of the £95K underspend to fund the purchase of additional interactive whiteboards, and to approve the consequent change to the Masterplan.
The Board endorsed the change to the Masterplan and approved the updated plan.
J Thomson was thanked for her update.

18.13 **EFFECTIVE EVALUATION OF TEACHING, LEARNING AND ASSESSMENT**
The Chair clarified the context for this item of business. At the Board Development Day in October 2017, a series of Key Performance Indicators had been agreed to assist the Board in monitoring the College's performance. However, the Board had identified four themes where it felt that simple performance indicators were either not available, or were not of themselves sufficient as a measure of performance. The four themes were:

1. the quality of teaching, learning and assessment

2. the curriculum: developing the right skills and attributes in students
3. meeting the needs of our communities
4. social responsibility

It was noted that this evening's discussion addressed the first of these themes and that the remaining three would be discussed at future meetings of the Board.

E Brownlie was now invited to speak to the Report issued with the Agenda.

E Brownlie took the Board through the Report which set out the range of approaches used by the College to evaluate and improve the quality of teaching, learning and assessment.

The Board welcomed the informative nature of the report and discussed in particular that, currently, class observation is not a process routinely undertaken within GCC although felt to be good practice and used widely elsewhere across a range of organisations.

The Board discussed and confirmed that teaching quality is a priority; and that a review of the College's performance in this area will be a topic for the Board's 2018 Development day. SMT were asked to prepare a report identifying the top priorities for improving the quality of learning and teaching for discussion on that day.   SMT

The Board agreed that class observation and peer review, when implemented well, are key features of development and improvement and wish to see these implemented at GCC.   JV/SMT

E Brownlie was thanked for his report.

18.14   **RELATIONSHIP WITH SQA UPDATE**

E Brownlie was invited to speak to the Report issued with the Agenda.

E Brownlie reported on the current relationship with SQA and the feedback from staff. This was noted to be generally positive, and value for money.

E Brownlie highlighted where difficulties have arisen where course content required changing eg to facilitate students with a disability.

Responding to a question from a Board member B Hughes gave examples of SQA working in partnership and positive outcomes for students wishing to combine qualification with *BACP* accreditation due to joint working.

The Board noted positive aspects and thanked E Brownlie for his report.

E Brownlie left the meeting at this point.

18.15 **GLASGOW CITY COUNCIL CITY GOVERNMENT ACADEMIC MEMORANDUM OF UNDERSTANDING**

J Vincent was invited to speak to the Report issued with the Agenda.

J Vincent took the Board through the MOU and expressed his reservations with the content and implications of the memorandum.

The Board discussed the paper at some length and shared similar reservations about signing the memorandum in its current form.

The Board agreed and requested that J Vincent draft a letter in the first instance seeking further and joint discussion with all named partners prior to agreeing to the terms as set out.

This approach was approved by the Board.

JV

18.16 **ARTICLES OF ASSOCIATION**

J Thomson was invited to speak to the Report issued with the Agenda.

The Board noted the minor change to the Articles.

The Board approved the change to section 3.1 of the Articles of Association.

JT

18.17 **GCEF PROJECT APPROVALS**

J Thomson was invited to speak to the Report issued with the Agenda.

J Thomson took the Board through the two business case proposals to be submitted to GCEF; on business improvement/transformation, and on the priorities for the Cardonald campus.

A discussion followed around ways to strengthen the business improvement submission, notably around targets, efficiencies and ability to measure resource savings.

The Board also discussed business improvement process methodologies and areas of cost not explicit within the paper but where in kind matching from GCC could strengthen the submission.

The Board approved submission taking comments into account to help strengthen the bids.

JT

18.18 **COLLEGE STRATEGIC RISK REGISTER UPDATE**

J Thomson was invited to speak to the Report issued with the Agenda.

J Thomson highlighted those risks which are decreasing and two increasing risks.

The Board noted the contents of the Report.

18.19 **GOVERNANCE UPDATE**

The Chair spoke to the Governance Report issued with the Agenda.

Discussion on the revised Committee Structure chart noted several edits to be made.

The Board agreed the revised chart subject to edits.   DN/Clerk

The Board approved the Remit of the Organisational   SH/Clerk
Development Committee subject to a minor correction.

The Board approved the Remit of the Learning and Teaching Committee.

The Board approved the Remit of the Audit Committee   DW/Clerk
subject to the inclusion of one sentence proposed by the Chair of Audit Committee.

The Board approved the Remit of the Nominations Committee

Remits for Finance & Resources Committee and Remuneration Committee could not be approved due to those meetings not taking place; these items deferred to next Board meeting.

The Board noted the progress and ongoing work within the   Clerk
Board Development Plan.

The meeting schedule for 2018-19 was noted and   Clerk
Committee Chairs will advise the Clerk of any issues with dates.

Items for Information / Noting

18.20 **PREPARATIONS FOR GDPR**

The Board noted the Report and update.   JT

A Board member asked if a verbal update from the GDPR consultant had been agreed for this meeting.

J Thomson advised that insufficient time had elapsed through their workhowever Scott Moncrieff were making progress and this will be reported at the next meeting cycle.

18.21 **REPORT ON OSCR GUIDANCE FOR CHARITIES: SAFEGUARDING OF VULNERABLE GROUPS AND NOTIFIABLE EVENTS**

The Board noted the Report.

Continual Improvement

18.22 **EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE**

The Board agreed that the item on ROA carried a potential equalities impact.

The Board agreed that the work on the Board member recruitment process carried a potential equalities impact.

18.23 **REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)**

The status of item 18.11 was deemed non-disclosable. All other items are disclosable.

18.24   **ANY OTHER BUSINESS**
No other business

DATE OF NEXT MEETING
The next meeting will be held on Wednesday 13th June 2018,
Seminar Room 2, The Business Centre, Cardonald Campus

BOARD OF MANAGEMENT	Column1	Column2	Column3	Column4	Column5
Date of Meeting	Item	Action	Lead	Status	Notes
	17.90iv	Updated Estates Strategy document to be prepared	JT	Updated estates strategy is being taken forward with external review advice and will report to Board development day in October.	
	17.91	Recruitment of new Board members	Noms Cttee	For future recruitment	Outcome of rercruitment report on agenda for 13 June
	17.91	Arrange next Board Development day for Oct 2018	GH	Proposed 23 October to be actioned	Board Development date 4th / 5th October 2018. Update on agenda for 13 June.
	17.91	Report to Board on quality of service provided by SQA	JV	The requested report on SQA will be presented to the March 2018 meeting of the Board of Management.	
	17.91	Invite Duncan McDougall to future Board meeting to discuss commercial activity	DMcD/ GH	Report on commercial activity on agenda for 13 June meeting	
	17.94/95	Minor edits to Annual Report, External Auditors Report	JT/TE	These minor edits were completed prior to submission of version to SFC and Audit Scotland	
	17.97	Student space at Anniesland. The Student President requested that additional student space at Anniesland be put on the College' Capital Plan for the future	JT/GK	A meeting is being arranged for J Thomson and K Gasiorowska to have an initial discussion on options.	
	17.99	**Internal Audit Report on Corporate Governance**			
		It was agreed that responsibility should be allocated for each of the findings areas in the internal audit report as below:-			
	17.99-1	KPI's	BOM	Embed KPIs and report regularly to Board	
	17.99-2	Board Recruitment	Noms Cttee	3 points regarding consideration by Nominations Committee for future recruitment.	Considerations included in recruitment process for March / April 2018
	17.99-3	Quality of student experience	DM/GCCSA	The self evaluation analysis against the framework for developing strong student associations to be taken to Board or Learning and Teaching Committee.	
	17.99-4	Accountability	GH	Specify in Committee Structure chart which members of management provide advice	Completed. Committee Structure chart updated.
	17.99-6	Remuneration Cttee training	Rem Cttee	Ensure members undertake on line training within one month of appointment.	In progress. Clerk liaising with CDN
	17.99-7	Effectiveness	DN	Ensure clear process for setting and agreeing personal measures for the Principal.	The first cycle of this process has been completed.
	17.100.	**Key Performance Indicators**			
	17.100.3	Board to include session on performance measurement against KPI's at October Development day	DN	To be at October Board Development event.	
	17.100.4	Board agreed to discuss the four themes outlined in the report at future board meetings beginning with discussion of Teaching, Learning & Assessment and how to measure this	BOM	On March agenda.	Learning and Teaching theme considered March BOM. June meeting to address Curriculum: developing the right skills and attributes in students
	17.101	Clerk to liaise with D Marshall re GCCSA electoral process	GH	The outcome of the student Elections should still be reported to the Board	03/18 Agreement to provide Introduction to Board Membership training to all Student President / Vice Presidents to enable that group to make better informed decision around student representation at Board and Committee level.
	17.108	Preparations for GDPR. A further Report would be brought to the next Meeting.	JT	Update paper on Board agenda	

NOTES OF THE SIXTEENTH MEETING OF THE LEARNING AND TEACHING COMMITTEE HELD ON 7 FEBRUARY 2018
THE BOARDROOM, LANGSIDE CAMPUS

PRESENT:

Gordon McGuinness	Committee Chair
Jon Vincent	Principal
Karolina Gasiorowska	Board Member
Stephen Henson	Board Member

IN ATTENDANCE:

Brian Hughes	VP, Curriculum and External Relations
Eric Brownlie	AP, Quality and Performance
Glenn Heritage	Clerk to the Board (Minute Taker)

18.16 **WELCOME AND APOLOGIES**
The Chair welcomed everyone to the meeting. There were apologies from Fiona Godsman. Carolyn Davidson was unable to attend.

18.17 **DECLARATIONS OF INTEREST**
No declarations of interest were received.

18.18 **MINUTES OF MEETING HELD ON 7 FEBRUARY 2018**
Amendments to terminology in 18.01, 18.12, 18.10 to be made. Under 18.09 Remit – a Committee member raised the monitoring of disciplinary levels to be included in the remit, and that the minutes should reflect this. An amended version will be circulated   **GH**
In all other respects the minutes were accepted as a true record of the meeting of 7 February 2018.

18.19 **MATTERS ARISING**
The Committee reviewed the actions. Action 18.05 Learning & Teaching portfolio can be removed as complete. Action item 18.10 a Committee member asked that this be revised to indicate the limited scope of mandatory training.   **GH**
An action within the minutes to pick up a discussion on the educational characteristics of GCC will be discussed between the Chair and Principal.
Other items were noted by the Committee.

18.20 **STUDENT PRESIDENT REPORT**

K Gasiorowska was invited to speak to the report issued with the agenda papers. K Gasiorowska gave an informative overview of the ambitions of GCCSA to support improvement in learning and teaching and the thinking which underpinned the two areas discussed with SFC of apprenticeship courses and mental health. She gave examples of the impact of stress and anxiety on students and the actions of the SA to encourage peer support and connections including the mental health support group and the spontaneous dance therapy.

K Gasiorowska informed the Committee that the recent student elections resulted in her re-election as Student President and the election of three new Vice Presidents. She noted that all three are Business and IT students.

J Vincent informed the Committee that he has written to all the successful candidates congratulating them on their success.

K Gasiorowska was thanked for her report.

18.21 **KEY PERFORMANCE INDICATORS**

B Hughes was invited to speak to the report issued with the agenda papers. B Hughes referred to the chart attached to the agenda which gave comparative PI data for Scotland, the region and for Glasgow Clyde College.

B Hughes gave an overview of the main points, indicating where GCC underperformed against comparators in FT and PT FE indicators but outperformed national figures in FT HE, and in 2016/17 also outperformed the region.

B Hughes stated that the focus for the senior team is 'What can we do about it' and discussion has led to planned actions.

A Committee member asked what analysis is made of the reasons for withdrawal from courses and was informed that reasons are recorded as those reported by each student. A brief discussion of KPI tables followed.

A Committee member suggested that some students may withdraw if they find the course selected is not 'right' for them and that offering taster sessions might help their decisions to select appropriate courses. B Hughes added that a series of events are planned for June targeted at students with conditional or unconditional offers to help maintain interest during the period between acceptance and starting at the new term. The College wishes to have an 'open door' approach to potential students.

During discussion, B Hughes explained that a different introduction, possible field days or visits, and changing the way courses are delivered may need some change in

timetables and how we organise but we do need to do things differently if we are to improve our attainment levels..

J Vincent emphasised the need for change, and that only by doing things differently can we improve on KPI's or get close to the 75% target which the Scottish Government seek for FT FE provision. There is a need to actively support students and recognise that recruitment and selection is a two-way process. The need is to reach those students where early intervention can make an impact.

B Hughes demonstrated two Performance analysis tools which the SMT can use to drill down to detail and interrogate the data better, using these to make improvements. The Data Slicer compares all courses and all colleges across Scotland and allows GCC to compare against broadly similar colleges where there may be learning to be gained and shared.

Employer engagement was raised as an incentive for students to understand the benefits of the courses, and J Vincent explained the work being undertaken to engage with commerce and industry and add value to the student experience as well as provide incentives.

A Committee member also gave an example where consistency of teacher brings benefits, and conversely where staff long term sickness impacts adversely. The Committee agreed that consistency should be maintained wherever possible.

J Vincent left the meeting at this point

B Hughes demonstrated the second tool which gives GCC data down to individual detail and can be segmented by a range of characteristics.

B Hughes asked if the Committee wanted future discussion on particular topics, with information from deeper analysis. After discussion it was agreed a focus on identifying trends and highlighting key priorities and interventions would be appropriate for the Committee. Reporting quarterly was agreed.

BH

The Committee thanked B Hughes for his report

18.22 **QUALITY OF LEARNING AND TEACHING**

E Brownlie was invited to present a verbal report.

E Brownlie gave a shortened presentation and circulated an accompanying paper. Given the Committee was quorate but depleted it was agreed it would be difficult to have a discussion around the challenging questions raised. These merited a full Committee given the importance of the topic.

A Committee member noted the inclusion of staff observation on a peer to peer basis and that this had drawbacks, and alternative methods of shared teaching

practice might be preferable. A short discussion followed on how GCC might move toward shifting the methodology of assessment and achieve greater engagement in professional development across all teaching staff.

The Chair asked for the presentation and paper to be circulated to all members. This topic to be revisited.

[BH1]**EB**

The Committee thanked E Brownlie for his update.

18.23 **PROGRESS ON CREDITS 2017/18**
The Committee noted the paper on progress circulated with the agenda papers.

18.24 **GCC APPLICATIONS 2018/19**
The Committee noted the current status of applications and were informed that latest figures were approaching close to 20,000 applications.

B Hughes asked the Committee to note that this meant some courses which were oversubscribed were closed to new applications.

The Committee had a very brief discussion on Foundation Apprenticeships and the potential impact on uptake of SVQ's at levels 5 and 6.

18.48 **EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE**
N/A.

18.49 **REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)**
All items were deemed to be disclosable.

18.50 **ANY OTHER BUSINESS**
A Committee member enquired if there was any feedback from the Education Scotland visit and were informed feedback could be likely tomorrow. B Hughes further explained the focus of Education Scotland is around combining scrutiny and challenge to promote learning. Information had been sought relating to wrap around support for learners.

B Hughes asked the Committee to note that new guidance regarding the Evaluative Report and Enhancement Plan had been received. Work will begin on these documents for the AY 2017/18. Updates will be shared with the Committee in due course.

BH/EB

DATE OF NEXT MEETING

The next meeting will take place on 7TH November 2018 in The Boardroom, Langside Campus.

MINUTE OF THE FIFTEENTH MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON WEDNESDAY 02 MAY 2018, THE BOARDROOM, LANGSIDE CAMPUS, GLASGOW CLYDE COLLEGE

PRESENT:

S Heidinger	Committee Chair
M Docherty	Committee Member
G Whiteford	Committee Member
G McGuinness	Committee Member
D Perez	Committee Member

IN ATTENDANCE:

G Crankshaw	Acting Assistant Principal, Human Resources
C Crawford	Acting Organisational Development Manager
J Thomson	Vice Principal, Resources & College Development
N Patton	Head of Human Resources
G Heritage	Clerk to the Board (Minute Taker)

ACTION

18.15   WELCOME AND APOLOGIES
The Chair welcomed everyone to the meeting. Apologies were noted from Clare Walker.

18.16   DECLARATIONS OF INTEREST
There were no declarations of interest.

18.17   MINUTES OF PREVIOUS MEETING: 31 JANUARY 2018
The Minutes were approved as an accurate record of the meeting of 31 January 2018.

18.18   MATTERS ARISING
The Committee noted the updates within the Matters Arising Action Grid. Items 18.06, 18.07 and 18.08 were noted as being on the agenda.

J Thomson gave two further updates relating to the minutes of the previous meeting which were not included on the Action Grid -
Fire Compartmentation at Anniesland Campus: There is now agreement to undertake the necessary work and to remedy any faulty workmanship. This is seen as a positive move forward.
Mary Stuart Building: the testing of the cladding panel is ongoing and if replacement is recommended the plan is to undertake during the summer. There is no significant health and safety risk as it is a small building which would be quickly evacuated.

G Crankshaw responded to a question on 'Staff Voice' and said there had been a very positive first meeting, well attended and with good staff engagement.

18.19   REPORT ON JOINT CONSULTATION AND NEGOTIATING COMMITTEE MEETINGS

N Patton was invited to speak to the report issued with the agenda papers. Following a question from the Chair, it was confirmed that this was the first report which gave a summary of discussions rather than full and often lengthy minutes of meetings.

A Committee member asked for clarification on the paragraph relating to Terms and Conditions. It was explained this related to annual leave and a miscommunication around when annual leave could be taken. The issue had since been resolved.

A Committee member asked for more detail about the Contingency/Action Planning for Heating Failure. J Thomson described the events in January 2018 when heating had failed and measures to remedy this including repair of boilers, hiring a temporary boiler and one boiler replacement due in the summer. Early communication with Unions will also be implemented if any such type of events recur.

A Committee member sought clarification on Core Skills Profiling, it was explained this related to initial assessment of student skills. Information has been provided to EIS on who carries this out. Lessons learned on the process from this year will inform future years.

J Vincent wished the Committee to note that with regard to the item on Staff Absence in the note he did not recall having had such a meeting as quoted with Senior Lecturers and when after asking EIS which meeting this was they had been unable to clarify.

The Committee were content that no issues for the Board arose from the JCNC meetings as summarised in this report.

18.20   ASSISTANT PRINCIPAL HR REPORT

G Crankshaw was invited to speak to the Report issued with the Agenda.

G Crankshaw confirmed that 'Workplace' which is the new staff communication platform would now be trialled across the whole College for one year.

The Staff Engagement Survey closed and had a 58% response rate which the survey provider felt was reasonable. It was neither simple nor possible to quickly and fully interrogate results and a meeting with the survey provider HIVE and with Unions is planned to discuss results

and for the College to obtain full analysis and discuss next steps.

A Committee member asked if there were any surprises of which to be aware. G Crankshaw replied that whilst leadership and communications were cited as areas to be developed, more positively over 70% of staff felt GCC was a good place to work and enjoyed working here. Benchmarking data to compare to the previous survey is not yet available.

A Committee member queried any concerns around messages when the results become public knowledge. J Vincent said that potentially there could be something around senior management team, and potentially around the College's handling of alleged bullying incidents. The two questions on bullying and harassment handling had been optional and hence had been completed by a proportion of respondents.

A Committee member sought confirmation that a full report will go to the Board and this was given. The Committee agreed it is preferable that this Committee and the Board have sight of the related information on the staff survey prior to it being made public. The analysis will be circulated to this Committee and the Board.

SMT

G Crankshaw described the current exercise to identify the skills and any corresponding gaps within the current workforce, stating that the current stage is data gathering.

New Personal Development Plan (PDP) process is being introduced and there is a need for a different format with a coaching element and ongoing conversations. This will require training for staff carrying out PDP's and a change in culture. Currently some staff are not enthusiastic or decline any PDP. Whilst some training is specific to a job role and thereby mandatory other good practice and development training is not currently mandatory.

Following discussion on the process a Committee member expressed concern that one person would need to support the PDP process for 40 staff. The ambition is that PDP becomes an ongoing process rather than a once a year meeting, and there is provision for SL's to carry out PDP's where there is agreement between participating staff to spread the workload.

It is hoped that a change to a coaching environment and a change in mindsets over time will bring improvement in take up.

A Committee member asked if the process is worthwhile and J Vincent described the issue as GCC not having a full performance management culture. He confirmed it can be a very valuable process albeit logistics are a challenge but a move to a coaching model would be helpful.

There was a lively further discussion on the topic and how best the challenges can be overcome to ensure a beneficial environment.

The Committee acknowledged that OD are working hard to progress this development.   **OD**

G Crankshaw spoke about collaborative work with a regional OD group comprising the three Colleges and looking at talent development and leadership. It was noted that the College Development Network (CDN) are also undertaking work around leadership and G Crankshaw will report back further as this group develops.

A Committee member asked about the target groups and it was confirmed this is centred on people in or aspiring to develop their leadership skills

The Committee discussed competencies for excellence and potential opportunities and asked to be kept informed.

G Crankshaw supplied the GCC Equal Pay Audit as an annexe. The Chair of the Committee noted that there was some conflation between gender pay and equal pay throughout the report which needs to be amended. The Committee agreed that some clarification and consistency was needed particularly as some staff may also conflate the two strands into one and then feel there is an issue to be raised when that is not, in fact, the case.

G Crankshaw assured the Committee that the document will be reviewed and refined promptly.   **GC**

KPI statistics were circulated at the meeting and G Crankshaw spoke to these. Annual figures will be available for the October meeting of this Committee.

A Committee member suggested that staff induction completions and staff turnover could be annually reported.

After a short discussion on KPI's relating to accidents, and   **GC/JT**
near misses, the Committee asked that the SMT reflect on how best to present these and revert to the Committee.

The Committee thanked G Crankshaw for her report.

18.21   ATTENDANCE MANAGEMENT REPORT

N Patton was invited to speak to the report issued with the papers which related to the Absence Statistics for quarter 2. The Committee were asked to note the positive reduction of longer term absence compared to 2016/17 and that mental health is no longer the predominant reason for absence; this equates to a marked reduction in mental health issues affecting staff for this period compared to previous figures.

The Committee discussed MSK (musculoskeletal) absence, a consistently common reason for absence, and what might help to mitigate incidences. PAM Assist the new Employee Assist programme receives positive feedback and there is

an option to add a mainly telephone Physiotherapy service. After discussion the Committee asked that rather than accepting the recommendation to provide through PAM Assist, senior management look at other options including potential physiotherapist time on campus, and report back to this Committee.

GC

N Patton was thanked for her report.

NB Numbering of tables 8 and 9 to be corrected.

NP

18.22 HEALTH & SAFETY REPORT

C Crawford spoke to the report issued with the agenda papers.

It was noted that accidents have remained at a similar level to 2016/17, however C Crawford informed the Committee that three RIDDOR incidents had been reported which is unusual.

The Committee discussed the reasons and were informed the car park at Cardonald Campus is a risk and there is a need to address the poor surface which are now considered to pose a hazard in some weather conditions. J Thomson said that funding would be sought to undertake remedial work.

JT

A Committee member asked if there was any likelihood of a claim being made against GCC due to accidents, and was informed that none of the senior team were aware of any.

The Committee thanked C Crawford for the report.

ACTION

18.23 REMIT OF ORGANISATIONAL DEVELOPMENT COMMITTEE

The Committee discussed the remit, and made some alterations to wording to simplify the text. A revised remit will be circulated.

GH

18.24 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

Equalities discussed and considered throughout. In particular a full discussion took place under item 18.20

18.25 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)

The Committee agreed that all items were as per the indicated disclosable status on the papers with the attendance management report and the health and safety report being non-disclosable.

18.26 ANY OTHER BUSINESS

J Thomson raised the requirement from Chair of the Board for each Committee to pick up specific KPI's at their next cycle of meetings. This Committee is tasked to ensure monitoring of staff engagement levels. The committee

Committee/ SMT

agreed this is being measured and the staff survey engagement outputs will feed into this and be reviewed at the October meeting.

J Vincent raised the conditions being sought by Scottish Funding Council per Board meeting of 14 March, within item 18.08. This relates to Voluntary Severance, redeployment conditions between the Colleges within the Glasgow Region and timescales imposed after severance preventing an individual taking up employment with another Glasgow Region College for two years. This will require clarity to employees and clear voluntary severance agreements given certain actions are inconsistent with current employment law and practice.

The Committee discussed this and noted only the Glasgow Region has this imposed at present. The Committee and Board will be updated on any further development.

JV

DATE OF NEXT MEETING
TBC.

GH

**NOTES OF THE EIGHTEENTH MEETING OF THE AUDIT COMMITTEE
HELD ON 23 MAY 2018, 4.30PM, SEMINAR ROOM 4, CARDONALD CAMPUS**

PRESENT:

David Watt	Committee Chair
Clare Walker	Committee Member
Keith Rosser	Committee Member

IN ATTENDANCE:

Jon Vincent	Principal
Janet Thomson	Vice Principal Resources & College Development
Tracy Elliott	Assistant Principal – Finance & Infrastructure
Stuart Inglis	Henderson Loggie
David Archibald	Henderson Loggie
Gary Devlin	Scott Moncrieff
Glenn Heritage	Clerk to the Board (Minute Taker)

ACTION

18.15   WELCOME AND APOLOGIES
D Watt welcomed everyone to the meeting. Apologies were received from Michael Payne and David Perez.

18.16   DECLARATIONS OF INTEREST
Committee member Clare Walker declared an interest in item 18.20 on the Internal Audit on Student Support due to her department being involved in the Review

18.17   MINUTES OF MEETING HELD ON 21 FEBRUARY 2018
The Minutes are to revert to the wording requested by the Chair in relation to non-audit services and as discussed at the March Board of Management meeting. Item 18.08.and the Action Grid refer.
The Minutes were accepted as a true record of events in all other respects.

18.18   MATTERS ARISING – ACTION GRID
Progress on all of the Matters Arising in the Action Grid was noted.
The paper relating to item 18.08 regarding non-audit services, was circulated at the meeting as an additional item (18.08a) setting out the three areas of key risks and mitigation of conflicts of interest from Scott Moncrieff.

G Devlin also gave the Committee an overview of the process and steps taken relating to their submission of the tender for GDPR services.

The Committee agreed to receive this additional paper and to accept its conclusions.

Under matters arising it was also confirmed that Cyber Resilience would include IT Network Penetration risks and a paper would go the June Board of Management.

18.19   REMIT OF COMMITTEE

The remit with one revised amendment since the last meeting and as indicated at the March Board of Management (being the addition of a sentence relating to other Committees under Governance and Compliance) was circulated with the agenda papers.

The remit was agreed by the Committee.

Under this item the Chair wished the Committee to note his attendance at the Glasgow Regional Chairs of Audit Committees meeting where presentations on mental health and an overview from Scottish Funding Council were given. The notes from this meeting will be circulated to Committee members for information.   JT

18.20   INTERNAL AUDIT REPORTS

D Archibald and S Inglis of Henderson Loggie were invited to speak to the reports issued with the agenda.

- CURRICULUM

D Archibald gave an overview of the College's activities carried out around curriculum setting and the use of new technology. Overall the report was positive and noted the work GCC deployed into these areas.

Whilst no specific recommendations were made, two areas for improvement were noted as employability and soft skills training for students and increasing the use of the Virtual Learning Environment (VLE).

J Vincent affirmed that these areas are recognised, with view to future skills needs by industry. An example is 'Clydebuilt Career Ready' which is an initiative being looked at by the College aimed at creating future students of choice for employers.

The Committee discussed aspects of this and the need to align the curriculum to future needs.

Following a lively discussion, the Committee noted the report and the work being undertaken internally.

It was suggested by the Chair that the report should be submitted to the Learning and Teaching Committee and   GH
that the Annual Follow Up Review by Henderson Loggie
include some narrative on the two areas for improvement   Henderson
indicated in this report.   Loggie

-STUDENT SUPPORT (Business Process Review)

.

S Inglis gave an overview of the summary of business process actions which have been shared with the management team.

S Inglis explained the approach and findings, and the four main improvement areas as set out in the paper.

A Committee member asked how we ensure actions are completed and J Vincent advised that the report would feed into the annual self-evaluation process for that area which would ensure full consideration of the report and an agreed plan for any related business process actions.

The Committee discussed briefly and noted the report.

-ESTATES STRATEGY, CAPITAL PROJECTS AND BUILDING MAINTENANCE

D Archibald gave an overview of the comprehensive review carried out across Estates Strategy, Capital Projects and Building Maintenance.

The report made recommendations and identified strengths as well as weaknesses. Areas of weakness around evaluation of tenders and procurement were highlighted in the report.

The contents of the report gave rise to a robust discussion around the availability of evidence which had led to the report conclusions in these areas. GCC staff present were clear that absence of a few specific items of evidence had detracted from the ability to assess an accurate picture.

The Committee considered how standardisation and use of checklists can assist evidence gathering, and the impact of changes in personnel particularly within the APUC procurement function for the College since the projects reviewed had commenced which was some time ago.

After lengthy discussion it was agreed that Henderson Loggie will revise the wording of the report prior to finalising and reflect the absence of evidence in only a few instances.   **HL**

The Committee agreed that, following revision by Henderson Loggie the report will be considered at the next Audit Committee meeting.

DATA PROTECTION REVIEW (Part 2)

D Archibald was invited to speak to this report which was circulated by email and tabled at this meeting.

It was noted that this report was a review at a moment in time during the College preparations for GDPR. D Archibald gave an update noting that actions identified in the Part 1 report were all incorporated within the Action

Plan. Of the 50 actions at the time of the report, 10 were outstanding but assurances were given that the necessary actions would be completed by 25th May.

J Thomson advised the committee that some actions relied on partner organisations (suppliers, third parties) but we will have initiated all actions to suppliers and third parties and some were now not in our control.

A Committee member asked for clarification that consent for marketing activity was sought. J Thomson responded that yes, an opt in process had been put in place and sent out for completion where this was appropriate. She also confirmed all staff were undertaking online training, and this was being tracked for completion.

Following discussion the Committee noted progress and the challenges and asked to be kept informed.   JT

18.21   INTERNAL AUDIT 2017/18 PLAN PROGRESS & 2018/19 PLAN

S Inglis was invited to speak to the report issued with the agenda.

S Inglis gave an overview of the progress against 2017/18 Plan and the proposed allocation of internal audit days for 2018/19 which was based on the Internal Audit Strategic Needs Assessment recently agreed by Committee.

The detailed scope of the planned 2018/19 internal audits were confirmed as still to be discussed with senior management and the Plan would revert to this Committee if any changes were found to be appropriate.

The Chair asked if Estates and Facilities would be included in the Health and Safety Planned Audit in the light of the report in agenda item 18.20 above. It was indicated that Health and Safety was a separate area from Estates and it was noted that an internal audit on procurement and creditors/purchasing is due to be completed as part of the final of the 2017/18 audit which will report to the September Committee on purchasing matters. It was also noted that safeguarding should be considered within the planned internal audit of Health and Safety in 2018/19 following recent events and OSCR guidance.

The Committee discussed and noted the Internal Audit Progress and Plan for 2018/19..

18.22   EXTERNAL AUDIT PLANNING MEMORANDUM 2017/18

G Devlin of Scott Moncrieff was invited to speak to the report circulated with the agenda. It was noted that the draft word version had been included in the papers circulated rather than the final PDF version and this had

failed to format correctly when printed. A final and presentable copy was also circulated at this meeting.

G Devlin took the Committee through each of the sections of the External Audit Plan.

On Respective Responsibilities the Committee confirmed they were comfortable with the responsibilities as set out.

G Devlin detailed the Audit Strategy and Annual Report and Accounts sections. He suggested that an annual meeting with the Principal would be beneficial and this was agreed.

G Devlin explained the key audit risks to be considered and the Committee agreed that the correct risks are being captured.

On Wider Scope Audit an overview was given by G Devlin recognising that all colleges face challenging financial situations.   In response to the Chair querying the approach to the review of governance and transparency, G Devlin explained this was about updating the external auditors' understanding, not a further full review more of an incremental approach.

Outputs and Timetables – the timescales were queried given the need to report to GCRB and for consolidation across the Region.   After discussion it was felt that sharing of information will coincide with our schedule of meetings but that there had been changes with GCRB scheduling. Clerk to confirm this with GCRB.

The Committee noted that the College's Board would be approving the audited accounts at its meetingt in December 2018.

Fees were discussed separately.

G Devlin explained the outcome of Audit Scotland's appointment of Scott Moncrieff for all three Glasgow region colleges and GCRB which had enabling them to undertake a comparative analysis of fee levels.

Some were considered at the wrong level and GCC fees were considered to be too low albeit they are not in a solus position with one other College being assessed as too high.

The proposed increased fee level for GCC represents an uplift of 32.5% and J Vincent has queried this with Audit Scotland to seek a reason for this. Email and letters between J Vincent and Audit Scotland were circulated at the meeting for information.

The Committee discussed the fee levels at length, noted that management is in dialogue with Audit Scotland and confirmed that this should continue to be pursued by the Principal to seek a satisfactory explanation for the proposed significant fee increase.

Scott Moncrieff/ JV

GH

JV

5

The Committee approved the External Audit Plan 2017/18 noting the ongoing dialogue on the proposed increased external audit fees.

ACTION

18.23 UPDATE ON GENERAL DATA PROTECTION REGULATION

J Thomson was invited to speak to the paper circulated to members.

J Thomson gave further detail to that provided in the internal audit on Data Protection under item 18.20 and explained the operational actions in place.

Overall, progress is satisfactory and ongoing. A new Data Protection Officer for the Region is now in place and works 2 days per week for GCC.

A Committee member asked if risks of missing deadlines had been assessed and J Thomson explained that RAG status monitoring is being used on the workplan to keep on track.

J Vincent confirmed that it would be appropriate to share with the Board where potential risks existed even if outwith our control. It was agreed a summary be provided in the report to the Board.

JT

The Committee was content with the level of provision to the Board and that detail and assurances should be made to this Committee.

JT

18.24 INSTITUTIONAL EFFICIENCY RETURN 2016/17

T Elliott was invited to speak to the report circulated with the agenda.

T Elliott explained that this return was made in response to a request from SFC. Committee members queried that the majority of the efficiencies included in the return appeared to be as a result of external funding rather than any internal cost savings and this seemed odd to include these.

T Elliott gave some detail around how and by which means the Scottish Government wishes to see evidence of efficiencies inclusive of inward funding.

The Committee noted that the return has been made to SFC as required.

18.25 COLLEGE STRATEGIC REGISTER

K Rosser left the meeting at this point

J Thomson was invited to speak to the report circulated with the agenda papers.

J Thomson gave an overview of the current status as indicated in the report.

The Committee considered the Risk Register and noted its contents.

18.26   NATIONAL FRAUD INITIATIVE 2017 OUTCOMES
The Committee noted the contents of the report circulated with the agenda papers.

18.27   SECTION 22 REPORTS - EDINBURGH COLLEGE AND NEW COLLEGE LANARKSHIRE
The Committee noted the contents of the report circulated with the agenda papers.

18.28   INTERNAL AND EXTERNAL AUDIT ROLLING ACTION PLAN
T Elliott was invited to speak to the report circulated with the agenda papers.
A Committee member sought clarification around the staff development action and the date for this and was assured this was May 2018 and actions were taking place.
The Committee noted the contents of the report.

18.29   EQUALITY IMPACT OF DECISIONS MADE
No decisions were made requiring an Equality Impact Assessment

18.30   REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)
The current Henderson Loggie internal audit report 18.20 paper 3 is not Disclosable as it is not a final paper. All other papers are as notated.

18.31   ANY OTHER BUSINESS

1   T Elliott tabled a brief paper and highlighted that following recent communication with Audit Scotland on their draft annual report for the sector she had been made aware that Audit Scotland are proposing to use a different methodology to the SFC guidance, and in their proposed public report show GCC as being in deficit, representing an adverse financial position.   **TE**
T Elliott advised that discussions with both SFC and Audit Scotland were ongoing.
The Audit Committee will be updated when possible.

2   G Devlin notified the Committee that Scott Moncrieff would be hosting executive forum events and that invitations would shortly be issued.

DATE OF NEXT MEETING
4.30pm on Wednesday 3RD October 2018, in Boardroom, Langside Campus .

**MINUTE OF THE MEETING OF THE REMUNERATION COMMITTEE
HELD ON WEDNESDAY 02 MAY 2018
THE BOARDROOM, LANGSIDE CAMPUS**

PRESENT:

S Heidinger	Committee Chair
D Newall	Board Member
G McGuinness	Board Member
D Watt	Board Member

IN ATTENDANCE:

J Vincent	Principal and Executive Officer
G Crankshaw	Acting Assistant Principal, Human Resources
G Heritage	Clerk to the Board (Minute Taker)

ACTION

18.01 WELCOME AND APOLOGIES
S Heidinger thanked members of the Committee for attending. There were apologies from Robert Fraser.

18.02 DECLARATIONS OF INTEREST
There were no declarations of interest. The Principal is attending as an adviser for the purpose of this meeting and would not be present for any discussion in relation to his own remuneration.

18.03 MINUTE OF THE MEETING OF THE REMUNERATION COMMITTEE ON 27 MARCH 2017

A correction is required to minutes of last meeting. These should be dated 25 January 2017 and there should be a subsequent set of minutes dated 29 March 2017. Clerk will identify and circulate the correct minutes to the Committee.

GH

The content of the minutes was accepted a true record of the meeting of 25 January 2017.

18.04 MATTERS ARISING

There were no matters arising.

18.05 REVIEW OF SENIOR STAFF PAY POLICY PRACTICES

J Vincent was invited to speak to the report circulated with the agenda papers.

J Vincent explained he had interrogated the practices of a number of FE institutions in both England and Scotland. Collectively, general practice was for cost of living awards to be made across all staff. The performance element however, presented a mixed picture which varied across the sector. J Vincent gave examples of mechanisms used some of which relied on national data to benchmark the highest level grades.

The Committee discussed the performance related environment and its impact if GCC moved to basing pay on individual performance. Discussion acknowledged the challenge of performance related pay when GCC does not have a track record of robust performance management. GCC would need to work toward achieving this and until it has a strong performance framework and culture this would pose challenges.

The Chair asked J Vincent if the College culture was ready for a move to formal performance assessment for each member of senior staff. J Vincent felt that GCC was not yet ready for the required level of performance management. Current policy is based on percentage awards for all senior management staff and for GCC at this time that is considered the right approach.

J Vincent further advised the Committee that some senior management salaries would already benchmark well against available sector data

Following discussion, the Committee agreed that they would not recommend changes to the Senior Staff Pay Policy to the Board at this time – the agreed percentage increase determined by the Remuneration Committee should apply to all staff within its remit (with the exception of the Principal, who would continue to be considered separately). The Committee would continue to review the Senior Staff Pay policy periodically (potentially in two years). The Committee would also look at available benchmark data for the sector and compare against these.

Committee / JV

A Committee member suggested that the College should review the accounts of similar Colleges to determine up to date salary data of senior team members; with discussion it was agreed that it may be possible to create a small reference group and to share publically available data and benchmark within a group of similar institutions. The Committee agreed this is a potential way forward.

JV/GC

G Crankshaw joined the meeting at this point

18.06   SENIOR MANAGEMENT PAY CONTEXT

G Crankshaw spoke to the report circulated with the agenda papers. It was noted by the Committee that any pay award should be from 1st April 2018; that GCC was in a satisfactory financial position for the current year and that forecast finances were based on a notional 1% pay award basis.

18.08   NATIONAL BARGAINING UPDATE
This item was taken as part of the context for senior management pay.
The Committee noted the potential risk posed by national bargaining and the likelihood of national decisions being made across all staffing covered by that collective bargaining process. J Vincent advised that national bargaining was not settled for 2018/19 and likely to continue for some time therefore any cost pressure could not be quantified. The Committee were also asked to note that the 2018/19 SFC grant included no financial support for cost of living awards.

The Committee discussed these parameters to assist and inform decision making.
G Crankshaw was thanked for her input and, there being no further questions on her paper, left the meeting at this point.
The Committee then considered those decisions which arise from 18.06.

18.06A   Senior Management Pay Award below Principal

The Committee discussed the Scottish Government's Public Sector Pay Policy 2018/19, noting that, whilst it did not directly apply to the FE sector, it was a key guiding document for this discussion. The Committee also noted the benchmark data provided. It was proposed that a 1.5% pay uplift might be appropriate; whilst this was below current inflationary measures, it would be appropriately prudent and affordable and in keeping with the Public Sector Pay Policy. The Chair asked J Vincent if there was any risk that national bargaining would be settled at below 1.5%. J Vincent felt that would be an extremely low risk.

The Committee noted that the Depute Principal had an ongoing additional allowance. After discussion it was decided that, assuming the percentage increase normally applied to this amount, the 1.5% uplift should also apply to this additional allowance.

After discussion the Committee decided and were agreed that senior management should be awarded a pay increase of 1.5% backdated to 1st April 2018.

GC

18.07   REMIT OF THE COMMITTEE

This item was taken following the decision on senior management pay and prior to decisions affecting the salary of the Principal. The order of the agenda was changed to enable appropriate advisers to attend.

The Committee discussed amendments to the remit.

GH

The Chair sought clarification that this Committee had the authority to make decisions, and then report to the Board on, all senior executive pay awards including the Principal as indicated within the remit.

 Further checks confirmed that the Board had approved this authorisation at their meeting of 29 March 2017. Minute items 17.18 and 17.19 confirmed the devolved authority.

Further discussion on the wording of the remit followed and a draft revised remit will be circulated.

J Vincent left the meeting at this point

18.06B   Pay Award - Principal

The Committee were informed by the Chair of the Management Board that at a first review feedback on the performance of the Principal from a range of staff had been consistently positive. A formal method of obtaining feedback was currently being developed and would be brought to the Board shortly.

The Committee was pleased to note this positive feedback. The Committee noted that the Principal's current salary was low relative to other benchmark data available and agreed that, whilst a pay award would be appropriate following his first seven months in post, the Public Sector Pay Policy limit of £1600 should apply.

After discussion the Committee agreed that the Principal should be awarded an increase of £1,600 per annum (1.25%) effective from 1st April 2018.

18.09   EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

The Committee considered equalities throughout, particularly with regard to performance related pay and terms and conditions.

18.10 REVIEW OF PAPERS (including disclosable status)
None of these papers are deemed to be disclosable. Sensitive personal information is contained throughout.

87.11 ANY OTHER BUSINESS
None

Date of next meeting tbc

BOARD MEETING

Date of Meeting	13.06.2018
Paper Title	GCCSA Annual Report
Agenda Item	18.32
Paper Number	18.32
Responsible Officer	Karolina Gasiorowska
Status	Disclosable
Action	For Discussion

1. Report Purpose

1.1 The purpose of this report is to inform the Board of Management Committee about the achievements and goals of the GCCSA team during the academic year 2017/18 and looking forward to 2018/19.

2. Recommendations

GCCSA recommends that the committee note the activity of the student association.

Background/Objective/Discussion/Proposal/

The following will outline the key activities of GCCSA which have been carried out in academic year 2017/18.

To provide best service how we plan to monitor our progress and the outcome of our activities, as well as working towards ensuring that our student have the best experience during their time at Glasgow Clyde College.

This paper shows our involvement throughout 2017/18 and goals which GCCSA delivered as well as goals to be continued into 2018/19.

3. Election 2018/19

Every year, we elect a new full time President and three part-time Vice Presidents to represent the student body at Glasgow Clyde College

2018 Election Results:

President;
Karolina Gasiorowska – Re-elected

Vice Presidents;
Sulaiman Ghafour (NQ Business & IT)
Fiona Robinson (HND Business)
Aranka Szilassy (HND Business)

4. **Representation:**

3.1 Class Representative (class rep) Meetings:

The class rep meetings are aimed at providing students with a chance to feedback on issues, share ideas and be provided with information. Due to feedback from lecturers and students and in order to be certain that we reach all students, and give them an equal opportunity to feedback, we decided to add some separate sessions specifically for ESOL and ASL students.

A new system will be established nest session to identify, monitor and communicate with class reps to increase engagement levels. In addition, set themes for the meetings which will allow us to place a better focus on specific areas and provide more direct feedback for the college. We are currently working with SPARQs to develop our own class rep training in response to feedback from class reps and College staff.

We are also liaising with the College Quality Unit to discuss class rep access to course team meetings as appropriate.

3.2 GCCSA voice within the College:

GCCSA will continue to have representation and input across all areas
of the College and attend the following meetings/groups

- Faculty Meetings (when possible/appropriate)
- SEDIA Group
- Student Advice Monthly meeting
- IDEAs Group
- H&S Meetings (cross campus)
- Meetings with Principal and Executive Team (6 weekly)
- Board of Management meetings/Committee

- Healthy Working Lives Group
- Fairtrade Steering Group
- IT User Group Forum
- Healthy Body Health Mind Award Working Group

3.3 Regional Representation:

GCCSA have a voice within the region and do so by ensuring we are represented at the following meetings:

- Glasgow Student Forum.
- GCRB/P&R Committee
- NUS Conferences
- SPARQs conferences

3.4 Scottish Funding Council

At Glasgow Clyde College on 20th of March. GCCSA had representation with 8 students having the opportunity to discuss areas which they believe needed to be improved. The main areas discussed were:

- Apprenticeship Courses
- Mental Health

3.5 SAMH Collaboration with Keir the Mentally Healthy College Co-ordinator

As Student President I had opportunity to take part to the Mentally Healthy College launch. This was good opportunity to show that the Student Association wants to work closely with the college to try to improve the Mental Health awareness and support around the college for our students.

3.6 Equality Challenge Unit's Scotland conference 2018

Mentally Healthy College Coordinator and the GCCSA's Development officer delivered a session at the Equality Challenge Unit's Scotland conference 2018 to promote the work being delivered as part of the Mentally Healthy College Project and its impact. This allowed us to show the work we are involved in and the partnership working throughout the College.

5. GCCSA HBHM Award

GCCSA in conjunction with the college are taking part in the Healthy Body Health Mind Award this year which is ran by NUS.

The HBHM working group is currently made up of the GCCSA Team along with the Mentally Healthy College Co-ordinator, the Head of Curriculum for Sport, Events and Tourism and the Sports Assistant.

We have a commitment to working towards the various things included in the criteria and aim to completed our first final report in May to gain a star rating which we will find out in June. GCCSA aim to take part in this award annually in order to try and maintain and/or improve on the previous rating.

Together we are dedicated to working collaboratively in order to increase the awareness and achieve this award. This is part of a long term strategy to improve the mental, physical and emotional wellbeing of the students at Glasgow Clyde College.

5.1 GCCSA Workshops/proposal 2018/2019

This year, we have worked on increasing our understanding of mental health and wellbeing. In the new academic year 2018/2019 GCCSA in collaboration with the Mentally Healthy College Co-coordinator we are going to provide a few different options that we hope will help students to open up and be willing to discuss their physical and mental health needs and that this will lead to greater motivation.

- Mental health training with Sparqs training for all class reps to build capacity from the beginning of the term

- Suicide Talk to decrease stigma about suicide

- Motivation Workshops - one per campus at the beginning of the term

- Induction with the Mental Health Start pack which will include:
  - Stress balls
  - Leaflets/Booklets on Managing Anxiety, Stress and depression and How to Cope with Student Life
  - Information on Knowing Who To Turn To for Help support inside Glasgow Clyde College and support services outside the College

6. GCCSA Events/Campaigns 2017/18:
- Fresher's Fayre

GLASGOW CLYDE
COLLEGE

- Christmas Fayre
- Fundraising for Save the Children
- Re-fresher's Fayre
- Wellbeing Fayre
- The HUB Student Forum
- Keep Cup's Campaign
- Hate Crime Awareness Campaign
- Children in Need Fundraising
- Stop Bullying and Sexual Harassment Campaign
- Stair's Campaign
- Recycling Campaign
- Rainbow Laces Giveaway and Campaign
- Nepal Fundraising for Individual Student
- Support for Learning and Disability Week
- Free Condom Venue
- Clean Air Campus – Smoking Survey
- Canteen Feedback - Survey
- SAMH Event
- Foodbank Charity Football Match
- Student Election

7. **Student Led Activity:**

   Clubs/Society's
   - Yoga
   - Dance Movement Therapy
   - Mental Health Support Group
   - Debate Club
   - Stress and Anxiety Sessions
   - LGBT Club
   - Self-Defence
   - Language Exchange
   - Chess Club
   - Film Club
   - IT Mentoring
   - Maths Club
   - Spanish Club
   - Pan African Club
   - Knitting Club

- Fifa Tournament

GCCSA are keen to encourage students to deliver a wide range of activities that are for fun but can also reduce stress and anxiety or improve concentration and learning. The most important thing to us is that by attending that kind of activity students are able to meet new people and to add to their overall learning experience.

8. **Partnerships Agreements;**

5.1 HBHM in partnership with NUS
Working in conjunction with the College and NUS to take part annually in the Healthy Body Healthy Mind Award.

5.2 Development of a partnership Agreement with the College
Working with the college to develop key priorities for GCCSA and outline how we will work together to achieve these. Linking into long term strategic plans.

9. **GCCSA Team Training:**
- Mental Health First Aid
- ASIST – Suicide Prevention
- E-learning – Stop smoking and Smoking Prevention

10. **Volunteering:**
    GCCSA provided various volunteering opportunities for our students.

11.1   Executive Officers

In the academic year 2017/18 students put themselves forward for and then were elected by the student body into the positions noted below:

- Campus Officer
- Charities & Fundraising Officer
- Mental Health Officer
- Additional Support Officer
- LGBT+ Officer
- ESOL and Independent Officer

The Sabbaticals Officers and the Executive Officers make up the Executive Committee which meet regular to discuss plans, share ideas and takes things forward throughout the academic year.

11.2   Work Placements

GCCSA had two students complete work placements this year as a part of their courses. One Admin student who did a two-week placement and one ASL student completing the Life Skills Moving onto Work course who completed a placement one day a week over 6 months.

11. **Library opening hours**

GCCSA worked with the Libraryes staff to gain feedback in relation to extending opening hours over the exam periods.

The opening times during exam period changed to; **Tuesday, Wednesday till 8pm**

12. **Communication**

We have worked alongside marketing in order to develop the content included on the GCCSA area of the College website.

https://www.glasgowclyde.ac.uk/study-at-glasgow-clyde/student-association

We also use these methods to try to reach as many students as possible:

- Twitter - @OfficialGCCSA
- Facebook- clydestudentassociation
- Email – GCCSA@glasgowclyde.ac.uk
- Intranet /VLE
- Emails to Class Rep List
- Leaflets and Posters
- GCCSA Handbook
- Campus office's Face to Face

Risk Analysis

Potential Risks

Legal Implications
None Foreseen

Financial Implications
None Foreseen.

Appendix 1 – Staff Engagement Survey Information sent to all staff

Now that our staff engagement survey results have been compiled we have been working with the software provider, HIVE, to identify the next steps for Glasgow Clyde College.

Thank you to everyone who shared their thoughts and ideas in the free text section of the survey. All comments have been reviewed and where appropriate will feed into our action plan going forward. As it is imperative to maintain the anonymity of individual staff members and due to the confidential nature of some of the comments they will not be made publically available.

A series of sessions to discuss the results and key themes identified through the survey has begun. The first of these took place this week with the Senior Management Team and local trade union representatives. Sessions for Schools/Units, facilitated by Organisational Development, focussing on their particular results and issues will take place before the end of term.

Following the School/Unit sessions, cross college solution groups, to which all staff will be invited to participate, will take place. These sessions will focus on what we can do to make improvements to our College.

Taking into account feedback from the sessions, an action plan will be developed and implemented over the coming year with regular communications to staff on progress.

The College took the decision to run with regular "pulse" surveys as a method of continuous improvement and this is the first step along the way. Thank you to all who contributed thus far and for anyone who missed the opportunity this time around please be assured there are many ways for you to contribute to the development of Glasgow Clyde College in the future.

In the meantime we have noted below some key information from the latest survey.

QUESTIONS AND RESPONSE RATES

Staff were asked to rate the questions on a scale of 1 (negative) to 10 (positive). All questions called for a response except questions 12 and 13 which were optional. 35% of respondents answered question 12 and 33% answered question 13.

Leadership, Management & Change	Score	Standard Deviation by Staff Grouping
1. How would you rate the feedback you receive about your performance?	5.2	0.84
2. How well does your line manager encourage and support your training and professional development?	6.4	0.92
3. How likely is it that your line manager will consult you about changes that affect your work?	6.3	1.17
4. My line manager respects me?	7.3	1.19
5. How well do the senior management team demonstrate that staff are important to our ongoing success?	4.3	1.26
6. How confident are you in the leadership skills of the senior management team?	4.6	1.24
Health & Wellbeing		
7. How effective is the college at providing a safe working environment?	6.6	0.99
8. How well does your line manager demonstrate that your health and wellbeing is taken seriously?	6.7	0.83
9. How effective is the college at promoting a healthy working lifestyle?	6.4	0.83
10. How reasonable is the amount of pressure that you experience while at work?	5.5	0.71
11. My line manager would be quick to provide support if I showed signs of being under too much pressure?	6.6	0.92
12. How effectively does the college deal with reported incidents of bullying?	4.8	1.03
13. How effectively does the college deal with reported incidents of harassment?	4.9	1.16
Job Satisfaction		
14. How clear are you about what you are expected to achieve in your job?	7.3	0.85
15. How satisfied are you with the level of autonomy you have in your job?	6.8	0.95
16. My team has the ability to make decisions that impact on their work?	6.1	1.28
17. How much part of a team do you feel?	7.0	0.92
18. How supportive are your team towards each other?	7.5	0.70
19. How motivated do you feel at work?	6.7	0.96
20. How much do you enjoy working for Glasgow Clyde College?	7.0	0.60
21. How likely is it that you would recommend Glasgow Clyde College as a place to work?	6.2	0.81

KEY THEMES

POSITIVE TRENDS

Supportive working relationships
A sense of teamwork
Relationships with line managers
Clarity of role and expectations
Working at the College enjoyable and would recommend to others
Significant number of responses highly positive

AREAS TO ADDRESS

Visibility of and confidence in members of the senior management team
Recognition by members of the senior management team of the value of members of staff
Perception of ineffectiveness of response to allegations of bullying and/or harassment
Wide variation in perceptions between different areas of the College
Some low levels of participation in the survey from large areas of the College

RESPONSE RATE

ENGAGEMENT SCORE/HIGHEST SCORING QUESTIONS

58%
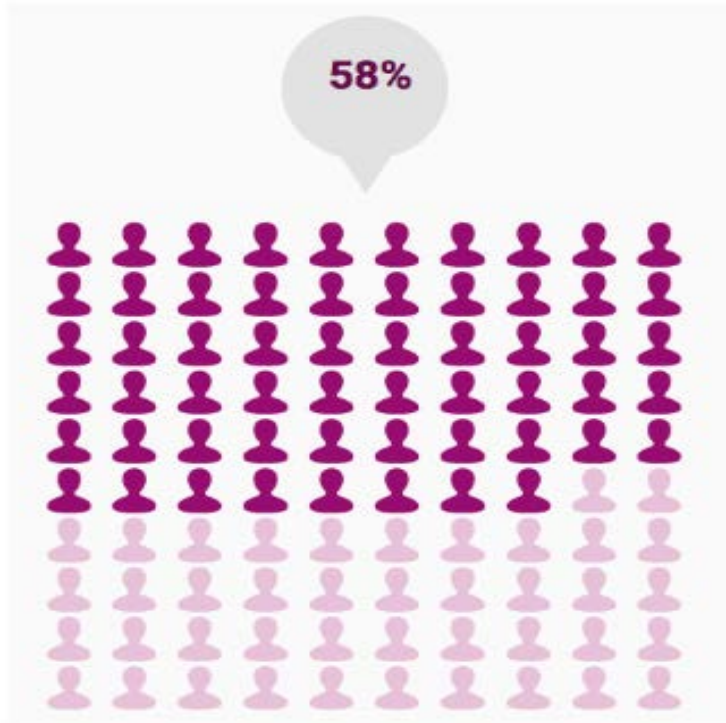
614 EMPLOYEES PARTICIPATED/1060 INVITED

6.3

OVERALL ENGAGEMENT SCORE

7.5 How supportive are your team towards each other?

7.3 (two items) Feeling respected by a line-manager; and feeling that expectations of the job are made clear

HIGHEST SCORING ITEMS

AVERAGE SCORES FOR EACH CATEGORY

BOARD MEETING

Date of Meeting	13 June 2018
Paper Title	Report on Cyber Resilience
Agenda Item	18.39
Paper Number	18.39 1 - 3
Responsible Officer	B Hughes; Vice Principal Curriculum and External Relations
Status	Disclosable
Action	For Discussion and Decision

1. Report Purpose

This paper provides members with an update on the actions taken by the college in response to the Scottish Government's publication; A Cyber Resilience Strategy for Scotland: Public Sector Action Plan, 2017/18.

2. Recommendations

Members are asked to **Discuss** this paper and **Recommend** that the college pursues the achievement of Cyber Essentials Plus accreditation.

3. Background

At the Board meeting of 13 December 2018, I presented a paper that highlighted the requirements of the Scottish Government relating to the publication of the Cyber Resilience Strategy for Scotland.

In that paper I highlighted that there were a number of actions that require to be taken by the college by the end of June 2018 in order to assure the Scottish Government that we are on track to ensure the security and resilience of our network.

Attached at Annex 1 is a summary update on what has been achieved to date.

Additionally, I have attached, at Annex 2, a more detailed update on a number of actions that we have identified as necessary steps in our Cyber Essentials and Security Roadmap which has been developed by Scott Renton, Head of ICT and his team.

One of the actions that we were required to undertake was a Cyber Essentials "pre-assessment" for which the Scottish Government provided a small amount of funding. I have attached the report of the outcome of that pre-assessment for information. The report identified that a small number of minor changes to our processes would allow the college to achieve Cyber Essentials accreditation.

However, it is clear that it is the Scottish Government's expectation that bodies in the Public Sector will achieve a higher level of accreditation. We are awaiting a letter from the Deputy First Minister, which will seek assurances that we have in place what is required of us. The college Executive Management Team [EMT] have discussed the option of pursuing Cyber Essentials Plus or an alternative level of accreditation and, whilst the decision to pursue Cyber Essentials Plus is the preferred option for EMT, it would be useful to demonstrate that the Board of Management is supportive of that course of action. Therefore, the Board are asked to recommend that the college pursues this route.

4. Risk Analysis

The risk of disruption to our network as a result of a cyber attack is an ever-present one and no guarantee can ever be given that any network is immune to such attacks. However, a number of audits have demonstrated that we have robust processes and systems in place to mitigate this risk. Achieving Cyber Essentials Plus would further strengthen our processes and provide a higher level of assurance.

5. Legal Implications

There are no specific legal implications relating to this paper.

6. Financial Implications

As can be seen in the attached paper, there are financial implications for us in strengthening the security of our network.

7. Regional Outcome Agreement Implications

There are no specific ROA implications relating to this paper.

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

N/A

Annex 1: Cyber Security update

KEY ACTION	INFORMATION REQUIRED	TIMELINES	
2	Confirmation that your organisation has **minimum governance requirements** in place	End June 2018	Governance is in place with Brian Hughes, Vice Principal nominated as Senior Management member with overall responsibility for cyber resilience arrangements and the Board of Management are receiving updates on our progress. Appropriate policies are in place and being updated to reflect GDPR, Cyber Resilience and Information Security.
3	▪ Confirmation that your public body manages its own network and has **become a member of CiSP**. ▪ Confirmation that your public body does not manage its own network and therefore does not require to join CiSP.	End June 2018	Glasgow Clyde College became CISP members 5th Dec 2017.
4	▪ Confirmation that your organisation has undergone a **Cyber Essentials pre-assessment**, that the resulting report has been shared with your Board/Senior Management, and that a decision has been taken on whether to seek CE basic or CE+ certification (and what this decision is). *(Where, exceptionally, a judgement is made that neither certification is suitable for your organisation, please contact the SG Cyber Resilience Unit to discuss.)*	End June 2018	Cyber Essentials Pre-Assessment was carried out on the 30th Jan 2018 with the report issued to the College on the 7th of Feb 2018.
	▪ If you have opted for CE "basic", confirmation of the Board/Senior Management's reasons for this, with particular reference to existing accreditations providing independent assurance.	End June 2018	Glasgow Clyde College has opted for CE+
	▪ Confirmation that **CE or CE+ certification has been achieved** (or, where legitimate reasons for delay are supplied, that a plan is in place to achieve it), along with **information on scope of certification**, and any plans for extending the scope of certification in the future.	End October 2018	The College is progressing through its own Cyber Security Roadmap to achieve CE+ by Oct 2018
5	▪ Confirmation that you are aware of the **Active Cyber Defence Programme**, have assessed its relevance to your organisation, and are making appropriate use of key elements. Details of reasoning where use is not made will be requested.	End June 2018	The College is aware of the programme and has implemented all appropriate measures.

6	Confirmation that you have in place **appropriate training and awareness-raising** policies and processes, and details of what these are.	End June 2018	An awareness raising material that covered both Cyber Security and GDPR has been rolled out as a mandatory course to all staff, with additional Information Security training to follow
			Various members of the ICT unit have undertaken the Certified Ethical Hacker (CEH) v9 course and attended sessions on Cyber Response.
			The Head of ICT has passed the BCS Certificate in Information Security Principles and ISO027001 Certified ISMS Lead Implementer.
7	Confirmation that you have in place appropriate **cyber incident response plans** as part of wider response arrangements, and that these **align with central incident reporting and coordination mechanisms**.	End June 2018	Progress is ongoing to complete a Cyber Incident Response Plan by end of June 2018

Annex 2: Board Update: Steps in Improving Network security and resilience.
Scott Renton: Head of ICT [srenton@glasgowclyde.ac.uk]

The College has developed a Cyber Essentials and Security Roadmap to scope out all of the requirements, monitor progress and define the resource requirements.

Cyber Essentials Plus

Cyber Essentials is an industry standard and Scottish Government mandated scheme to help businesses protect themselves against common cyber threats. As part of the Public Sector Action Plan on Cyber Resilience published on the 8th Nov 2017, the key aim is to ensure Scotland's public bodies work towards a high standard of cyber resilience.

The five key controls within this programme are:-

- **Boundary Firewalls & Gateways** – use devices designed to prevent unauthorised access to or from private networks
- **Secure Configuration** – ensure that systems are configured in the most secure way for the needs of the organisation
- **Access Control** – ensure only those who should have access to systems are provided access at an appropriate level
- **Malware Protection** – ensure that virus and malware protection is installed and up-to-date
- **Patch Management** – ensure the latest supported version of applications is used, and all patches and updates applied

Summary Progress against key tasks identified in the Roadmap:-

1. Patching and Vulnerabilities
   This has been a key area of concern across the sector, with the requirement to patch all devices within 14 days of a security patch being released. (This includes Operating Systems, Applications, BIOS updates which would include devices such as printers) With 6500 client devices, we are currently developing an internal ICT policy on patching based on recent guidance, which allows for a delay so long as it is based on normal business process and not neglect.

   The College is also looking into additional Vulnerability Scanning tools to improve our threat detection and mitigation skill base.

2. Apple MAC Desktop Computers
   The College has purchased new software that will allow for centralised and remote management of all Apple Mac Desktop computers, including the ability to deploy patches.

3. Encryption of Devices
   Testing is ongoing to enable Bit-Locker encryption across mobile devices in particular. We also plan to encrypt some MFD (Multi-Function Device) printers in sensitive areas to protect information held on locally installed printer hard drives.

4. Mobile Devices
   All mobile phones will be linked to an existing MDM (Mobile Device Management) tool that the college has available. Testing is ongoing to deploy appropriate policies, security, application management and encryption across the 150 devices that the College currently has.

5. Malware / Anti-Virus
   We are in the final stages of reviewing a Malware solution that can be deployed to all devices, including PCs, MACs, Tablets and Mobile phones. This will replace the existing Microsoft solution currently deployed to PCs.

6. Legacy Software
   ICT are reviewing all software applications but note the recent guidance that we can keep unsupported legacy software if there is a legitimate business purpose. This should however be minimised where possible, and we should seek to only deploy supported applications.

7. Cyber Training
   As part of our membership to UCISA, we have E-Learning training material available on Information Security, which covers various aspects of Cyber Security, common threats and how to counter them. ICT staff have attended a session on Breach Response Training and we will carry out an exercise with InfoSec in the near future.

8. User Accounts
   Changes have been made to administrative level accounts and we are continuing to review all Shared User Accounts and come up with solutions to remove this practice. This will involve changes to current working practices in some areas, such as our Reception and Library areas.

NSCS Active Cyber Defence Programme

As part of the Cyber Resilience Strategy for Scotland, Public Sector Action Plan, we were asked in the March 2018 update to respond to the Deputy First Minister on progress on the above programme. This programme has 4 elements:-

- **Protected DNS** – Blocking bad things from being accessed from government systems
- **DMARC Anti-Spoofing** – Blocking bad emails pretending to be from the Government
- **Web Check** – Helping public bodies fix bad things on their website
- **Phishing and malware mitigation** – Removing bad things from the Internet

None of these tools require additional money to implement, and all have been implemented by the College other than Protected DNS, which is currently only available to Government bodies.

Cost Summary / Financial and Staffing Implications

There have been and will continue to be significant staffing implications in terms of the resources required to achieve and maintain the Cyber Essentials Plus standard. The College has recently agreed to utilise additional temporary staff to help progress the Cyber Security Roadmap. Consideration is being given as to whether there is a requirement to provide additional staffing on a permanent basis

In order to improve our own Cyber Resilience and move forward with Cyber Essentials Plus Accreditation, a number of revenue costs have also been or will be incurred.

Please see Table 1 for a list of current or planned expenditure on Cyber Security.

Table 1:

Item	Description	Costs (inc. VAT)	Recurring Costs
JAMPF	Apple Mac Management Tool – Year 1 includes Training	£9,312.00	£4,992.00
Malware	New Malware/Anti-Virus solution to cover all PCs, MACs, Mobile phones and Tablets	£30,000.00 (approx)	£30,000.00 (approx)
MFD encryption	Encrypt Multi-Function Devices that are in key sensitive areas	£5,800.00	N/A
Cyber Essentials Plus Assessment	To provide a high level assurance that the five key controls covered by Cyber Essentials Basic and working in practice with simulate hacking and phishing attacks.	£6,900.00	N/A
UCISA Membership	Access to Information Security Training Materials and other related services	£1,920.00	£1,920.00
Security Testing	Network Penetration Testing – JISC (Increased level of Testing)	£5,400.00	£5,400.00
	TOTAL	£59,332.00	£43,312.00

BARRIER NETWORKS

Cyber Essentials Pre-Assessment

Glasgow Clyde College

Document Number:	GCCCE01
Author:	Ian McGowan
Account Consultant:	Ian McGowan
Client:	Glasgow Clyde College
Release Type:	Released
Release Date:	7th February 2018

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1 Document History

Revision History

Revision Date	Revision Number	Author	Summary of Changes
05/02/18	1.0	Ian McGowan	Initial Copy

Distributed for Review

This document has been distributed to the following people:

Name	Title & Company	Issue Date	Revision
Scott Renton	Head of ICT, Glasgow Clyde College	07/02/18	1.0
Nikki Own	Senior Account Manager, Barrier Networks	07/02/18	1.0

2 Contents

3 Purpose of this Document

This document outlines the Cyber Essentials Pre-Assessment Audit conducted by Barrier Networks and the results of the work undertaken.

4 Introduction

Glasgow Clyde College have engaged Barrier Networks to conduct a Cyber Essentials Pre-Assessment to identify if there are any gaps in the current security control set required by National Cyber Security Centre to achieve Cyber Essentials certification.

Glasgow Clyde College is a further and higher education college located in the Scottish city of Glasgow. It was created following the mergers of Anniesland College, Cardonald College and Langside College in August 2013.

Barrier Networks Ltd is a cyber security company who specialise in the integration of cyber security solutions. Established in 2006, the company work with all vertical markets that require specialist security advice and is a partner with leading technology vendors including Fortinet, F5 Networks, Symantec, WhiteHat Security, Microsoft and Thales eSecurity.

5 Executive Summary

Barrier Networks conducted a Cyber Essentials Pre-Assessment gap analysis to assist Glasgow Clyde College to prepare for their upcoming Cyber Essentials Basic certification.

The audit identified a small number of minor changes that are required to ensure that Glasgow Clyde College can pass the Cyber Essentials Basic certification process.

5.1 Controls to be Improved

The control in this table have been listed in more detail below with a brief explanation of the requirement.

Security Control
Inbound Internet Access
Inbound Internet Access Review
Host Based Firewalls
Removal of Unnecessary Software
Complex Password Policy
Sensitive Applications Exposed to the Internet
High-Risk & Critical Security Updates for OS's & Firmware within 14 days
High-Risk or Critical Security Updates for Applications installed within 14 days
All Users Using Unique Login Credentials
Principle of Least User Privileges
Assignment of Administrative Privileges
Administrator Access Restricted to Admin Usage
Two Factor Authentication for Administrator Usage
Endpoint AV is Protecting Against Malicious Websites
Users are Restricted from Installing Applications from Untrusted Sources

6 Cyber Essentials Background

Cyber Essentials is a Government backed and industry supported cyber security standard that will help protect your organisation from the most common cyber threats and demonstrate your commitment to cyber security.

As our reliance on internet technologies increases, so do the opportunities for cyber criminals to commit fraud, industrial espionage or the theft of intellectual property. Cyber Essentials defines a set of five key security controls which, when properly implemented, will better protect businesses – small and large – from cyber attacks.

Cyber Essentials focuses on five key controls:

- Boundary firewalls and internet gateways – good set up of devices designed to prevent unauthorised access to or from private networks
- Secure configuration – systems are configured in a secure way
- Access control – only those who should have access to systems have access, and at the appropriate level
- Malware protection – virus and malware protection is installed and up-to-date
- Patch management – the latest supported version of operating system and applications are used and that all necessary patches have been applied

Cyber Essentials or Cyber Essentials Plus?

Cyber Essentials offers two levels of certification:

- Cyber Essentials – basic level of certification is awarded on the basis of a completed self-service questionnaire, which is assessed by us.
- Cyber Essentials Plus – higher level of assurance involves the same as Cyber Essentials but also includes an external test. We will work with you to test the five key controls are working with simulated hacking and phishing attacks.

Key Benefits:

- Protect your organisation from the most common cyber threats
- Identify areas for improvement even if your organisation has a proven track record of good security
- Reassure customers that you are working to secure your IT and their data against cyber attacks
- Attract new business with the assertion that you take cyber security seriously
- Allows you to bid for certain Government contracts

Why Barrier Networks?

We are licensed by the national accreditation body IASME to assess and certify against the Government's Cyber Essentials scheme requirements. We also offer consulting services to help you achieve Cyber Essentials or Cyber Essentials Plus certifications.

Public Sector Action Plan

On 8th November 2017, the Scottish Government published its Public Sector Action Plan on Cyber Resilience. Along with other security measures to reduce the risk of cyber threats, it is expected

that all public sector bodies in Scotland should be Cyber Essentials Plus certified by end October 2018. To support this process, the Scottish Government has made funding available for all public sector bodies to undergo a Cyber Essentials Pre-Assessment by end March 2018.

7 Pre-Assessment Findings

7.1 Inbound Internet Access

It is a requirement that all access into the corporate network from the internet is supported but an authorised business case.

It is expected that this control is either in place or can be completed with minimal effort.

7.2 Inbound Internet Access Review

The rules mentioned in point 7.1 should be reviewed on a regular basis to ensure that all access configured is still required.

It is expected that this control can be completed by introducing a new process.

7.3 Host Based Firewalls

It is a requirement that host based firewalls are enabled where available.

It is expected that this control can be completed by the internal IT department making changes via Group Policy.

7.4 Removal of Unnecessary Software

Where possible, unnecessary software should be removed or disabled which will in turn help reduce the attack surface for potential cyber attacks.

It is expected that most user workstation devices will be compliant but that mobile devices will need to be checked via the Glasgow Clyde College MDM solution.

7.5 Complex Password Policy

All User and Administrator accounts should have a non-guessable password policy of 8 characters or more.

7.6 Sensitive Applications Exposed to the Internet

The iTrend application is accessible from the internet and hosts sensitive information (HR and Payroll). There is a requirement for applications that host sensitive information which is made available to users via the internet to have additional security controls, such as passwords of at least 8 characters and are not restricted (within reason).

The iTrend application password policy needs to be checked.

7.7 High-Risk & Critical Security Updates for OS's & Firmware within 14 days

These must be installed within 14 days of a patch being released for all operating systems.

It is expected that meeting this control requirement could require additional effort as Linux patching is currently being managed via a manual process. This control could be improved by implementing a new process or by implementing a more comprehensive patch management solution.

7.8 High-Risk or Critical Security Updates for Applications installed within 14 days

These must be installed within 14 days of a patch being released for all applications used on endpoint devices.

It is expected that meeting this control requirement could require additional effort as application patching may not currently provide full coverage of all applications. This control could be improved by implementing a new process or by implementing a more comprehensive patch management solution.

7.9 All Users Using Unique Login Credentials

This control requirement mandates that all logins are unique to the user. This is to ensure full accountability of network access.

It is expected that some new accounts may need to be provisioned to meet this control requirement.

7.10 Principle of Least User Privileges

All users must be logging onto the network using the least amount of privileges required to conduct their role.

This control requirement needs to be checked as it's an automated function to ensure that all users have the least amount of privileges required to complete their job function.

7.11 Assignment of Administrative Privileges

There should be a process in place to ensure that administrative rights are only granted when properly authorised.

This control requirement is in place for standard users but may need to be improved to facilitate the IT Department users being granted administrator rights.

7.12 Administrator Access Restricted to Admin Usage

Users should not conduct their daily business, such as email and internet browsing, while being logged in as an administrator. This is to prevent malware being executed by a user logged in with admin rights.

This control requires some internal process changes to ensure that IT Department users only use their Administrator credentials when required.

7.13 Two Factor Authentication for Administrator Usage

This control requirement helps protect access to administrator accounts and mandates that all administrator accounts should have 2FA enabled where possible.

This is not implemented for Windows administration but should be configured, if possible.

7.14 Endpoint AV is Protecting Against Malicious Websites

Anti-Malware installed on endpoints must be configured to scan web pages and warn when malicious web pages are being accessed.

This control requirement needs to be checked to ensure that the current endpoint protection system provides this feature.

7.15 Users are Restricted from Installing Applications from Untrusted Sources

Usually mobile devices are set to restrict application installations to the trusted app stores, such as Google Play or Apple App Store. Mobile application installations should be restricted to trusted sources and approved applications.

This control will need to be investigated. It is thought that the current MDM solution may be satisfactory.

BOARD OF MANAGEMENT

Date of Meeting	13 June 2018
Paper Title	College Strategic Risk Register
Agenda Item	18:40
Paper Number	18.40 A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Discussion

1   **REPORT PURPOSE**

The Report considers the College's Strategic Risk Register which is updated regularly and reported to each Audit Committee and to the Board of Management on a quarterly basis.

2.   **RECOMMENDATION**

Members are invited to DISCUSS this paper.

3.   **BACKGROUND**

The College Strategic Risk Register is a key part of the College's risk management framework which is updated regularly and considered at least quarterly by College Senior Management.

4.   **RISK ANALYSIS**

4.1   The College Strategic Risk Register is a key part of the College's risk management framework and a copy of the Strategic Risk Register as at 9th May is attached. There are a few changes to the narrative since last reported to the Board of Management in March which are fairly minor and are highlighted in red.

4.2   There are 12 risks on the College Strategic Risk Register and of these 3 risks are scoring as high after mitigating actions and the main reasons for this are summarised in paragraphs 4.3 to 4.5 below.

4.3   Risk F1 – Adverse Funding Changes (SFC/SDS/ESF). This is scoring as probability of 4 and impact of 4 after mitigating actions. There are challenges for each of these funding strands particularly in the medium to long term. The SFC funding allocation does not fund the Region to the full value of the

previously calculated simplified model and there is now national bargaining funding for the medium period which completely distorts that proposed model. The SFC are considering a new future model however there is no indication how that will be constructed. For SDS there are changes in the funding strands they provide and changes to SDS itself. ESF funding is increased for 2017/18 however reduces for 2018/19 as the current programme ends. Finally, the capital funding policy by GCRB has some risk although this has reduced for 2018/19 as they are following the SFC funding allocation policy with the very high priority estates needs being funded.

4.4   Risk O1 – Negative impact on employee relations (e.g. national bargaining, industrial action, local consultation). This is scoring as probability of 3 and impact of 5 after mitigating actions. Some of the key issues in this risk are associated with decisions that are not within the College's direct control.

4.5   Risk O2 – Failure of College operational processes/systems/ICT infrastructure (including risk of fraud). This is scoring as probability of 3 and impact of 5 after mitigating actions. This is just scoring within the high range and is due to the volume of activity across the College processes and has been noted as increasing in relation to new cyber security requirements from October 2018.

4.6   In addition Risk F2 – Failure to achieve surplus targets for non-SFC commercial activity, Risk O3 – Failure to achieve a sustainable fit for purpose estate, and Risk G1 – Failure to meet all legislative and regulatory requirements and/or recommended guidance are all scoring as medium risk.

5.   LEGAL IMPLICATIONS/ FINANCIAL IMPLICATIONS/ REGIONAL OUTCOME AGREEMENT IMPLICATIONS

The College is required to have a risk register as part of the Financial Memorandum.

6.   HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER

Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee

as at 9th May 2018

Risk Ref	New Risk Description	Risk Category	Link to Development Plan Goal	Risk Owner	Score Before Mitigating Actions			Mitigating Actions	Score After Mitigating Actions			Risk Ranking after mitigating actions	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
					Probability	Impact	Risk Score		Probability	Impact	Risk Score			
Financial Risks														
F1	**Adverse Funding changes (SFC/SDS/ESF)**	Financial	Goal 4 - Ensuring operational effectiveness and efficiency	Principal/ Vice Principals	5	5	25	i) Financial plans developed by College Senior Management and monitored within framework of available activity funding through Glasgow Regional funding for teaching, student support funds and capital. Portfolio planning key element of cost base and monitored on ongoing basis. Portfolio for 2018/19 now in final stages of development. ii) Continue to aim to inform and influence funding allocations through Principals Forum, Glasgow Colleges Regional Board, MSPs, and other appropriate bodies. Indicative funding allocation for 2018/19 announced. iii) Work with Colleges Scotland and Scotland's Colleges Partnership on lobbying regarding impact on ESF funding and development of future alternative resources iv) Projects progressed to address priority items as per College Capital masterplan based on affordability and potential for applications to Foundation v)Ensure ongoing dialogue with SDS vi) Working to achieve requirements of 2017/18 Flexible Workforce Development Fund	4	4	16	F1	16	Decreased for 2018/19. Increased from 2019/20.
F2	**Failure to achieve surplus targets for non-SFC/ commercial activity**	Financial	Goal 3 & Goal 4 - Contributing to the local, regional and national economy, & ensuring operational effectiveness and efficiency	Assistant Principal International and Business Development	4	5	20	i) Regular monitoring between Business Development Unit and Faculty Management of non-SFC commercial activity and replacement activity identified as required. ii) Costing templates completed for all commercial activity. Further monitoring of in year staff costs being developed during 2017/18. iii) Increased engagement and marketing effort to maintain current business but also to open and grow new income streams. iv) Spread of activity across a range of activity areas to reduce risk of one large contract failure to overall surplus. v) Review and develop market opportunities through business development strategy and grow new markets. vi) Keep informed of constitutional change implications of Brexit and impact on non-SFC activity for the College.	2	5	10	F2	10	Decreased for 2017/18
F3	**Failure to achieve contracted overall teaching delivery targets for any key partner (SFC/SDS/ESF)**	Financial/ Organisational	Goal 1 & Goal 2 - Delivering exceptional learning opportunities, & growing exceptional partnerships	Vice Principal - Curriculum & External Relations	3	4	12	i) Annually plan and deliver portfolio to required quality standards, ensuring appropriate recruitment, retention and profile of students. ii) Discussions within Glasgow Colleges Group and with other partners to plan curriculum and make changes annually to meet market needs and Government and SFC guidance iii) Ensure stated teaching activity targets are met. iv) Work closely with relevant partners to ensure programmes implemented as planned v) Ensure all relevant agency (e.g. SDS) milestones and documentation requirements achieved. vi) College undertake effective competitor analysis, clear branding and focused marketing to maintain effective student recruitment	1	3	3	F3	3	Decreased for 2017/18

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER									Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee			as at 9th May 2018				

					Score Before Mitigating Actions					Score After Mitigating Actions				
Risk Ref	New Risk Description	Risk Category	Link to Development Plan Goal	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Risk Ranking after mitigating actions	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change

Organisational Risks

Risk Ref	New Risk Description	Risk Category	Link to Development Plan Goal	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Risk Ranking after mitigating actions	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
O1	Negative impact on employee relations (e.g. national bargaining, industrial action, local consultation)	Organisational / Reputational	Goal 1 & 2 - Delivering exceptional learning opportunities & Growing exceptional partnerships	Principal/ Assistant Principal HR	4	5	20	i) Focussed work with Trade Unions, specific and regular meetings with senior management, ensuring good flow of information, and ongoing communications. ii) Regular direct communication with staff e.g. staff briefings, focus groups. iii) Representation made through Employers Association Group, Colleges Scotland, Principals Forum, and GCRB, within national bargaining process. iv) Emphasis being made nationally on imperative of financial sustainability and affordability issues particularly given increased staffing costs and challenges of the Glasgow Regional context. v) Discussion with unions on impact on College financial sustainability and organisational impacts. vi) Business continuity planning used to ensure all stakeholders appropriately communicated with in any potential industrial action.	3	5	15	O1	15	No change
O2	Failure of College operational processes/ systems /ICT infrastructure (including risk of fraud)	Organisational	Goal 1 & 4 -Delivering exceptional learning opportunities & Ensuring operational effectiveness and efficiency	Vice Principal Resources & College Development & Vice Principal-Curriculum & External Relations	4	5	20	i) Monitoring systems in place across College and feedback from relevant staff. Any issues addressed as necessary and action taken. ii) Business system improvement process in place iii) Infrastructure designed not to have single points of failure with all campuses operating a sophisticated dual-core network topology. iv) Virtualisation infrastructure which improves server resilience with two main data centres at different campuses. v) Member of JISC Information Security service which provides support to secure against cyber attack and regular ICT network penetration testing undertaken. vi) ICT backup procedures and Disaster Recovery planning. Penetration testing exercise completed. Preparations for cyber resilience requirements by October 2018 underway. vii) Web filtering technology in place and uninterruptable power supply in place. viii) Fraud response plan in place	3	5	15	O2	15	No Change
O3	Failure to achieve a sustainable fit for purpose College estate	Organisational/ Financial	Goal 4 - Ensuring operational effectiveness and efficiency	Vice Principal - Resources & College Development	4	3	12	i) Capital masterplan in place and related to estates condition survey which highlights required investment to maintain College estate. Funding for 2018/19 for very high priority items from condition survey allocated to GCRB although these have still to be finalised and there are logistical issues in spending the funds within the timeframe. ii) Work with GCRB and SFC to ensure fully informed of estates requirements iii) Action being taken on Langside residences and dialogue ongoing with potential new lease holder.	2	3	6	O3	9	No Change
O4	Failure to recruit and retain an appropriately skilled and effective workforce	Organisational/ Reputational	Goal 2 & 4 - Growing exceptional partnerships & Ensuring operational effectiveness and efficiency	Assistant Principal HR	3	5	15	i) Recruitment and retention of staff for some skills areas remains challenging and College continues to use a range of approaches as appropriate. ii) Maintain open channels of communication with trade unions, college managers and their staff, and effective attendance management process in place. iii) All new staff have an induction process and annual training programme undertaken. iv) Cover arranged as required for absence of key staff members. v) Appropriate CPD provided for staff to meet identified skills gaps	2	4	8	O4	8	No change
O5	High Impact Disaster for College e.g. fire, long term power loss	Organisational	Goal 4 - Ensuring operational effectiveness and efficiency	Vice Principal - Resources & College Development	3	5	15	i) Health and safety risk assessments in place and required testing and audits completed on an annual cycle ii) Business Continuity Plan for College in place. iii) Estates condition survey completed and prioritising projects through estates based on affordability. iv) Business interruption insurance in place v) Fire integrity works to be completed at Anniesland summer 2018 vi) Mary Stuart building cladding report being prepared	2	4	8	O5	8	No Change

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as at 9th May 2018

Risk Ref	New Risk Description	Risk Category	Link to Development Plan Goal	Risk Owner	Score Before Mitigating Actions			Mitigating Actions	Score After Mitigating Actions			Risk Ranking after mitigating actions	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
					Probability	Impact	Risk Score		Probability	Impact	Risk Score			
O6	Failure to achieve acceptably high standard quality of teaching delivery and support for students	Organisational/ Financial	Goal 1 - Delivering exceptional learning opportunities	Vice Principal - Curriculum & External Relations	3	4	12	i) Monitor of teaching KPIs across all subject areas and action taken to address areas of concern. ii) Quality mechanisms undertaken through annual cycle including self evaluation and internal and external verification processes. iii) Heads of Curriculum and Unit Managers monitor quality and delivery of service during year and follow up on any issues. iv) Faculty staff work with students association, class reps and student feedback mechanisms to monitor feedback on quality and follow up on any issues	2	2	4	O6	4	No Change
Governance Risks														
G1	Failure to meet all legislative and regulatory requirements and/or recommended guidance	Governance/ Reputational	Goal 4 - Ensuring operational effectiveness and efficiency	Principal/ Clerk to the Board	4	5	20	i) Work within roles, responsibilities and legal implications of Post-16 Legislation and associated related guidance. ii) Liaison with and maintaining ongoing dialogue with relevant bodies e.g. SFC, GCRB and Scottish Government. iii) College ensure full knowledge and implementation of legislative, regulatory and guidance requirements including requirements of Financial Memorandum with SFC. iv) Individual managers required to keep up to date with legislation relating to their areas and implement appropriate controls v) Ensure Board have appropriate training on key guidance and legislation and take proactive role of Board in ensuring meet all requirements. vi) Seek legal advice as required. vii) Prepare relevant people for potential attendance at Public Audit Committee in relation to Section 22 report and PR/media strategy and Board briefing pack to be developed vii) Prepare for General Data Protection Regulation coming into force on 25th May 2018	3	4	12	G1	12	No change
G2	Failure to recruit, train and retain an appropriately experienced Board of Management	Governance	Goal 4 - Ensuring operational effectiveness and efficiency	Clerk to the Board	3	4	12	i) Continue to maintain membership of Board of Management at suitable level with the correct level and mix of skills. Nominations committe now established. ii) Annual self assessment for Board members and training provided as required. iii) Induction provided for all new Board members. iv) Ensure Board undertake an ongoing programme of training to meet CPD needs. v) Board member handbook in place and an annual review/update to be undertaken.	2	3	6	G3	6	No change
G3	Failure to comply with Health and Safety requirements	Organisational	Goal 4 - Ensuring operational effectiveness and efficiency	Assistant Principal HR	1	5	5	i) Glasgow Clyde College Health and Safety Committee and Campus Forums meet regularly to monitor health and safety arrangements and any issues are raised. ii) Health and Safety Officers working across the three campuses and ensure annual cycle of health and safety audits are completed iii) Regular reporting on Health and Safety to Organisational Development Committee as part of their remit requirements.	1	4	4	G2	4	No Change

BOARD OF MANAGEMENT MEETING

Date of Meeting	13 June 2018
Paper Title	Governance Update
Agenda Item	18.41
Paper Number	18.41 i - viii
Responsible Officer	Glenn Heritage, Clerk to the Board
Status	
Action	For Discussion

1. Report Purpose

The purpose of this report is

(1) to inform the Board of Management of the progress and steps taken to ensure good governance in accordance with recommendations of the Internal Audit on Corporate Governance and progress of the Board Development Plan..

(2) This paper seeks the approval of the Board for a range of governance related matters.

2. Recommendations

The Board is invited to

.
1. **Note** the Remit of the Remuneration Committee and to **Agree** the Remit**.**
2. **Note** the Remit of Audit and Finance & Resources Committees and **Agree** amendments.
3. **Note** the progress shown on the Board Development Action Plan.
4. **Note** the Recruitment process report
5. **Note** and **Discuss** the Corporate Governance Audit update
6. **Note** and **Agree** the process for setting personal performance measures for the Principal.
7. **Discuss** and **Agree** the annual Board Effectiveness Self-Evaluation Framework
8. **Note** the Lobbying Act briefing

3. Background

3.1 Committee Remits

The Board Development Plan 2017/18 identified an area for improvement as *'Board meetings to have a greater focus on debate about the strategic direction of the college, resulting in papers that require decisions crucial to securing high quality provision and ongoing improvement'.*

An action area identified was to '*review remits of Committees to ensure effective use of Committee and Board time'.*

Subsequent to the 14 March 2018 Board meeting, Remits for Audit and Remuneration Committees have been amended. These are included in the agenda papers for noting and agreeing.

3.2 Board Development Action Plan

An updated plan was circulated with the agenda papers. This shows good progress in most areas with some further work still to be undertaken to achieve the 'cycle of continuous improvement' cited within 'How Good is Our College' framework and the Student Engagement Framework for Scotland ambitions.

The indicators are as agreed at the Board Development event 2017, and are further evidence when demonstrating good governance and the effectiveness of the Board of GCC.

3.3 Board Recruitment Process Report

This report, circulated with the agenda papers, sets out the methodology and outcome of the recent recruitment process undertaken,

The process did not produce appropriate candidates for recommendation to GCRB but it did provide a process to extend our promotion and to make better use of community resources in order to seek to achieve greater diversity of board members and the ambition to better reflect the wider communities GCC serves.

3.4 Corporate Governance Review Internal Audit Report

The governance recommendations of Corporate Governance Internal Audit Report set out seven recommendations for improvement which are shown in the paper (18.42v) circulated with the agenda papers. This, overall shows good progress made for the indicators.

In addition, a paper is attached outlining the process for setting and agreeing personal performance measures for the Principal. This requires to be agreed by the Board.

This meets the recommendations of the Internal Audit Review of Corporate Governance.

3.5 Board Self-Evaluation and Effectiveness Framework

The Code of Good Governance sets out principles to which all publicly funded colleges and regional strategic bodies should adhere. Implementation of these requirements is contained within guidance from College Development Network Board Framework.

The Code section on Board Evaluation states that

D.22 The Board must keep its effectiveness under **annual review** and have in place a robust **self-evaluation process.** There should also be an externally facilitated evaluation of its effectiveness every three to five years.
D.23 The Board must agree a process for evaluating the Board Chair and Committee Chairs. The evaluation of the Board chair should normally be led by the vice-chair/senior independent member.

This Board was externally evaluated in March 2017, and thus internal self-evaluation is now required, and for the next year at least.

Guidance follows Audit Scotland statement on the features of an effective board under four development pillars.

In addition, the Board Development Framework (CDN) and the Code of Good Governance indicate its expectations of Boards of Colleges.

Taken together, a suggested approach would be to undertake an exercise to self-assess against the standards and Code guidance, which might usefully be followed by group discussion to ensure any gaps or concerns raised can be addressed or actions planned.

Part of this process is ensuring the mix of skills within the board and for this we use the Skills Matrix. An updated copy is also attached.

Attached is a draft Evaluation framework tool for assessment which the Board is asked to discuss, and agree.

3.6 Board Skills Matrix

The updated skills matrix as circulated with the agenda papers, is appended. This shows the self- assessed mix of skills within the Board of Management as at March / April 2018 for the majority of Board members.

The matrix will form part of the self-evaluation evidence to support the good governance required of all Boards of Colleges in Scotland.

3.7 Lobbying Act briefing

The appended briefing was circulated with the agenda papers and gives a short overview of the implementation of the Lobbying (Scotland) Act 2016 and its relevance to GCC.

3.8 Risk Analysis

No identified risk to the governance of Glasgow Clyde College due to improvements implemented demonstrating progress. Risk could arise from failure to demonstrate Board effectiveness and to complete the annual assessments required of the Board and of its members as a failure to demonstrate the good governance required.

4. Legal Implications
There are no specific legal implications. The Board is required to maintain standards of governance as set out in the Code of Good Governance.

5. Financial Implications
None.

6. Regional Outcome Agreement Implications
Good Governance standards are required of the College in discharging its responsibilities under the Regional Outcome Agreement.

7. Has an Equality Impact Assessment been carried out (Y/N/NA)
No equality issues were specifically identified. Equality issues were particularly considered throughout the recruitment process.

REMUNERATION COMMITTEE

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

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

REMIT OF THE AUDIT COMMITTEE

The Committee shall satisfy itself as to the adequacy and effectiveness of the Glasgow Clyde College's internal financial and management systems, and advising the Board on the College's processes for risk, control and corporate governance. The functions listed here are delegated by the Board to the Audit Committee.

INTERNAL CONTROL	Reviewing, and advising the Board of Management of, the Internal Auditor and External Auditor's assessment of the effectiveness of the College's internal financial controls and internal control and risk management systems, including controls specifically to prevent or detect fraud or other irregularities as well as those for securing economy, efficiency and effectiveness, and value for money; and
	Reviewing and advising the Board of Management on its compliance with corporate governance requirements, including risk management practices and best practice guidance, and compliance with the requirements of the Scottish Funding Council and the Financial memorandum with the Glasgow Colleges Regional Board.
INTERNAL AUDIT	Advising the Board of Management on the selection, appointment or reappointment and remuneration, or removal of the contracted out Internal Audit Service (IAS) provider.
	Advising the Board of Management on the terms of reference for the IAS.
	Reviewing the scope, efficiency and effectiveness of the work of internal audit, considering the adequacy of the resourcing of internal audit, and advising the Board of Management on these matters.
	Advising the Board of Management of the Audit Committee's approval of the basis for and the results of the internal audit needs assessment.
	Reviewing the IAS's monitoring of management action on the implementation of agreed recommendations reported in internal audit reports and internal audit annual reports.
	Considering salient issues arising from internal audit reports, and management's responses and report to the Board on such matters.
	Informing the Board of Management of the Audit Committee's approval of the internal audit service's annual report.
	Ensuring establishment of appropriate performance measures and indicators to monitor the effectiveness of the IAS.
	Securing and monitoring appropriate liaison and co-ordination between internal and external auditors.
	Ensuring good communication between the Committee and the Lead

	of IAS.
	Responding appropriately to notification of fraud or other improprieties received from the Lead of IAS or other persons. This will include the use of the College Fraud Response Plan.
EXTERNAL AUDIT	(The College's external auditors shall be appointed by Audit Scotland.)
	Reviewing the External Audit Annual Plan.
	To consider the fee parameters within the external audit plan.
	Monitoring the integrity of the financial statements of the College and any formal announcements relating to the College's financial performance, reviewing significant financial reporting judgements contained in them, and from an audit perspective recommending them for approval to the Board. *(Note : Moved from Governance and Compliance section)*
	Reviewing the external auditor's annual Management Letter and monitoring management action on the implementation of the agreed recommendations
	Advising the Board of Management of salient issues arising from the external auditor's management letter and other external audit reports, and of management's response .
	Reviewing the Statement of Corporate Governance.
	Holding discussions with the external auditors and ensuring their attendance at Audit Committee and Board of Management meetings as required.
	Considering the objectives and scope of any non-statutory audit work undertaken or to be undertaken, by the external auditor and advising the Board of Management of any potential conflict of interest.
	Securing and monitoring appropriate liaison and co-ordination between external and internal audit.
VALUE FOR MONEY	Establishing and overseeing a review process for evaluating the effectiveness of the College's arrangements for securing the economical, efficient and effective management of the College's resources and the promotion of best practice and protocols, and reporting to the Board of Management on such matters.
	Ensuring there are appropriate processes in place in the College to deliver value for money. .
	Advising the Board of Management of action that it may wish to consider in the light of national value for money studies in the further

	education sector.
RISK MANAGEMENT	Reviewing the College's risk management arrangements and Risk Management Policy on the annual basis.
	Reviewing the College Strategic Risk Register at least twice per year or as requested by the Chair of the Committee to ensure that the College's approach to managing risks is appropriate.
	The Board of Management is responsible for the review and effectiveness of the College risk management arrangements and should form its own opinion despite these delegations to the Committee.
GOVERNANCE AND COMPLIANCE	Reviewing the College's compliance with the Code of Good Governance for Scotland's Colleges and advising the Board of Management on this. As part of this, the Committee shall satisfy itself that other Board committees provide assurance to the Board, as appropriate, on their governance related activities. Producing an annual report for the Board of Management.
	Advising the Board of Management of significant, relevant reports from the Scottish Funding Council and Audit Scotland and successor bodies and, where appropriate, management's response to these. Reviewing reported cases of impropriety to establish whether they have been appropriately handled.
	Act in accordance with the whistle blowing policy.
	Undertake a regular self-evaluation of the Committee.
	Meet in private with the internal and external auditors at least once annually. Liaise as appropriate with the Finance and Resources Committee.
MEMBERSHIP	The membership of the Committee is six Board members, of which one will provide the role of Chair of the Committee, and one will act as Vice Chair if elected. The Chair is elected by the Board of Management and the Vice Chair is elected by the Committee. There should be no overlap of Board members with the Finance and Resources Committee. The Chair of the Board should not be a member of the Audit Committee, although he/she can attend as an observer. The membership should include a qualified accountant and if no member of the Committee is a qualified accountant then arrangements should be made for a co-option. A staff member of the Board can be a member of the Audit Committee, providing they do not have executive authority within the College which is taken as being the College Management Team level. The Board reviews the membership every four years. The Principal, the Vice Principal Resources and College Development and the Assistant Principal Finance & Infrastructure attend the Committee as advisers. The Committee meets at least four times per year.
QUORUM	The quorum set by the Committee is three members.

BOARD DEVELOPMENT PLAN AND ACTIONS

UPDATED 26 05 2018

Development Area 1. Quality of the Student Experience				
	Actions	**Delivery**	**Progress**	**Status**
A	Ensure KPI's, and other measures, are in place and regularly review and monitor these.	Development Event Oct 2017	• Set of KPIs agreed by Board in Dec 2017. • Each Committee actioned to monitor specific KPIs • Annual Board Development event in October 2018 to include overview of College performance.	• Complete and ongoing monitoring
B	How Good is Our College? Focus on quality indicators, Delivery of Learning and Services to Support Learners, in order to provide more strategic leadership and oversight of the relevance and quality of the education offered	Development Event October 2017	• Discussion took place at the Board Development Event. • Item 18.13 March agenda relates to quality of Learning & Teaching identified as a theme at Board Development Event. • Learning & Teaching Committee • Ongoing work in progress across all themes	• Complete - embedded
Development Area 2. Develop the Board's understanding of the College				
A	Arrange Board and Committee meetings at different campuses to increase visibility	Meetings being scheduled cross campus	Meetings in 2018/19 rotate Board meetings to enable members access to all campuses.	• Complete
B	Increase engagement with students, e.g. attend student events	Clerk will organise a calendar of events	• Invites issued to attend Class Rep Meetings May 2017 • Information is circulated to Board members by Clerk as received; ensure liaison with	• Further work required

			incoming Student representatives for 2018/19.	
C	Review staff survey results to gain an overall understanding of staff perceptions, identify areas of strength and any actions to better support staff in carrying out their role	Staff survey organised in collaboration with Organisational Development Committee	• Ongoing • Phase 1 completed, and outputs considered at Organisational Development Committee 2nd May and Board of Management 13th June 2018. • phase 2 not yet in progress	• Partial completion
D	Board members to attend events being run within the College	Clerk will inform, and organise calendar if practical	• Board members have attended number of events 2017/18. • Clerk to liaise with D Marshall and Student Reps to ensure advance information is provided throughout 2018.	• Complete and ongoing
E	Gain a better understanding of the local community and its requirements, for example, through participation in stakeholder engagement events, meeting local providers, inviting people to speak to the Board, reading local reports and studies, identifying social, economic, community intelligence.	Development Event October 2017	• Further work to be undertaken. • Clerk circulated ward information and Equality Progress Report (2017). • Reports and information circulated by Clerk as available • On Board agenda for 13th June.	• Partially Complete
Development Area 3. Board meetings to have a greater focus on debate about the strategic direction of the college, resulting in papers that require decisions crucial to securing high quality provision and ongoing improvement.				
A	Board workshop to develop an understanding of our relevant governance and	Development Event October 2017	• Board effectiveness review to assess progress summer 2018 • Board development event October 2018	• In progress

	leadership responsibilities as identified in 'How Good is Our College?'			
B	Chair and clerk to review Board papers before issue to ensure they prioritise decisions and debates related to the college's strategic objectives	Pre-meeting arranged between Chair, Clerk and Principal. .	• Ongoing. Board papers discussed between Clerk and Chair • This requires to be diarised accordingly to ensure availability.	• Progressing, to be embedded
C	Ideas to be brought to the board at an early stage by SMT	Pre-meeting arranged between Chair, Clerk and Principal.	• This requires to be diarised accordingly to ensure availability.	• Not progessed
D	Review Remits of Committees to ensure effective use of Committee and Board time	Development Event October 2017	• Final Remits are included in papers for Board meeting 13 June	• Complete
Development Area 4. Build the Board as a collective team				
A	Hold a Board Meeting without Executive attendance annually	Development Event October 2017– include Principal	• Development day arranged for October 2018	• Complete
B	Hold a Social Event for Board Members	Development Event October 2017	• A Board Development Event arranged October 2018	• Complete
C	Hold a Development Event outwith formal meeting setting	Development Event October 2017	• Board Development Event arraned October 2018	• Complete

BOARD OF MANAGEMENT

RECRUITMENT PROCESS REPORT

1.   INTRODUCTION

1.1   As an assigned incorporated college board, Glasgow Clyde College (GCC) Board of Management is subject to the 2013 Post-16 Education (Scotland) Act and associated Scottish Government guidance, as well as prior legislation.

In line with such legislation and guidance, and the delegated process approved by Glasgow Colleges Regional Board (GCRB), Glasgow Clyde College has undertaken a process to appoint two additional board members.

This report details the process undertaken and the outcome of the process.

2.   BACKGROUND AND CONTEXT

2.1   Following the "post-16" legislation which came into force in August 2014, the Board's membership number is a minimum of 13 and a maximum of 18 members (including the Principal, two staff members and two student members).   There are currently two vacancies on the Board.

2.2   At a meeting of the Nominations Committee on 7th February 2018 the skills mix and diversity of the board were explored resulting in a decision to undertake the recruitment process and to take steps including alternative advertising and promotion channels to actively recruit members representative of the local community. In addition a review of the skills matrix by the Committee resulted in targeting skills of Estates Management and Community Regeneration.

2.3   Gender balance of board members was considered throughout this process. Once internal processes are satisfied, a recommendation would be made to GCRB.

2.4   Recommendations of the Nominations Committee were endorsed at Board of Management meeting 14th March 2018 Item 18.06v.

3.   RECRUITMENT PROCESS AND RECOMMENDATION

3.1   Advertisements for additional members went 'live' on 3rd April with a closing date of 25th April 2018 and an advertised interview date of 9th May 2018..

3.2   In addition to the usual channels for promotion, and with advice from the Equalities and Inclusion staff notices were placed with various local networks representing disability, ethnicity and community groups. In addition local CVS and Volunteer Centre channels were used as well as Charity Jobs board.

3.3   The process resulted in five approaches from the following sources:

Previous enquiry	1
LinkedIn	1
CVS West Dumbartonshire	1
Public Sector Appointments website	1
In Touch Networks (agency)	1

3.4   Shortlisting was carried out by Linda McTavish, David Newall and Jon Vincent. At interview stage the Clerk joined the panel. Two candidates were shortlisted for interview, one male and one female. A questions set and scoring system were agreed to ensure equality and a fair process.

3.5   The panel were unanimous that neither candidate was appropriate for recommendation to GCRB as potential board members. Whilst disappointing, the panel agreed that an inappropriate appointment could potentially result in detriment to the Board.

CONCLUSION

4.1   No recommendation or appointment can be made at this time and the Nominations Committee will reconsider recruitment at a later stage.

GH/0518

		Glasgow Clyde College Corporate Governance Audit - Progress			18.41v
Recommendation No.	**Area**	**Detail**	**Progress May 2018**		**Status**
		Leadership and strategy			
A7	Key Performance Indicators	KPI's to be embedded, linked to College strategic goals and reported to board regularly	Key Performance Indicators are reported regularly to each Committee and to the Board by the respective Committees		Complete
A13	Board Recruitment	Nominations Committee to consider following three points: 1) identify community composition benchmarks 2) review appraisak criteria and chaniging from a skills only focus 3) ensure adequate focus on promoting vacant posts through channels which target areas of the community for which Board wishes to increase membership	Community information and data circulated to all members xxx. Nominations Committee minutes demonstarate robust discussion to engage community and achieve diversity within the Remuneration Committee. Various additional channels were utilised in recent recruitment campaign whcih targeted local and ethnic groups, disabled people and other protected characterisitics to better reflect the community.		Complete
		Quality of Student Experience			
B4	Quality of Student Experience	The self evaluation analysis against the Development of Strong and Effective Student Associations, the partnership agreement and any related actions plans should be completed and taken to the Board or Learning and Teaching Committee			
		Accountability			
C9	Accountability	Specify in the structure chart those management team members with responsibility for provising advice to Remunerations Committee and Nominations Committee	Structure chart has been reviewed and amended to relfect those senior management who are advisers to the Remuneration and Nominations Committees		Complete

C14	Audit Committee		Audit Committee Remit provides this assurance in respect of the proces for all other committees in respect of the assurances they provide to the Board	Complete
		Audit Committee Terms of Reference should contain details as the what assurance is provided by other Board Committees and how the Audit Committee will obtain assurances in those areas from other Board Committees			
C19	Remuneration Committee training	Ensure any new Remuneration Commmittee members undertake the online training module for Remuneration Committee training within one month of appointment	All except one member have completed online training	In progress
		Effectiveness			
D9	Effectiveness	Ensure there is a clear and documented process for setting and agreeing personal performance measures for the Principal which has been reviewed and agreed by the Board	A process has been proposed and is an agenda item for the Board of Managmenet meeting 13 June 2018.	Subject to Board approval this item will be completed.

Process for the annual performance review of the Principal

Background

The recent internal audit of Corporate Governance included a recommendation to: *'Ensure that there is a clear and documented process for setting and agreeing personal performance measures for the Principal which has been reviewed and approved by the Board'.*

The recommendation is intended to ensure that the College complies with Section D.9 of the Governance Code, which reads as follows:

> *'The College Board must ensure a clear process is in place to set and agree personal performance measures for the Principal. This process should seek the views of students and staff.*

> *The Chair, on behalf of the Board, should monitor, review and record the Principal's performance, at least annually, against the agreed performance measures'.*

Proposed process for the Board's comment / approval

1. Annually, the Chair will meet with the Principal to review his/her performance and to agree on personal objectives and performance measures for the year ahead.

2. Before that meeting, the Chair will speak with each member of the Senior Management Team and of the Board of Management. The purpose will be to seek feedback on the Principal's performance, identifying areas of strong performance and areas where improvement could be made.

3. The Chair and the Principal will jointly prepare a written record of their discussions. This will include:

    -   a record of progress made against the previous year's objectives;

    -   a statement on the Principal's performance during the year, including areas of strength and areas for improvement; and

    -   a statement of agreed, measurable, personal objectives for the year ahead.

4. Progress against agreed objectives will be reviewed after 6 months and 12 months.

5. The Chair will brief the Remuneration Committee on the Principal's performance in order to inform its annual review of his/her salary.

Board Effectiveness Self Evaluation 2018

This question set should be answered by each member of Glasgow Clyde College Board and returned to the Clerk for collating.

Section 1 Skills of the Board members	YES/NO	Comments
Do Board members understand and demonstrate the non-executive role		
Do Board members challenge constructively and support senior staff maintaining professional relationships		
Do Board members ensure that issues are properly discussed, and agreement is reached. Are decisions clear and do all members accept collective responsibility for all decisions.		
Do Board members demonstrate strong communication skills; listening, questioning, explaining and influencing appropriately		
Do Board members demonstrate their focus as providing strategic		

Board Effectiveness Self Evaluation 2018

leadership of the organisation, leaving aside all other interests.		
Section 2 **Organisational Knowledge**		
Does the Board take full account of the views and experiences of students including student associations		
Does the Board understand staff culture and views, supporting and challenging in equal measure		
Does the Board have clear understanding of the overall business of the organisation; its curriculum, finances, estates, human resources, values and priorities and does it have clear sight of performance indicators and risk and control frameworks.		
Does the Board have a full understanding of the accountability, legal and financial frameworks of the organisation		
Section 3 **Team working**		

Board Effectiveness Self Evaluation 2018

Does the Board collectively discuss and agree an annual Development Plan.		
Does the Board discuss and agree its strengths and performance over the previous 12 months identifying training needs or skills gaps		
Does the Board collectively assess any external or internal changes which will impact upon the Board over the next 12 months, planning any necessary actions identified		
Do all Board members feel able to express their views, that they are encouraged to do so and able to challenge and debate		
Section 4 **Knowledge of the external environment**		
Do Board members actively influence, on behalf of the organisation, local, regional and national stakeholders		
Do Board members work to build and maintain effective networks		

Board Effectiveness Self Evaluation 2018

and seek to spread and share good governance practice.		
Does membership of the Board reflect the local community it serves, and does the Board work to remove barriers to membership		
Additional Comments		
Please give any other comments or note any issues which you wish to raise.		

Board Skills Matrix

Mar-18   18.41vii

	DN	SH	GMcG	DW	FG	CD	MD	GW	KR	RF	SH 2	MP	CW	JV
Governance	Green	Green	Amber	Green	Amber		Green	Amber		Amber	Amber	Amber	Pink	Green
Strategic Planning	Green	Green	Green	Green	Green		Green	Amber		Green	Pink	Amber	Pink	Green
Leadership	Green	Green	Green	Green	Green		Green	Amber		Amber	Amber	Green	Pink	Green
Change Management	Amber	Green	Amber	Pink	Amber		Green	Amber		Green	Pink	Amber	Pink	Green
Finance & Accountancy	Green	Pink	Pink	Green	Pink		Pink	Pink		Green	Pink	Green	Pink	Amber
Risk Management / Audit	Green	Amber	Pink	Green	Pink		Amber	Pink		Green	Pink	Green	Pink	Amber
Legal	Amber	Amber	Pink	Amber	Pink		Pink	Pink		Pink	Pink	Pink	Pink	Amber
ICT / Digital Transformation	Pink	Pink	Amber	Pink	Amber		Amber	Pink		Amber	Pink	Pink	Pink	Amber
Estates / Property	Amber	Pink	Pink	Pink	Pink		Pink	Pink		Amber	Pink	Pink	Pink	Amber
Lobbying / Influencing	Amber	Amber	Green	Pink	Green		Green	Pink		Pink	Pink	Amber	Pink	Green
Marketing / PR	Pink	Amber	Amber	Pink	Green		Amber	Pink		Pink	Pink	Pink	Pink	Green
HR / Organisational Development	Amber	Green	Amber	Pink	Amber		Green	Green		Pink	Pink	Amber	Pink	Green
Senior Management experience	Green	Green	Green	Green	Green		Green	Amber		Green	Pink	Green	Pink	Green
Education	Pink	Green	Amber	Amber	Green		Green	Amber		Green	Amber	Green	Amber (M)	Amber
Community / Regeneration	Pink	Pink	Green	Pink	Pink		Amber	Pink		Pink	Pink	Pink	Pink	Green
Business Development / Commercial	Pink	Pink	Green	Amber	Green		Pink	Green		Green	Pink	Amber	Pink	Green

Key:

DN	David Newall
CW	Clare Walker
SH	Sandra Heidinger
GMcG	Gordon McGuiness
DW	David Watt
FG	Fiona Godsman
CD	Carolyn Davidson
MD	Mary Docherty
GW	Graeme Whiteford
KR	Keith Rosser
RF	Robert Fraser
MP	Michael Payne
JV	Jon Vincent
SH2	Stephen Henson
Red/pink	Low or not answered
Amber	Medium
Green	High

Lobbying (Scotland) Act and Guidance

Briefing for Board of Management 13 June 2018

Introduction

The Lobbying (Scotland) Act will came into force on Monday 12 March 2018. From that date, all regulated lobbying in Scotland will have to be registered on Scotland's new Lobbying Register.

The register will record details of all lobbying activities. It will be fully searchable by anyone looking to find out when, where and on what issues lobbying has taken place.
The aim of the Act is to increase public transparency and openness. It is not aimed at preventing lobbying, which is widely recognised as an important part of the democratic process.

What is Lobbying

In general, all face-to-face contact, by someone being paid for their services *(regardless of job title)* with MSPs, Scottish Government Ministers, Special Advisors and the Scottish Government's Permanent Secretary.
The lobbying must be in relation to government or parliamentary functions. For example, discussions which   seek to change, inform or influence existing or future government legislation, policy development or contracts.

The assumption is that companies and organisations will need to register if they engage in

- Face-to-face meetings with MSPs, Government Ministers or civil servants
- Engagement with MSPs during events such as business open days, dinners etc. This applies to all employees across the business.
- Hosting an event involving MSPs, Ministers and/or civil servants.

The 5 Steps gives an overview of when an activity is considered to be lobbying.

There are a number of exceptions including written materials, personal not corporate issues, and where the MSP is your constituency MSP. Other exemptions can be found in the Scottish Government guidance.

GCC is exempt from registering as we are a public body which is subject to FOISA regs, GCRB and CS both concur with this view, in accordance with the Act, Schedule Communications which are not lobbying 22(l). Voluntary registration is an option should the Board wish taking cognisance of resource implications.

BOARD MEETING

Date of Meeting	13 June 2018
Paper Title	Credits Projection 2017/18
Agenda Item	18.44
Paper Number	18.44i
Responsible Officer	B Hughes; Vice Principal Curriculum and External Relations
Status	Disclosable
Action	For **Noting**

1. Report Purpose

This paper provides members with an update on our projected credit activity for session 2017/18.

2. Recommendations

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

3. Background

Progress on our credit activity is reported to the Board and the Learning & Teaching Committee on a regular basis.

The attached sheet shows the position at 30 May 2018.

The projection indicates that we will achieve our credit target for the academic year, with an estimated final position of 129,858 credits against a target of 128,683; a positive variance of circa 0.9%.

4. Risk Analysis

Monitoring of our credit position takes place throughout the academic session and a number of reports have been written to minimise the risk of over-estimating our position at any given time.

5. Legal Implications

There are no specific legal implications relating to this paper.

6. Financial Implications

Failure to achieve our annual credit target has financial implications in the form of clawback of funding by SFC / GCRB.

7. Regional Outcome Agreement Implications

Our credit target is agreed at the level of the ROA and therefore our contribution to meeting the Glasgow Region figure is vital to the region's ability to meet its required outputs.

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

N/A

Credits Monitoring Report AY2017-2018 - College Summary   Snapshot at 30th May 2018

Faculty	School	Target Credits (as at 23/11/2017)	Total Enrols	Non-Funded Enrols	Not Meeting 25% Date	Current Funded Enrols	Current Credits Estimate	Variance on Target	Credits To Start	Variance on Started Target	Credits Not Enrolled
120 Business, Creative & Digital Industries	111 Business & Finance	9271	856	62	116	685	9150	-1%	0	-1%	0
	123 Media & Performing Arts	8465	862	37	43	782	9158	8%	0	8%	0
	125 Fashion, Textiles & Design	10397	842	70	71	701	9522	-8%	0	-8%	2
		28133	2560	169	230	2168	27830	-1%	0	-1%	2
130 Engineering, Computing & the Built Environment	113 Computing	9015	1095	65	99	934	9188	2%	0	2%	0
	131 Energy & Building Services	4719	534	11	33	490	4599	-3%	40	-2%	0
	133 Engineering	11542	1264	1	75	1188	10226	-11%	0	-11%	3
	135 Construction & Land Based Industries	6653	662	6	64	593	6678	0%	36	1%	10
		31929	3555	83	271	3205	30690	-4%	76	-4%	13
140 Health & Wellbeing	115 Sport, Tourism & Hospitality	10914	932	27	99	807	10469	-4%	0	-4%	0
	141 Early Years & Social Care	11735	1090	100	74	917	11569	-1%	0	-1%	1
	145 Health & Life Sciences	10457	946	25	75	846	10510	1%	0	1%	0
	149 Hair, Beauty & Complementary Therapies	6420	617	1	42	574	6395	0%	0	0%	0
		39526	3585	153	290	3144	38944	-1%	0	-1%	1
160 Access & Continuing Learning	161 ESOL	10620	2010	0	179	1831	12346	16%	0	16%	36
	165 Additional Support for Learning	4270	569	0	24	545	4563	7%	0	7%	0
	167 Employability Skills	5965	3059	1	230	2828	5776	-3%	22	-3%	14
	169 General Education	9068	1166	4	120	1043	9545	5%	0	5%	0
		29923	6804	5	553	6247	32230	8%	22	8%	50
Total		129511	16504	410	1344	14764	129694	0.1%	98	0%	65
	SFC Target Credits	128683 (Core 121041 +Childcare 323 + ESF 7319)						0.8%			
	Current Credit Estimate + Credits to Start						129793	0.9%			
	Current Credits Estimate + Credits to Start + Credits Not Enrolled						129858	0.9%			

Price Group	Credits Estimate	Credits To Start	Credits Not Enrolled
1	17285	7	14
2	70704	0	39
3	22852	76	13
4	1790	0	0
5	17063	15	0
Total	129694	98	65

Economic Sector	Credits Estimate	Credits To Start	Credits Not Enrolled
Administration, Financial and Business Services	18715	0	0
Creative and Cultural Industries	19207	12	12
Energy, Engineering, Construction and Manufacturing	18369	64	3
Food, Drink, Tourism, Hospitality and Leisure	16766	0	0
Health, Care and Education	19904	0	1
Land-Based Industries	2607	0	0
Life and Chemical Sciences	7886	0	0
Transition and Supported Learning	26240	22	50
Total	129694	98	65

BOARD OF MANAGEMENT

Date of Meeting	13 June 2018
Paper Title	Glasgow Clyde Education Foundation Update
Agenda Item	18.45
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Discussion

1 REPORT PURPOSE

1.1 The purpose of this report is to provide an update on the activity of the Glasgow Clyde Education Foundation since the last Board meeting on 14 March 2018.

2 RECOMMENDATION

2.1 Members are invited to **discuss** this paper.

3 BACKGROUND

3.1 The Glasgow Clyde Education Foundation (GCEF) is a separate independent charitable organisation from the College.

3.2 The Foundation has three strategic funding priorities which are as follows :

Strategic Priority 1 Improved Pedagogy
Strategic Priority 2 Effective Learning
Strategic Priority 3 Capability and Capacity

3.3 A sum of £14.4M was transferred to the Foundation from the College as at the end of March 2014, which was the College cash backed reserves. A further sum of £600k was transferred at end of March 2015. There have been no further donations since that time.

3.4 To date, the College has had over thirty applications supported by the Foundation which total over £8M between capital and revenue projects. The Foundation had their most recent meeting on 20 March 2018 and their next meeting is on 29 May 2018.

3.5 Two bids were approved by the Board at their March meeting for submission to the Foundation which were as follows :

- Business improvement programme for the College – Bid for £175k. This will be a follow up to the previous pipeline submission to the Foundation in July 2017; and
- Funding to support an external review of the College long term estates needs to feed into the planned update to the Estates Strategy. Bid for £50k.This will particularly focus on the future needs for the Cardonald campus.

Both of these bids were supported by the Foundation and grant award letters have now been received.

4   RISK ANALYSIS

4.1   There are no specific risk implications associated with this paper.

5   LEGAL IMPLICATIONS/FINANCIAL IMPLICATIONS/REGIONAL OUTCOME AGREEMENT IMPLICATIONS

5.1   The GCEF is a separate charitable organisation and hence is a separate legal entity. The financial implications related to this paper are that potential future projects will be dependent on future funding applications to the Foundation being approved by the Foundation.

6   Has an Equality Impact Assessment been carried out?

N/A