

# BOARD OF MANAGEMENT

**Wednesday 29 June 2018  
Boardroom. Langside Campus**

## BOARD OF MANAGEMENT

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The Twenty Fourth Meeting of the Board of Management will be held on Wednesday 29<sup>th</sup> August 2018 at 4.30pm in the Boardroom, Langside Campus

### AGENDA

<b>18.47</b>	Welcome and Apologies		D Newall
<b>18.48</b>	Declaration of Interests		D Newall
<b>18.49</b>	Determination of Other Business		D Newall

### Minutes of Previous Meeting

<b>18.50</b>	Minute of the Board Meeting on 13 June 2018	P	D Newall
<b>18.51</b>	Matters Arising – Action Grid	P	D Newall
<b>18.52</b>	Minutes of Meetings		
	i. Finance and Resources 30 May 2018	P	R Fraser

### Standing Items

<b>18.53</b>	Chair's Report	V	D Newall
<b>18.54</b>	Principal's Report	V	J Vincent
<b>18.55</b>	Student President's Report	P	K Gasiorowska

### Items for Decision

<b>18.56</b>	Voluntary Severance progress	P	J Thomson
<b>18.57</b>	Final Draft 5 Year Plan	P	T Elliott
<b>18.58</b>	a. Modern Slavery Statement 2016-17	P	T Elliott
	b. Procurement Policy	P	T Elliott
	c. Information Security Policy	P	J Thomson

### Items for Discussion

<b>18.59</b>	GCC Community Engagement – serving local needs (presentation)		B Hughes
<b>18.60</b>	Staff Engagement Survey – Actions planned	P	J Thomson

### Items for Information/Noting\*

<b>18.61</b>	College Strategic Risk Register Update	P	J Thomson
<b>18.62</b>	Freedom of Information Summary 2017-18	P	B Hughes
<b>18.63</b>	Governance Update	P	G Heritage
<b>18.64</b>	Credits Estimate of Outturn against target 2017-18	P	B Hughes

## BOARD OF MANAGEMENT

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### Continual Improvement

<b>18.65</b>	Equalities Impact Assessment on Decisions Made	D Newall
<b>18.66</b>	Review of Papers (including Disclosable Status)	All
<b>18.67</b>	Any Other Business	D Newall

The next Board of Management Meeting will be held at 9.15am on Friday, 5<sup>th</sup> October at Bowfield House Hotel, Howwood, Renfrewshire.

**\*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  
13 JUNE 2018, SEMINAR ROOM 4, CARDONALD CAMPUS**

David Newall	Chair
Jon Vincent	Principal / Board Member
Sandra Heidinger	Vice Chair
Gordon McGuinness	Board Member
Fiona Godsman	Board Member
Mary Docherty	Board Member
Claire Walker	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
Duncan McDougall	AP International and Business Development
John Canning	Head of Business Development Unit
Jim Anderson,	Head of External Funding Unit
Glenn Heritage	Clerk to the Board (Minute Taker)

**APOLOGIES:**

Karolina Gasiorowska	Board Member
Graeme Whiteford	Board Member
Carolyn Davidson	Board Member

**18.24 WELCOME AND APOLOGIES**

The Chair welcomed everyone to the meeting. Apologies were noted from K Gasiorowska, Carolyn Davidson and Graeme Whiteford.

**18.25 DECLARATIONS OF INTEREST**

Senior Management Team members have an interest in the minutes of the Remuneration Committee and will be asked to leave the room for that item. There were no other declarations of interest.

**18.26 DETERMINATION OF OTHER BUSINESS**

There were no other items of business.

**18.27 MINUTES OF THE BOARD MEETING ON 14 MARCH 2018**

Item 18.08 insert 0.9% after 'to exceed target by'.

D Newall briefly spoke to items completed. Item 18.06v GCRB Nominations Committee have recommended requested appointments and this will be ratified by GCRB Board shortly.

Item 18.15 J Vincent gave an update. Other Colleges have signed this Memorandum, with only GCRB, Kelvin college and GCC not yet signing. Recent discussions give reason to believe GCRB and Glasgow Kelvin College will sign. Glasgow City Council have inferred that will look at suggested amendments. On that basis, after short discussion the Board agree that GCC would sign the Memorandum.

The Minutes were approved as a true record of the meeting.

**18.28 MATTERS ARISING: ACTION GRID**

A number of items are now completed and can be removed. The items relating to Corporate Governance are now reflected in a separate agenda item and document.

Remaining items will be carried forward and the revised grid will go to the August Board.

**18.29 MINUTES FROM COMMITTEE MEETINGS**

**18.06i Learning & Teaching 07.02.18**

G McGuiness gave an overview of the work of the Learning & Teaching Committee referring to the minutes. Date to be amended.

The Board noted the minutes.

**18.06ii Organisational Development 31.01.18**

S Heidinger gave an overview of the work of the Organisational Development Committee highlighting interest in the staff survey (on agenda) and PDP planning. KPI's will be discussed at the September meeting of this committee.

The Board noted the minutes

**18.06iii Audit 21.02.18**

.D Watt gave an overview of the work of the Audit Committee. Asked the Board to note the Henderson Loggie Estates Strategy is to be revised and submitted to the October Audit Committee.

Item 18.50

J Vincent asked the Board to note Audit Committee had asked that he correspond with Audit Scotland regarding increased fee levels for external audit. No satisfactory response has yet been received.

T Elliott updated the Board referring to item 18.31, the proposal by Audit Scotland to use a different methodology in financial calculations in their Annual Report which gave an adverse financial position for GCC. After discussion with Audit Scotland agreement has been given to revert to using the SFC guidance methodology.

The Board noted the minutes.

**18.06iv Finance & Resources 28.02.18**

This meeting took place 30<sup>th</sup> May 2018 and as such, insufficient time has elapsed to bring minutes to this meeting. .

**18.06vi Remuneration Committee 28.02.18**

*All Senior Management Team members left the room for this item. (J Vincent, J Thomson, B Hughes, T Elliott)*

D Newall confirmed to the Board that Remuneration committee had devolved authority to make decisions on pay and policy for the senior management team.

S Heidinger clarified that the Pay Policy is not yet fully fledged in terms of being performance based and whilst this is likely to change under the Principal's leadership, at this point it was prudent not to amend the Policy.

S Heidinger asked the Board to note that the Committee had taken the Scottish Government Public Sector Pay Policy into account when determining level of increases and taken the Scottish Government guidance into account in determining the Principal's pay award.

The Board briefly discussed benchmarking opportunities and comparisons with other Colleges and were assured that we compared favourably.

The Board noted the minutes

*The Senior Management Team rejoined the meeting at this point.*

**18.30 CHAIR'S REPORT**

The Chair provided a verbal update. He asked the Board to note that Finance & Resources minutes of 30 May will go to the August Board meeting.

D Newall explained the process for individual board members' personal development plans and that meetings would take place in July / August. Board Effectiveness is an agenda item. The clerk will be in touch regarding Chair Effectiveness evaluation and the Board Development event

Clerk

to be held 4<sup>th</sup>/5<sup>th</sup> October at the Bowfield Hotel, Howwood, Renfrewshire.

D Newall had attended GCRB chairs meeting and asked the Board to note that the new GCRB Chair was intending a joint Board event with a theme of diversity potentially for September.

Clerk

The Clerk informed the Board that the current potential dates were 4<sup>th</sup> or 5<sup>th</sup> September with a late afternoon start. The Board welcomed the information provided.

### 18.31 **PRINCIPAL'S REPORT**

J Vincent provided a verbal update

J Vincent asked the Board to note e-bulletin 'Informed Scotland' now regularly circulated to the Board and in particular the key points within the Scottish Government publication '15-24 Learner Journey Review'. This highlights key points and recommendations for Boards to consider.

Two Ministerial letters to funding bodies were circulated which the Board noted.

J Vincent reported that following the SFC visit in March he had received a draft report, requested amendments and these had been accepted. Copies of the final report were circulated.

Following the Education Scotland visit which had looked at two areas – Information, Advice & Guidance and Practice in the classroom - responses had now been received. J Vincent explained that whilst the response highlighted inconsistencies these were as expected and the full report as now awaited.

On National Bargaining J Vincent reported that relating to teaching staff the two sides were technically in dispute with a wide gap between employers and Union side. It is therefore likely that industrial action may take place in the autumn. For support side staff there is also a dispute situation and potential for industrial action.

An outcome has been reached on the grading of senior teaching posts. Senior Lecturers have been graded at Level 1 and Heads of Curriculum at Level 3.

SFC funding was allocated in May. As expected revenue funding comprises a mix of different streams. The Board noted the additional cost pressure on all three Glasgow region colleges arising from the termination of earmarked SFC grant for GCRB.

J Vincent was able to report positively on residences where the arrangements with A3 are progressing well. It is likely that signatures to complete may be required in the next 2 – 3 weeks. In the absence of D Newall it was agreed with the Board that R Fraser would sign documents if required.

The Chair thanked the Principal for his update.

**18.32 STUDENT PRESIDENT'S REPORT**

K Gasiorowska had given apologies, and D Newall informed the Board that she had been re-elected to President. The Board offered their congratulations on her re-election.

Questions to note were about levels of attendance at clubs and societies; information on the student voice to explore further and on the focus on mental health, all of which are mentioned in the report. KG

S Heindinger proposed that K Gasiorowska should be formally commended for the breadth of activities being undertaken and the Board concurred.

The Board noted the contents of the Report.

*Item 18.39 was taken at this point to allow B Hughes to leave the meeting early.*

**18.39 REPORT ON CYBER RESILIENCE**

B Hughes spoke to the report issued with the agenda papers.

He explained the very strong steer from Scottish Government to achieve Cyber Essentials Plus. GCC already holds the first level Cyber Essentials and this is a further accreditation with resource and financial implications for the college both at accreditation point and ongoing.

A Board member queried staff buy-in to a higher level of security. B Hughes detailed the planning for increasing awareness and information that will be available to all staff electronically with a mandatory unit for completion. B Hughes said practices eg use of USB sticks would require review and use of non-College related email or web accounts held potential risks.

In response to a query B Hughes said online training provision was being explored.

Further short discussion ensued including the scale of encryption required which includes mobile phones. A Board member also queried the costs, which are largely estimated at this point and options will be considered prior to contracting.

The Board approved the accreditation of Cyber Essentials Plus for GCC.

**18.33 DRAFT REVENUE BUDGET 2018/19**



T Elliott was invited to speak to the papers circulated with the Agenda

T Elliott gave an overview of the Report and draft figures for 2018/19. This is an updated version of that which was presented at Finance and Resources Committee.

The Board discussed in particular the Voluntary Severance funding which requires to be committed by December 2018.

This T Elliott explained gives a short timescale. In response to questions around potential savings dependent on leaving date, T Elliott agreed there is potential for in year savings and that contingency could be considered to increase the number of severances allowed. Reservations were expressed about accessing GCEF funding in relation to voluntary severance.

After discussion the Board approved the 2018/19 budget.

#### **18.34 FINANCIAL PLAN 2017-2022**

T Elliott was invited to speak to the Paper issued with the Agenda. .

T Elliott gave an overview of the Plan. She explained she was not seeking approval at this stage as it may need updating when SFC guidance is received. She noted that the 2018/19 figures are used as the baseline with incremental increases in subsequent years.

T Elliott asked the Board to note that GCC has risks going forward and these are detailed; the greater potentially are staff costs as an increasingly higher percentage of all expenditure and the uncertainty over National Bargaining. Capital costs were also highlighted.

The financial projections thus reflect a steadily deteriorating position on the next five years, and the Board agreed that this difficult position should be reported to SFC.

D Newall queried the timescale and was informed SFC guidance was due July therefore the Plan would come to the August meeting for approval. She clarified the process GCRB use in submitting both individual plans and one collated regional plan.

A Board member raised a further potential risk relating to care experienced children and pressure on bursary awards.

T Elliott agreed this could strain contingency and may necessitate further student support funding from SFC.

A committee member felt pension costs and the risk inherent was understated and a short discussion agreed that pension contribution rates could rise and the implications emphasised further.

The Board noted the updated Plan.

TE

*Item 18. 38 was taken next to allow D McDougall, J Canning and J Anderson to present their paper. They joined the meeting at this point*

**18.38 GLASGOW CLYDE COLLEGE COMMERCIAL ACTIVITY REPORT**

D McDougall was invited to speak to the Report issued with the Agenda and introduced his colleagues.

D McDougall detailed the projections for 2018/19 and onwards and the various streams relating to commercial and funded activity. He asked the Board to note that estimates were conservative and could well be exceeded for 2018/19.

A Board member asked how this compared to 2017/18 and D McDougall agreed with another Board member the increase was about 10%. He explained match funding for permanent posts.

After some discussion D Newall proposed that further detail is discussed as an item at Finance and Resources Committee.

D McDougall spoke to the areas of growth identified and future opportunities to develop income streams.

A lengthy discussion took place with much interest.

D Newall summarised the Board position as an enthusiasm to see growth in this area; a desire to see realistic opportunities analysed and identified,

recognition that the team were ambitious to secure growth and that the Board wanted to see targets that were realistic, stretching but not unachievable taking capacity into account

D Newall asked that the executive consider and bring papers to the August Board meeting and to the next Finance and Resources Committee, demonstrating a joined up approach across all relevant staff.

*D McDougall, J Canning and J Anderson left the meeting at this point.*

**SMT**

**18.35 CAPITAL MASTERPLAN UPDATE**

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

J Thomson gave an overview of the Plan and confirmed that the capital distribution had allocated £1.25 million to GCC to fund high priority maintenance work. .

Several changes had taken place and further high priority areas added. Cardonald remained our highest priority over several areas and in particular the car park which was a current risk given its condition.

D Newall complimented J Thomson for the positive outcome with contractors at Anniesland supporting costs of fire safety adaptations to be carried out.

After a short discussion the Board approved the revised Capital Plan.

**18.36 STAFF ENGAGEMENT SURVEY REPORT**

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

J Thomson gave an overview of the report and survey results advising the Board that following this meetings with staff to discuss issues identified had already been held.

The Board discussed links to the previous staff survey, and how this will be used in future on a cyclical basis to identify trends. A Board member felt deeper segmentation including bio data would be helpful and a synopsis of issues expressed in free text.

A longer discussion centred on the questions about bullying and harassment and a Board member raised that at one meeting staff had been told these items were not for discussion. J Vincent expressed concern if staff could not express views. It was also raised that staff may believe there are no procedures for reporting of such cases but J Thomson assured the Board there were.

The Board noted the main messages from the survey and that discussions with staff were ongoing. The Board looks forward to receiving a report on the actions planned following these discussions.

**18.37 PROPOSED VOLUNTARY SEVERANCE SCHEME**

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

J Thomson detailed that funding to support the scheme was £124,000 and D Newall said that we could go beyond that if we decided that would be viable.

Board members raised several issues; that it may be a risk to offer college wide with a small sum; that a targeted offer would be preferable; that the current offer in salary and pension terms is now out of step with current practice and thinking; and that consideration be given to the fact there is no longer a default retirement age which also supports a targeted approach; concluding that the scheme should be rephrased and a strategic view taken. .

J Vincent confirmed this is a first iteration, that sight of City College scheme is now available and a revised version would be brought to August Board meeting.

The Board supports a voluntary severance scheme in principle and desires to see a version which takes on specific suggestions and is more focussed.

**18.40 COLLEGE STRATEGIC RISK REGISTER UPDATE**

D Newall gave a brief overview of this risk register.  
The Board noted the contents of the Report.

**18.41 GOVERNANCE UPDATE**

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

**Remuneration Committee Remit**

The Board agreed the Remit

**Audit Committee Remit**

The Board agreed the Remit

**Board Development Plan**

The Board noted the Plan

**Board Recruitment Process Report**

The Board noted the Report

**Corporate Governance Audit Update**

The Board noted the contents and progress against the Audit recommendations

**Board Self-Evaluation and Effectiveness**

The Board agreed the self- evaluation framework.

**Board Skills Matrix**

The Board noted the matrix

**Lobbying Act Briefing**

The Board noted the briefing.

**Items for Information / Noting**

**18.42 GDPR IMPLEMENTATION AND RISK ANALYSIS**

The Board noted the Report and update. .

**18.43 FINANCIAL REPORT YEAR TO APRIL AND FORECAST OUTTURN**

The Board noted the Financial Report.

**18.44 CREDITS PROJECTION 2017/18**

The Board noted the Credits Projection Report.

**18.45 GLASGOW CLYDE EDUCATION FOUNDATION UPDATE**

The Board noted the update.

Additional **PROPOSED TUITION FEES 2018/19**

The Board agreed the Tuition Fees for 2018/19.

**Continual Improvement**

**18.46 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE**

Equalities were considered throughout.

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

The status of items 18.34, 18.37, 18.38 and 18.43 were deemed non-disclosable. All other items are disclosable.

**18.48 ANY OTHER BUSINESS**

No other business

**DATE OF NEXT MEETING**

The next meeting will be held on Wednesday 29<sup>th</sup> August 2018, 4.30pm at Langside Campus.

DRAFT

Item 18.51

BOARD OF MANAGEMENT					
Column1	Column2	Column3	Column4	Column5	
Date of Meeting	Item	Action	Lead	Status	Notes
	<b>17.90iv</b>	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.	
	<b>17.100.</b>	<b>Key Performance Indicators</b>			
	<b>17.100.4</b>	Board agreed to discuss the four themes outlined in the report at future board meetings which, of the eight overall themes are those considered less easy to quantify.	BOM	August agenda - Community Engagement.	Learning and Teaching theme considered March BOM. June meeting to address one of the remaining three themes. August Board meeting to consider Community Engagement

**NOTES OF THE NINETEENTH MEETING OF THE FINANCE AND RESOURCES COMMITTEE, HELD ON 30 MAY 2018, AT 4.30PM IN SEMINAR ROOM 4, CARDONALD CAMPUS, GLASGOW CLYDE COLLEGE**

**PRESENT:**

R Fraser	Committee Chair
D Newall	Committee Member
J Vincent	Principal/Committee Member
S Henson	Committee Member
K Gasiorowska	Committee Member

**IN ATTENDANCE**

J Thomson	Vice Principal Resources & College Development
T Elliott	Assistant Principal, Finance & Infrastructure
D McDougall	Assistant Principal, International and Business Development
G Heritage	Clerk to the Board (minute taker)

**ACTION**

**18.18 WELCOME AND APOLOGIES**

R Fraser welcomed everyone to the meeting. There were no apologies.

**18.19 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**18.20 MINUTES OF THE MEETING HELD ON 29 NOVEMBER 2017**

Due to adverse weather on 28 February, this is the first meeting of the Committee since 29 November 2017. **GH**

A Committee member queried a sentence relating to the possibility of GCC donating to GCEF. After brief discussion it was agreed to remove this sentence.

The Minutes were approved as an accurate record of the previous meeting.

**18.21 MATTERS ARISING**

Progress was noted on all of the matters arising. Actions from November 2017 have been completed or superseded.

**18.22 REMIT OF THE COMMITTEE**

Proposed amendments from the last meeting were discussed. Clerk to make these amendments and circulate a revised Remit.

*For financial chronological accuracy the following agenda items were taken in the order shown*

**18.25 FINANCIAL REPORT TO APRIL 18 AND FORECAST TO JULY 2018 INCLUDING CASHFLOW**

T Elliott was invited to speak to the report issued with the agenda papers.

T Elliott gave details on the budget and variances to date and forecast. She informed the Committee that SFC Student Funding was now available, removing the predicted £130,000 adverse variance. A break-even position was therefore now anticipated for the year-end. This was reflected in an updated forecast that will be provided to the Board of Management and was also circulated to the Committee.

T Elliott explained the adverse and favourable variances and where offsets or risks occurred, some of which can be due to timing issues. Other risks related to salaries are a sector wide risk due to the potential outcomes of National Bargaining and pay awards.

J Vincent explained that a Voluntary Severance scheme proposal will go the Board of Management to utilise the restricted SFC funding held and which requires to be used by December 2018.

A Committee member queried the feasibility should the College wish to make a donation to GCEF.

T Elliott outlined options including if funds are not yet utilised, the possibility of re-phasing expenditure and that if GCC wished to donate the 'window' for this is in March.

After discussion the Committee agreed that this item should be discussed in January 2019, thus enabling any donation to GCEF to be made in March of that year.

A further discussion ensued around National Bargaining, what awards might be agreed and the estimates that Finance Officers have made. The Committee agreed the risks could be significant and impacted on all Colleges

**18.24 DRAFT REVENUE BUDGET for 2018/19**

T Elliott took the Committee through the detail of the draft budget for 2018/19. It was confirmed that allocations have now been advised by SFC and these will be reported to the Board of Management. The budget was for an overall break-even position, which included a contingency provision of £600,000.

The chair queried the absence of a carry forward figure from 2017/18 and was advised this was not usually included until the

**TE**



full budget is drawn up; this was an initial draft. After brief discussion it was agreed this can be included in earlier drafts in future.

The Committee discussed Voluntary Severance Scheme and options. The Committee accepted that the SFC allocation may be less than desired, and agreed that voluntary severance expenditure could exceed the £124,000 funded by SFC if the additional spend could be recovered through in-year salary savings.

D McDougall gave further detail on the estimated commercial activity and external income and agreed that, given GCC ambition to grow these areas, the estimates could potentially be revised upwards.

T Elliott gave further detail on utility costs, which were projected to rise by 14%, and advised that the Scottish Government expects efficiencies in operating costs of 3% per year to be made.

J Vincent underlined the serious issue of the need for increased efficiencies exacerbated by reducing funding levels, increasing costs, and potential pay awards impacting on financial sustainability. The committee discussed these points and noted the challenges

J Vincent also asked the Committee to note a new risk relating to two Employment Tribunal claims which had recently been lodged against GCC.

### **18.23 DRAFT FIVE YEAR FINANCIAL PLAN**

T Elliott spoke to the Five Year Plan issued with the agenda papers.

She reiterated that the financial position deteriorates over the five year lifespan, largely because increases are anticipated in salary costs, while government grant is not forecast to increase. The Committee agreed that reasonable assumptions had been made in the Plan, and that it was important to reflect this realistic picture in the figures provided to GCRB and SFC.

T Elliott gave further details of the Plan emphasising that given the number of unknowns especially relating to future staff costs, this Plan could well change.

T Elliott confirmed that at this stage approval was not being sought for this early version.

A full Plan will be produced for this Committee and the Board later in the year.

Having discussed the Report, the Committee thanked T Elliott for her update.

## **18.26 CAPITAL EXPENDITURE & CAPITAL MASTERPLAN UPDATE**

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

J Thomson updated the Committee on progress against the 2017/18 Plan and circulated a copy of the updated Plan for 2017/18 to 2020/21.

In response to a query about the longer term master plan and progressing items from the condition survey J Thomson said that tenders were currently being sought to undertake consultancy work on options for the Cardonald campus. Depending on how soon this work is completed, it may be possible to have a paper in time for the October Board. It was noted that the updated master plan will include spending plans for all campuses.

J Vincent confirmed that GCRB are keen to see updated Estates Plans from the Colleges to ensure there are plans available for any opportunity which may arise.

The five year plan captures the priority areas identified. Should these proceed then other areas can be included for future funding.

The Chair enquired about aspirational work and the need to ensure there are always a higher number of 'asks' available should funds be identified. The Chair expressed the view that the plan lacked aspiration and should be expanded.

The Committee briefly discussed funding possibilities which could enable further works to be carried out.

## **18.27 COMMERCIAL AND EXTERNAL FUNDING UPDATE**

D McDougall was invited to speak to the Report issued with the Agenda.

D McDougall took the Committee through the report highlighting the workstreams and timescales for the projects mentioned.

The Committee were asked to note a potential risk of clawback by Glasgow Caledonian University of £94,000 in respect of a payment for student fees which the University believed it had made in error. The Committee discussed how this arose and was calculated. The matter is being discussed with the University, and at this time the outcome is not known.

Interrogating the figures for project costs, a Committee member asked about the calculations. These were explained by D McDougall based on Full Cost Recovery (FCR) and therefore contributing to existing staff time and all resource implications.

D McDougall explained the differences between the various workstreams and the manner in which they are funded. The business portfolio is a mix of commercial contracts and projects funded by earmarked public funds. D McDougall confirmed the ambition to grow and develop business income.

The Committee discussed the income and funding streams and how this relates to the figures shown in the budget detail where two or more streams may be combined to give an overall figure. T Elliott confirmed that these could be disaggregated to clarify the different income levels.

The Committee thanked D McDougall for the update.

#### **18.28 ESTATES UPDATE**

J Thomson was invited to speak to the report issued with the agenda.

J Thomson took the Committee through the detailed paper giving information and background to the paper presented.

A short discussion ensued concerning the lifts, some of which had been out of service, and issues with the contractor.

Langside Residencies: GCC are nearer to agreeing the proposal and this would include refurbishment of the properties. Authority has already been delegated to the Chair of this Committee and Chair of the Board to sign off, when appropriate, and so avoid any delay in completing the negotiations.

Works at Anniesland and the continuing issues were discussed briefly. The Committee complimented the College's officers on securing a contractor's commitment to address fire compartmentation and ceiling tile works at no additional cost to the College.

The Committee noted the update and thanked J Thomson for the paper.

#### **18.29 GLASGOW CLYDE EDUCATION FOUNDATION UPDATE**

J Thomson provided a brief report which was issued with the agenda papers.

J Thomson spoke to the report highlighting the two recently successful bids approved by GCEF. These projects can now be progressed.

The Committee thanked J Thomson for the update.

#### **18.30 PROCUREMENT STRATEGY AND POLICY UPDATE**

T Elliott was invited to speak to the report issued with the agenda papers.

The report details the reason for adopting a revised Procurement Strategy which reflects the template provided by APUC. This will expedite the Procurement Annual Report which is a requirement from 2018 onwards and also uses an APUC template.

T Elliott confirmed that there has been little change to the Policy document also issued with the agenda papers.

**TE**

The Committee approved the Procurement Strategy. In addition, it recommended to the Board of Management that it approve minor changes to the Procurement Policy. It was agreed that, before submitting the policy to the Board, it should be clarified whether a specific reference should be added regarding the Modern Slavery Act.

**TE**

**18.31 PROCUREMENT UPDATE**

The Committee noted the Procurement Update.

**18.32 COLLEGE STRATEGIC RISK REGISTER – FINANCIAL RISKS**

The Committee noted the Risk Register and the additional risk relating to Employment Tribunal claims.

The impact rating level allocated to SFC funding and to commercial activity was queried by a Committee member.

Subject to the above points, the Committee approved the Risk Register.

The Chair commented that an annual cycle of risk review could be included within the annual planning process in addition to regular overview from the relevant Committees throughout the year. It was agreed that, at the next review, consideration should be given to including a specific risk in relation to pension fund valuations.

**18.33 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE**

None are applicable.

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

No variation to the disclosable status of papers as provided.

**18.35 ANY OTHER BUSINESS**

There was no other business.

**DATE OF NEXT MEETING**

Wednesday, 26<sup>th</sup> September 2018 at 4.30pm, The Boardroom,  
Langside Campus

DRAFT

Date of Meeting	29 <sup>th</sup> August 2018
Paper Title	GCCSA Update
Agenda Item	18.55
Paper Number	18.55
Responsible Officer	Karolina Gasiorowska
Status	Disclosable
Action	For Noting

### **1. Report Purpose**

To provide the Board with an update of GCCSA activity.

### **2. Recommendations**

For Noting

### **3. Background/Objective/Discussion/Proposal**

The following will outline key activities of GCCSA and how we plan to monitor progress and actions of our activities during the academic year 2018/2019

### **4. Enrolment 2018/19**

This year GCCSA is participating in enrolment. The plan is for GCCSA to represent at as many enrolment sessions as we possibly can with the staff time available. Our contribution is to inform our students about GCCSA and to encourage students to engage with us throughout the year. By attending enrolment we can increase GCCSA's profile, engage with students from the outset, promote college services and give students our new for 2018/19 Student Association 'Useful information

Guide'. GCCSA also linked in with the Learning and Inclusion department on this, who will share a table at these enrolment session with us and will also try to make an appearance as much as possible to speak to students. Information leaflets from GCCSA and Learning Inclusion will be available at all sessions on the tables for students to pick up, even when staff are not present.

As a GCCSA team, we wanted to provide to our students with all the information that they may need when the student begins their journey at Glasgow Clyde College. In cooperation with the various department from around the college, we decided to create a new handbook (Student Association Useful information Guide 2018/19) where students will be able to get useful information, not only about GCCSA but regarding the services and departments around the College they may require support from or wish to get involved with. We believe that by providing this at the start, our students will know better where and what help they have to hand.

The sections that will be included in our handbook:

- Welcome from the College (Message from John Vincent)
- What is Student Association?
- Glasgow Clyde Radio
- Equality, diversity and Inclusion
- Additional learning support
- Library at Glasgow Clyde College
- Accessing to VLE (Moodle)
- Mental Health (useful information)
- Clyde Friendly Campus
- Clyde Insider
- Student advice and support

## **5. Events**

As a team we have decided that we will continue to plan and run all the same main events which we had last year. This includes Fresher's (Sept 2018), Re-fresher's (Jan/Feb 2019), a Christmas Fayre (Dec 2018) and also a Wellbeing Fayre (date TBC as may change from last year). In addition, we would also like to be involved in other events this coming year, which are yet to be fully developed and decided upon but will link into the plans of our new Cycling Officer, Eco Week and also the Clean-up campaign ideas to be discussed below.

### **5.1 Fresher's Week**

Fresher's Week has been arranged and will run cross-campus on the 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> of September. We will have our Fresher's Fayre running on one day at each campus and the purpose of these events is to provide students with the chance to socialise with other students, learn about and engage with the Students Association, gather information and find out about local organisations and to have some fun. Fresher's packs have been promoted to a number of local and regional businesses offering them a chance to have a stall at one or more of our Fayre's. A number of local businesses have already confirmed their attendance and we hope to add many more to this list. This event will also be an excellent opportunity to increase the profile of the Student Association, and engage with a wide variety of students. GCCSA aim to work with staff to ensure that all students are offered the chance to visit Fresher's events, we would encourage lectures to also bring down groups of students outwit the breaks, as these times can be the busiest and that doesn't suit all students.

## **6. Class representation**

This year we are looking to improve on our engagement with class reps and the quality of the feedback we receive from them, as well as also looking at how we filter that feedback through to the right areas of the college. We are increasing the focus of GCCSA class rep meetings



towards learning and teaching to improve the experience for our members and to help the college to be able to continuously improve.

GCCSA have been working with ICT to develop a better system for lecturers informing us who class reps are and also for staying in touch with reps, as well as for allowing reps to be able to easily sign up for events such as class rep training. This should all launch for the start of the 18/19 academic year.

GCCSA have linked in well with SPARQs and have agreed to be able to have in house class rep trainers going forward. We recently hosted a national training event at Cardonald campus had our two staff members and in addition two students fully trained to be able to provide this training which should make the process of organising the sessions and reaching the demand much smoother for both us and the class reps. This will be trialled in September this year and we will evaluate this process afterwards.

In terms of the class rep meetings themselves, we wish to have an increased focus on learning and teaching and therefore will be changing the format of the meetings to have a more specific focus each time which replicates themes from the Learner Journey Review. We are working with College staff to ensure these are appropriately targeted. We will also be looking at redeveloping the feedback system to focus upon learning and teaching and so that it helps us gather more direct feedback within certain areas and can be better evaluated and shared. This will be supported by work that the College is undertaking to improve student involvement at course team meetings and ensure that the student groups are fully engaged in the planning and delivery of their learning.

All these changes should improve the experience for class reps, as well as allowing GCCSA to gather feedback from students which can be

better used by the department's around the college and will have a great focus on leaving and teaching.

## **7. Campaign's 2018/2019**

GCCSA have been working hard during summer period to improve our impact this year and we will run different campaigns during the year to raise awareness and engage our students.

### **7.1 Campus Clean up and Eco friendly campaigns**

Throughout the year the GCCSA will be running a large campaign to encourage students to be more aware of their habits and the environment. This concept is designed to promote a clean campus, this will initial the involvement of Clean-up Scotland, working in partnership with local authorities and community groups, investigating the viability of new smoking areas for students and staff, involving the art students in making the College environment engaging and appealing. We are working in partnership with existing College projects to help develop elements of this. In addition, this will also link in our Eco friendly campaign where we will be promoting eco-friendly behaviours and we hope to tie these campaigns in with NUS awards that we could put ourselves forward ford at the end of the year.

#### **Campus clean up**

##### **Plan**

- We are registering with the Clean-up Scotland campaign. Their mission is to make Scotland the cleanest country in Europe.

- We will be involving students and staff and external partners, promoting a fun event and possibly tying in with student projects.
- A survey of the area is required; this will take in not only the campus but the surrounding areas that are affected but the students.
- Working with marketing and students to create murals in student spaces, to make areas look better.

## **Benefits**

- Boost the collage's reputation and improve relationships with local residents and business owners.
- Promoting a better environment to study and work.
- Giving students a sense of respect for their surroundings.
- Teaching positive habits for the future.

## **Eco friendly**

### **Plan**

- We will be hosting an eco-week in November (dates TBC).
- We will have educational information for students.
- Supporting the keep cups for the canteen.
- Pushing for a reduction/ alternative for plastics within the collage.
- Providing hygiene packs for students.
- Increasing use of TV screens to promote campaigns.

## **Benefits**

- Encouraging students to think about what they are using and the impact this will have on the environment.
- Reducing waist with in the collages.
- Increasing awareness

## **7.2 Development of smoking areas**

Last year the GCCSA team highlighted the issues with students and staff not using the designated smoking shelters and conducted a survey surrounding this. This year the team would like to take this forward in order to improve these areas so that we can encourage people to use them more which will have a positive effect on the campus for smokers and non-smokers. However in line with this GCCSA will still be in support of 'Stop Smoking' campaigns and will be aiming to increase awareness of the effects of smoking and passive smoking, as well as guiding students and staff to where they can get support if they wish to stop. This will tie into the Healthy Body Healthy Mind award which we will be taking part in for the second year throughout 2018/19/

## **Plan**

- Presenting the current state of the smoking areas provided.
- Presenting ideas and concepts that have worked for other collages.
- Striving to find cost-effective ways to achieve this.

## **Benefits**

- Moving students and staff away from main entrances.
- Reducing littering on campus.

- Bosting students and staff mental health.
- Targeted areas for marketing advice on how to get support to stop smoking.

### **7.3 Health and Wellbeing Week**

We will be running a full week of events across all three campuses to promote health and wellbeing. This will take in a variety of different areas from mental health, fiscal heath, stress management and nutrition and forms part of our Student Mental Health Agreement.

#### **Plan**

- Five events across all campuses over the week
- Cycle round the world, this will incorporate the new cycle program, work with the sports department and will raise sponsors for SAMH our mental health charity partner.
- Massage therapies, this will incorporate the therapy students, giving them a space they can work from giving them the opportunity to gain some of their hour's experience required for their course.
- Each campus will host one day of stalls and have a presentation of speakers from some of the stalls.

#### **Benefits**

- Increasing mental health awareness.
- Giving students contacts to obtain support out with the collage facilities.
- Give student methods to help reduce and control stress and anxiety.

- Promote health food choices.
- Promote personal fitness and confidence.

## **8. Glasgow Clyde College Student Association Sports and Fitness**

Last year GCCSA started a Sports Working Group which had representation from GCCSA, sports department and Scottish Student Sport (SSS). This fell to the side after our representative from SSS left his post, however we have a new contact now and the plan is to set this back up again. The idea of the group is so that GCCSA and the sports department at the College can link in together, share information and help promote each other's events or share resources. In addition, the inclusion of SSS allows us to gather external information and find out about external resources that may be beneficial to either party.

What we would like to achieve this year:

- A successful working group, which meets regular to share information and provide support.
- A sports tournament hosted by Glasgow Clyde which includes Colleges from with the network (likely to start as a football competition and may involve support from NUS).
- Year two of the 'Glasgow Clyde Foodbank Cup', trailed last year and in the plan to run again with a few changes this year.
- Encourage students to set up clubs in relation to physical activity at all three campuses
- Encourage students to take part in physical activity offered by student led clubs, the sports department or externally from the college
- Increase awareness of the physical and mental health benefits of having an active lifestyle

## **9. Cycling Officer Internship**

At the end of last academic year the GCCSA team applied for funding from Bright Green Business and Cycling Scotland for a Cycling Officer to work with us on an internship. We were successful with this application and have just recently interviewed for this position. The successful candidate will start with us in September and will work three days a week based in the GCCSA offices across the three campuses for 43 weeks. The aim of this position is for the intern to review the cycling facilities on campus, put forward proposals for change, look into funding options for improvements, increase awareness of cycling to the college, run events in relation to this areas and come up with new ideas of things that we should be doing to make cycling more accessible for students and staff. This is a very exciting opportunity and we look forward to seeing what comes from it.

## **10. Campus Space**

Officers will investigate options within existing budgets and opportunities for further funding to update Student Spaces on each campus (currently Cardonald and Langside), providing interactive resources and more efficient space for students. Plans for this will be confirmed going forward once different options have been looked into. We would like involve marketing and art student in re-energising our student spaces. We believe that projects like this will help promote collaboration between the College and Student Association, as well as providing invaluable experiences and exposure for student work.

## **Welfare Fund**

Again, GCCSA has ring-fenced £1000 from out GCCSA budget for the Student Welfare Fund. This money will be spent on week long bus passes, one off travel tokens and food vouchers for students. This fund is stored by the Student Advice team on each campus as it is the most accessible location for the students to get them from. The fund is for

extremes circumstances only and is usually offered as a one off help but on occasion can be offered more than once, when the situation of the student warrants it. GCCSA will continue to work with Student Advice on this.



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## BOARD OF MANAGEMENT MEETING

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Date of Meeting	29 August 2018
Paper Title	Modern Slavery and Human Trafficking Statement 2016/17; Procurement Policy; and Information Security Policy
Agenda Item	18.58
Papers	18.58 A, B, C
Responsible Officer	Tracy Elliott, Assistant Principal: Finance and Infrastructure
Status	Disclosable
Action	For Decision

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### 1. REPORT PURPOSE

- 1.1 The purpose of this paper is to submit to the Board of Management for comment and decision the following documents:
- Procurement Policy;
  - Modern Slavery and Human Trafficking Statement 2016/17; and
  - Information Security Policy.

### 2. BACKGROUND

- 2.1 The recently updated Procurement Policy was submitted to the Finance and Resources Committee in May 2018. The policy was reviewed and agreed by the Committee subject to the College considering whether a statement in respect of the Modern Slavery Act was also required.
- 2.2 APUC colleagues previously advised that such a statement was not required as the College non-pay spend is below the threshold for this. However it has since been clarified that the threshold relates to overall turnover rather than non-pay spend and, as such, a statement is required.
- 2.3 Once approved by the Board of Management the Modern Slavery and Human Trafficking Statement 2016/17 will be published on the College website. The 2017/18 statement will then be submitted to the Board of Management for review and approval in December 2018 prior to being published on the College's website in order to align with the timescales outlined in the related guidance.
- 2.4 On a separate policy matter there is increasing focus on Information Security within the public sector. It has been recommended in a recent Internal Audit that the College has an Information Security Policy, and the proposed College Policy is attached for comment and decision. The College has recently completed a Cyber Security checklist and as agreed at the Board of

Management in June, is planning to achieve Cyber Essentials Plus later this year.

**3. RISK ANALYSIS**

There are no specific risks associated with this paper.

**4. LEGAL IMPLICATIONS**

There are no specific legal implications associated with this paper.

**5. FINANCIAL IMPLICATIONS**

There are no specific financial implications associated with this paper.

**6. REGIONAL OUTCOME AGREEMENT IMPLICATIONS**

There are no specific regional outcome agreement implications associated with this paper.

**7. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT**

N/A



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

### **2016/17 Financial Year**

This statement is designed to satisfy the requirements of Part 6 of the Modern Slavery Act 2015, by informing our students, staff and the public about Glasgow Clyde College and its procedures with respect to modern slavery, human trafficking, forced and bonded labour and labour rights violations in its supply chains.

#### **Our Categories**

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

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

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

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

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

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

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

The Glasgow Clyde College Procurement Team currently utilises and is committed to the [APUC Supply Chain Code of Code](#) to underpin all tendering activity and supplier adoption.

To assess our suppliers' compliance with the Code, APUC have developed a web-based assessment tool (SUSTAIN) linked to the contracts database containing contracts/agreements used by the whole sector. The website assesses suppliers at three achievement/compliance levels in social, ethical, economic and environmental areas. The tool enables contract managers to view the status of their suppliers, and for sub tier suppliers to be linked and then assessed.

APUC is a Founder Member of [Electronics Watch](#), an independent monitoring organisation working to achieve respect for labour rights in the global electronics industry through socially responsible public purchasing in Europe. APUC's Head of Development & Sustainability also sits on the board of Electronics Watch.

### **Our Plans for the Future**

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

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

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

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

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

Jon Vincent  
Principal

**Policy Area:** Finance

**Policy Title:** Procurement Policy

**Revision No.:** 0

**Review**

**Period:** 5 years or as required by relevant legislation

**Review Due:** On or before April 2023

**1. Introduction**

**2. Purpose and Aims**

**3. Scope**

**4. Policy Statement**

**5. Responsibilities**

## **1. Introduction**

1.1 The Policy has been developed to provide a framework through which the College's procurement activities will be managed, and ensure compliance with relevant legislation.

## **2. Purpose and Aims**

2.1 The Procurement Policy will support the College's values by:

- Maintaining the highest ethical standards regarding procurement matters.
- Promoting and advancing diversity and equalities as an integral part of the College's procurement strategy.
- Promoting sustainable development by adopting appropriate procurement strategies.
- Acting fairly towards suppliers.
- Achieving value for money.
- Working in partnership in terms of public procurement; and
- Complying with its legal obligations in relation to procurement, including the requirements of the EU Procurement Directives and the Reform Act.

2.2 The Policy will support each of the College's key objectives as set out within the Development Plan and Procurement Strategy.

## **3. Scope**

3.1 The College's Procurement Policy will ensure that the College complies with all relevant legislation, Scottish Government, Scottish Funding Council (SFC) and Glasgow Colleges Regional Board (GCRB) guidance.

3.2 The College will create and maintain suitable Procurement Procedures that set out the manner in which the College will seek to achieve its procurement objectives, and manage and control procurement activities.

## **4. Policy Statement**

4.1 Ethical Standards

4.1.1 To maintain the highest ethical standards across the College, members of staff involved in procurement will:

- Abide by the College's Fraud & Corruption Procedures as outlined in the Financial Regulations
- Abide by the College's Code of Conduct as well as the procedures on accepting gifts and hospitality as outlined in the Financial Regulations.

### **4.2 Separation of Duties**

4.2.1 To ensure propriety, members of staff will perform different roles. These roles should never be carried out by the same person. The three key roles are:

- The Budget Manager who approves the expenditure
- The member of staff who ensures that the proposed purchase fully complies with the College's procurement procedures (Finance/Procurement Office) and
- The member of staff who pays the invoice (Finance Office).

### **4.3 Duties under Equality Act 2010**

The Public Sector Equality Duty (PSED) under the Equality Act 2010 states that (as a public authority) the College must, in the exercise of its functions (including procurement) have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics covered by the PSED are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. The PSED also covers marriage & civil partnerships, with regard to section a) in employment.

4.3.1 To enable better performance of the PSED, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 place specific duties upon authorities. Subsequently, the College is required to pay due regard to whether the award criteria of the agreement, and the contract conditions relating to the performance of that agreement, should include considerations to enable it to better perform the PSED. The College remains responsible for meeting its obligations under the various statutes even when an external contractor provides one or more of the College's functions. Members of staff involved in procurement will take account of the following key objectives when taking forward purchasing decisions:

4.3.2 Ensuring all contracts are delivered in a way which is non-discriminatory, advances equality of opportunity and fosters good relations for the College's staff, students, the general public, and businesses; and

4.3.3 Ensuring that goods, works, and services provided by contractors cater for all users' needs.

#### **4.4 Sustainable Development**

4.4.1 A key element in public procurement is the achievement of value for money. Members of staff involved in procurement as well as end-users play an important part in meeting the College's sustainable development objectives through the use of goods and services, which are environmentally preferable. The related key objectives are:

- Conserving resources (e.g. energy, water, wood, paper) resources, particularly those which are scarce or non-renewable - while still providing a safe and comfortable working environment;
- Reducing (and avoiding wherever possible) waste through re-use and recycling and by using refurbished and recycled products and materials where such alternatives are available;
- Phasing out of ozone-depleting substances and minimising the release of greenhouse gases, volatile organic compounds, vehicle emissions and other substances damaging to health and the environment;
- Wherever possible, request that suppliers propose 'ethically traded' products (guidance on including this must be obtained from the Procurement Section in advance of obtaining quotations/raising a Purchase Order);

4.4.2 Ensuring that local suppliers are not precluded from the College's procurement supply chain;

4.4.3 Ensuring that any products derived from wildlife such as timber and leather goods are from sustainable sources, and comply with EC and international trading rules such as CITES (the Convention in International Trade in Endangered Species); and

4.4.4 Working with suppliers to promote awareness of the College's sustainability objectives.



4.4.5 Members of staff involved in procurement will be required to take into account the impact of waste and waste disposal prior to making a purchasing decision. If waste cannot be avoided, then value should be recovered from the waste and only if that is not an efficient solution should the waste be disposed of by means which minimise risk to the environment and to human health.

**For Procurements >£50k, staff shall complete the Sustainability form attached within Appendix 1 of the Glasgow Clyde College Procurement Procedures. This will highlight any areas that may require consideration from a CSR perspective.**

#### **4.5 Supplier Relationship**

4.5.1 Members of staff involved in arranging a contract will ensure the process is carried out in an appropriate manner, consistent with this Policy and other associated College policies & procedures. This will include:

- Ensuring adequate and appropriate publicity is given to contract opportunities. This should normally involve, as a minimum, placing details of the contract opportunity on Public Contracts Scotland website;
- Ensuring that the College complies with the Scottish Government's Supplier Charter
- Ensuring that local suppliers and Small to Medium Sized Enterprises (SME's) have equality of opportunity when bidding/tendering for College Contracts.
- Adhering to the Scottish Procurement Journey.
- Adhering to the Colleges' Procurement Procedures.
- Providing feedback to those suppliers who were unsuccessful in a tender exercise; and
- Paying suppliers for goods and services normally within 30 days of receiving an invoice.

#### **4.6 Procurement Journey**

4.6.1 The Scottish Government Procurement Journey is intended to support all levels of procurement activities and to help manage the expectations of stakeholders, customers and suppliers alike and facilitates best practice and consistency across the Scottish public sector. Further information can be found at <https://www.procurementjourney.scot/>

#### **4.7 Value For Money**

4.7.1 The following factors will be taken into account during procurement exercises to assist the College in achieving value-for-money:

- Right quality of product or service – Product Specification;
- Right quantity of product or service – Product Specification;
- Products or services supplied at the right time – Source of Supply;
- Products or services supplied at the right place – Source of Supply;
- Right price for the product or service – Source of Supply.

#### **4.8 Working In Partnership**

4.8.1 The College will work in partnership with other public sector bodies to maximise the benefits arising from collaborative procurement. In particular the College is committed to working in partnership with:

- Scottish Procurement
- APUC
- Glasgow Regional Procurement Team

## **4.9 Transparency**

4.9.1 The College will ensure it engages widely with its local supply market on an ongoing basis and will mandate the use of clear and precise language in its specifications and ensure contracts are awarded using appropriate quality, risk and sustainability factors as well as cost according to declared score weightings specific to each contract.

## **5. Responsibilities**

5.1 This Procurement Policy applies to all purchases made by the College including those funded from both capital and running costs.

5.2 The Vice Principal – Resources will be responsible for the Colleges' procurement policy and strategy.

5.3 The Vice Principal - Resources will be responsible for managing the development of the College's procurement systems, processes and procedures and for ensuring cross college compliance. They will also be responsible for agreeing Delegated Purchasing Authority (DPA).

5.4 The Procurement Manager will have operational responsibility for:

- Procurement systems, processes and procedures;
- Determining & promoting best practice purchasing arrangements;
- Leading high value high risk corporate procurement exercises.

5.5 All managers involved in procurement will be responsible for ensuring that they adhere to the Colleges' Procurement Policy and related procedures.

**Policy Area:** Information Management  
**Policy Title:** Information Security Policy  
**Revision No.:** 1  
**Review Period:** 2 years  
**Review Due:** August 2020

### **Policy Statement**

It is the policy of Glasgow Clyde College that all information it manages shall be appropriately secured to protect against the consequences of breaches of confidentiality, failures of integrity or interruptions to the availability of that information.

### **Purpose**

The College collects, processes, stores and uses information, including personal and special category 'sensitive' data, as part of its academic and business processes. Information may be managed through electronic formats or manual paper based systems. In all cases the College needs to ensure that adequate controls are in place so that information is appropriately available as required, is accurate, secure, and complies with legislative requirements. This Information Security Policy provides management direction and support for information security across the College.

### **Scope and definitions**

The scope of this Information Security Policy extends to all Glasgow Clyde College's information including but not limited to:

- Records related to prospective, current and past students and staff including emergency and next of kin contact information
- Records related to workers employed through temping agencies, members of the Board, visitors, customers, and external contractors;
- Teaching & Learning data;
- Financial Records and information;
- HR & Organisational Development Data;
- Operational Plans, account records and minutes;
- Executive Level Data;
- Student Association Data;
- Commercial and Business Development Data;
- Quality & Performance Data;
- Intellectual Property Data;
- External Funding records.

## **Policy**

Glasgow Clyde College aims, as far as reasonably practicable, to:

- Protect the confidentiality, integrity and availability of all data it holds within its systems by implementing appropriate technical and organisational measures to ensure a level of security appropriate to the risk. This includes the protection of any device that can carry data or access data, as well as protecting physical paper copies of data wherever possible;
- Take a data protection by design and default approach to any new data processing, including the use of new technology, to identify any risks by firstly carrying out a Data Protection Impact Assessment supported by the Data Protection Officer;
- Meet legislative and contractual obligations as required under the General Data Protection Regulation ( GDPR), Data Protection Act 2018 and the Privacy and Electronic Communications (EC Directive ) Regulations 2003 ;
- Protect the College's intellectual property rights;
- Produce, maintain and test business continuity plans particularly with respect to data backup and recovery;
- Prohibit unauthorised use of the College's information and systems;
- Communicate the requirements of this Information Security Policy and the information security aspect of procedures to all persons potentially accessing data as part of their role as appropriate to the data accessed;
- Provide information security training to all persons appropriate to their role;
- Report any breaches of information security, actual or suspected to the Data Protection Officer (DPO) in a timely manner noting that where a significant breach has occurred, the College has to report this to the Information Commissioner's Office within 72 hours.

This policy covers all data access and processing within the College and through remote or mobile working. All College members (students, staff, and Board members) must be familiar with this policy and any appropriate supporting documentation relevant to their role. The Policy should be read in conjunction with the College's Information and Data Management Policy, College Guide to Data Protection and Data Security Staff Do's and Don'ts Guidance and should be communicated to all users and relevant external parties.

## **Responsibilities**

The Senior Leadership Team is ultimately responsible for establishing the framework and for issuing and reviewing policy statements and procedures to support Glasgow Clyde College with which members of the College must comply.

The Senior Leadership Team requires the Assistant Principal in each area in conjunction with their Heads of Curriculum or Unit or Unit Manager to be accountable for implementing an appropriate level of security control for the information owned by that department and processed by persons accessing that data. This includes undertaking a Data Protection

Impact Assessment where a type of processing in particular using new technologies is likely to result in a high risk to the rights and freedoms of natural persons.

Each person is accountable to their Head of Curriculum/Unit or Unit Manager as applicable for operating an appropriate level of security control over the information and systems they use to perform their duties.

The Head of ICT is responsible for the overall coordination of the management of information security, maintaining this Information Security Policy and providing advice and guidance on its implementation. All staff have responsibility for adhering to information security requirements within their area. It is noted that failure to adhere to this Policy may result in the College suffering financial loss, operational incapacity, and/or loss of reputation. Data access or processing that fails to observe the provisions of this Policy may result in disciplinary action.

The Data Protection Officer is responsible for monitoring compliance with the GDPR, Data Protection Act 2018 and other relevant legislation and College policies and providing advice on data protection impact assessments in relation to the protection of personal data, including the risk associated with processing operations in relation to information security.

Glasgow Clyde College has a responsibility to abide by and adhere to all current UK and EU legislation as well as a variety of regulatory and contractual requirements and agreements.

A non-exhaustive summary of the legislation and regulatory obligations that contribute to the form and content of this Policy is provided in Appendix A.

Related documents will detail other applicable legislative requirements or provide further detail on the obligations arising from the legislation summarised below.

### **Supporting Policies, Codes of Practice, Procedures and Guidelines**

Supporting policies have been developed to strengthen and reinforce this Policy statement.

All staff, users, any third parties authorised to access the College's network or computing facilities are required to familiarise themselves with these supporting documents and to adhere to them in the working environment.

1. ICT Password Guideline
2. Staff ICT Acceptable Use Agreement
3. Student ICT Acceptable Use Agreement
4. College ICT Encryption Policy
5. Data Breach Reporting Procedure
6. Data Retention Schedule

7. Social Media Guideline
8. Use of ICT Legal Constraints Guideline - *to be finalised*
9. Use of ICT Resource Procedure – *to be finalised*
10. Data Protection Guidelines
11. Subject Access Request Procedure
12. Data Protection Impact Assessment
13. College Data Privacy Policy
14. Provision and Use of Digital Resources
15. Information and Data Management Policy

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

**History of changes**

Revision	Description	Adopted	Authorised
0	Policy prepared with input from HEFESTIS	August 2018	

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## BOARD OF MANAGEMENT MEETING

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Date of Meeting	31 August 2018
Paper Title	Staff Engagement Survey Report – Actions Planned
Agenda Item	18.60
Papers	18.60
Responsible Officer	Janet Thomson, Vice-Principal: Resources & College Development
Status	Disclosable
Action	For Discussion

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### 1. REPORT PURPOSE

- 1.1 The purpose of this report is to provide an update to the Board on the activities that have taken place around the staff engagement survey since the last report in June and the actions planned.

### 2. RECOMMENDATIONS

The Board of Management are asked to discuss this paper.

### 3. BACKGROUND

- 3.1 The Organisational Development Unit working with HIVE HR launched the first pulse style staff engagement survey in February, which closed in March with all staff given the opportunity to contribute.
- 3.2 The results of the pulse staff engagement survey were presented by HIVE at information sessions for the Senior Management Team, Organisational Development and the unions in late April. A summary of the results was sent to all staff and this was included as an Appendix to the previous report to the Board in June.
- 3.3 Over the period since early June, facilitated sessions have been being held with each School/Unit within the College focussing on their own results and comparing them with the College average. The School/Unit sessions have been discussing what the top priority area is for their team and explore how to take these forward through cross college solutions groups. These sessions are broadly completed with only a few remaining which were needing rescheduled due to holidays, etc.



3.4 Following these sessions, the College has set up cross college solutions groups on key themes to formulate an action plan to deliver the identified improvements over the next academic year and an invite has been sent to all staff to be involved in one of the groups. given the feedback from both the survey itself and the team sessions so far and in discussion with HIVE it was determined that there should be 3 topics for the solutions focus groups which are Leadership and Management, Recognition, and Health & Wellbeing.

3.5 The focus of these topics are as follows:

**Leadership and Management:** These sessions will consider what good leadership of the College should look like. Through a workshop style session staff will be asked to give their opinion on the style of leadership demonstrated by the SLT (as a group) currently and what they think it should look like on different aspects of leadership e.g. conventional vs imaginative, Coaching vs Directive. There will be time given in this session to consider how senior managers might improve engagement across Glasgow Clyde College

**Recognition:** These sessions will explore the different ways in which staff and the College can recognise people for their contribution to the College and prioritise the actions to be taken. Participants will be asked to identify all types of recognition and then be asked to rank them in what they think would be best in an ideal world, what we currently have and then what is realistic for our College

**Health and Wellbeing:** The purpose of these sessions is to uncover the underlying causes of any undue pressures impacting staff at work as well as exploring the things which have a positive impact on wellbeing. The activities will talk about the 6 essential conditions for employee engagement and ask participants to identify what things impact and how. They will also be asked, "How might we better support each other's wellbeing across the College.

3.6 The first six of these Solutions Groups were held on 14<sup>th</sup> and 15<sup>th</sup> August with one on each topic at Anniesland and Cardonald respectively and were facilitated by HIVE along with a member of staff from Organisational Development. There will be three similar sessions arranged at Langside shortly. The outputs from these groups will be used to formulate an action plan, which will be taken forward through the academic year with regular communication to all staff of progress against the action plan.

#### 4. RISK ANALYSIS

There are no specific risks associated with this paper.

**5. LEGAL IMPLICATIONS**

There are no specific legal implications associated with this paper.

**6. FINANCIAL IMPLICATIONS**

There are no specific financial implications associated with this paper.

**7. REGIONAL OUTCOME AGREEMENT IMPLICATIONS**

There are no specific regional outcome agreement implications associated with this paper.

**8. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT**

N/A

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**BOARD OF MANAGEMENT**

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Date of Meeting	29 August 2018
Paper Title	College Strategic Risk Register
Agenda Item	18:61
Paper Number	18.61 A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Noting

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**1 REPORT PURPOSE**

This 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 NOTE this paper.

**3. BACKGROUND**

The College's 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's Strategic Risk Register as at 16<sup>th</sup> August is attached. There are some changes since last reported to the Board of Management in June, which 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 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. In addition, ESF funding has decreased for 2018/19 however, we now have that allocation and the reduction is being managed.

- 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, there are two risks which are scoring as medium risks, and these are Risk F2 – Failure to achieve surplus targets for non-SFC/commercial activity, and Risk G1 – Failure to meet all legislative and regulatory requirements and/or recommended guidance. Finally the risk score for risk F3 - Failure to achieve contracted teaching delivery targets has increased since last time however is still low risk and has been increased as this is the start of a new academic year and the recruitment of the main cohort of students has still to be undertaken.

**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 16th August 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
<b>Financial Risks</b>														
F1	Adverse Funding changes (SFC/SDS/ESF)	Financial	Goal 4 - Ensuring operational effectiveness and efficiency	Principal/ Vice Principals	5	5	25	<ul style="list-style-type: none"> <li>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 developed.</li> <li>ii) Continue to aim to inform and influence funding allocations through Principals' Forum, Glasgow Colleges Regional Board, MSPs, and other appropriate bodies. Final funding allocation for 2018/19 announced.</li> <li>iii) Work with Colleges Scotland and Scotland's Colleges Partnership on lobbying regarding impact on ESF funding and development of future alternative resources</li> <li>iv) Projects progressed to address priority items as per College Capital masterplan based on affordability and potential for applications to Foundation</li> <li>v) Ensure ongoing dialogue with SDS</li> <li>vi) Working to achieve requirements of Flexible Workforce Development Fund</li> </ul>	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	<ul style="list-style-type: none"> <li>i) Regular monitoring between Business Development Unit and Faculty Management of non-SFC commercial activity and replacement activity identified as required.</li> <li>ii) Costing templates completed for all commercial activity. Further monitoring of in year staff costs being developed during 2017/18.</li> <li>iii) Increased engagement and marketing effort to maintain current business but also to open and grow new income streams.</li> <li>iv) Spread of activity across a range of activity areas to reduce risk of one large contract failure to overall surplus.</li> <li>v) Review and develop market opportunities through business development strategy and grow new markets.</li> <li>vi) Keep informed of constitutional change implications of Brexit and impact on non-SFC activity for the College.</li> </ul>	2	5	10	F2	10	No change
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	<ul style="list-style-type: none"> <li>i) Annually plan and deliver portfolio to required quality standards, ensuring appropriate recruitment, retention and profile of students.</li> <li>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</li> <li>iii) Ensure stated teaching activity targets are met.</li> <li>iv) Work closely with relevant partners to ensure programmes implemented as planned</li> <li>v) Ensure all relevant agency (e.g. SDS) milestones and documentation requirements achieved.</li> <li>vi) College undertake effective competitor analysis, clear branding and focused marketing to maintain effective student recruitment</li> </ul>	2	4	8	F3	3	Increased for 2018/19 as start of new academic year

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 16th August 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
					Score Before Mitigating Actions			Score After Mitigating Actions						
<b>Organisational Risks</b>														
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 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	O3	8	No change
O4	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 being completed at Anniesland summer 2018 vi) Mary Stuart building cladding report being prepared	2	4	8	O4	8	No Change

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER								Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee		as at 16th August 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
O5	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 and now to College although 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 significant dialogue ongoing with potential new lease holder and related legal documents prepared.	2	3	6	O5	9	No Change
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
				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
<b>Governance Risks</b>														
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 GCRB. 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 viii) Data Protection Officer in place to advise on General Data Protection Regulation	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 committee 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	G2	6	No change
G3	Failure to comply with Health and Safety requirements	Organisational	Goal 4 - Ensuring operational effectiveness and efficiency	Assistant Principal HR	2	5	10	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 iv) Full review of Health and Safety Policy and Procedures being undertaken	1	4	4	G3	4	No Change

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**BOARD MEETING**

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Date of Meeting	29 August 2018
Paper Title	Freedom of Information Summary 2017-18
Agenda Item	18.62
Paper Number	18.62a
Responsible Officer	B Hughes; Vice Principal Curriculum and External Relations
Status	Disclosable
Action	For <b>Noting</b>

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**1. Report Purpose**

This paper provides Board members with a summary of the freedom of information requests dealt with by the college in the period 1 July 2017 to 30 June 2018.

**2. Recommendations**

Members are asked to **NOTE** the figures summarised in this paper.

**3. Background**

Each year the college receives a number of FOI requests under the Freedom of Information (Scotland) Act 2002. At the June Board meeting in 2014 the Board agreed that an annual update of FOI statistics should be provided. The Scottish Information Commissioner maintains an overview of FOI requests and has the duties and powers to promote the following of good practice by public authorities. We report to the commissioner, on a quarterly basis, the number of requests that we have received in that period. Requests that fall within the scope of the Environmental Information (Scotland) Regulations 2004 [EIR] are also reported at the same time. The reporting cycle does not align directly with the College year and hence this update covers FOI requests from 01 July 2017.

The number of FOI requests, which were reported to the commissioner in each of the quarters, is shown below; numbers in brackets are for the same period in the previous two years. Requests have risen by around 93% in the two-year period.

01 July to 30 Sept 2017	26 (15) (9)
01 Oct to 31 December 2017	20 (15) (12)
01 Jan to 31 March 2018	21 (16) (9)
01 April to 30 June 2018	20 (13) (15)



The requests cover a range of topics including; enquiries from companies trawling for contract information; enquiries from parliamentary researchers about student numbers and enquiries from individuals about specific college matters. The attached paper gives an extract from the register as an illustration of the range of requests received.

We received a number of requests for review in relation to some of our responses and, in one case, the requester asked the Information Commissioner for a decision after remaining unhappy with our handling of her request. We worked with the commissioner's office on the case but the commissioner ultimately refused the request for a decision on the basis that the individual could not sufficiently prove her true identity.

No EIR requests were received in the year.

#### **4. Risk Analysis**

There are no specific risks relating to this summary.

#### **5. Legal Implications**

There are no specific legal implications relating to this summary.

#### **6. Financial Implications**

There are no financial implications relating to this summary.

#### **7. Regional Outcome Agreement Implications**

There are no ROA implications relating to this summary.

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

N/A

<b>FOI Requests received from 1 July 2017 – 30 June 2018</b>			
<b>Number</b>	<b>Date Received</b>	<b>From</b>	<b>Topic</b>
80	25/06/18	Mr L Miller	Payments to Trade Unions
79	18/06/18	Samantha Kean	PVG Information
78	07/06/18	J Baillie (MSP)	Students with disclosed disabilities
77	04/06/18	Stephen Kelly	Salary details of each member of ICT Support team
76	01/06/18	Channah Kerr	Finance Project – Register of Interest
75	01/06/18	Mr L Miller	Trade Union & Collective Bargaining
74	29/05/18	Mr L Miller	Subject Access Requests: GDPR
73	29/05/18	Mr L Miller	Trade Union Payments
72	21/05/18	Mr L Miller	Due Diligence Information relating to Merger
71	18/05/18	Samantha Kean	Unspent criminal or driving convictions
70	11/05/18	Stephen Kelly	The number of laptops in the College's ICT Estate
69	10/05/18	Emily Kemp	Charging Fees to students eligible for SAAS, etc
68	10/05/18	Alyson Laird	Free Sanitary Provision
67	04/05/18	John Gallacher	Stress Management
66	16/04/18	Ms S Kean	Credit Card Spend
65	16/04/18	Stephen Kelly	Information on the College's ICT Estate
64	05/04/18	Emily Kemp	Mandatory courses for students – benefit sanctions for non-attendance
63	05/04/18	Emily Kemp	Hiring of external managers for disciplinary matters
62	05/04/18	Erika Chiera	SWAP Access Courses
61	03/04/18	Louise Brown	Early Years and Education Courses
60	28/03/18	Stephen Kelly	Requesting composition of ICT Support Team
59	21/03/18	Simon Johnson	Principal's spending on training/CPD – FY 2013/14 – 2017/18
58	21/03/18	Simon Johnson	Principal's Hotel / Accommodation costs FY 2013/14 – 2017/18
57	21/03/18	Simon Johnson	Principal's Travel costs FY 2013/14 – 2017/18
56	21/03/18	Simon Johnson	Total expenditure on entertaining at events FY 2013/14 – 2017/18
55	21/03/18	Simon Johnson	Principal's Remuneration package FY 2013/14 – 2017/18
54	14/03/18	Peter Swindon	Sexual misconduct and/or harassment
53	21/02/18	Channah Kerr	Accountable person for Legal Procurement
52	21/02/18	Channah Kerr	Consultants

FOI Requests received from 1 July 2017 – 30 June 2018			
Number	Date Received	From	Topic
51	19/02/18	Channah Kerr	Current Finance Project
50	19/02/18	Emily Kemp	Zero Contract Hours
49	13/02/18	David Livey	Homeless students
48	08/02/18	John Gallacher	Modern Apprentices
47	07/02/18	Josh Dowell	Paternity Leave
46	07/02/18	Fegus Boden	Student Counselling Services
45	06/02/18	Jackie Baillie	Information on contracts with Carrillion, Mitie, Capita, etc.
44	01/02/18	John Gallacher	Staff Grades & Salary Conservation (Merger/re-structure)
43	01/02/18	Ally Tibbitt	Gender Equality at Scottish FE Institutions
42	18/01/18	Clair Kirkwood	Tobacco related: e.g. Outlets selling tobacco on campus, investment funds linked to Tobacco Industry, etc
41	08/01/18	George Bruce	Follow on request re: non-UK EU students and staff
40	04/01/18	Karen MacLean	Safeguarding: Policy & Procedure
39	31/12/17	S Kean	Principal's salary (current & previous Principals)
38	22/12/17	S Kean	Senior Management Information
37	28/11/17	Karen MacLean	Safeguarding: number of students on Sex Offender's Register
36	15/11/17	George Bruce	No. of non-UK EU citizens staff members & non EU students AY 2015 - 2018
35	06/11/17	Hattie Wilde	Finance System Project Details
34	07/11/17	Will Easton	Consultancy Fees (used by college since 1 April 2016)
33	07/11/17	Jennifer Kelly	Living Wage Accreditation
32	01/11/17	Hattie Wilde	Brodies LLP Procurement
31	01/11/17	Hattie Wilde	Amount of Delegated Authority Spend
30	01/11/17	Anna Hamilton	Timeline & Key Events
29	30/10/17	Anna Hamilton	Clyde College Correspondence (SFC/GCRB/Scottish Gov) regarding procurement & risk registers
28	25/10/17	Susan Berwick	Admissions Query: re bi-lingual students
27	19/10/17	Anna Hamilton	Telephone Logs of calls between Glasgow Clyde College and SFC
26	19/10/17	James Harries	Audit Scotland Recommendations over the last 2 years
25	18/10/17	Elaine Miller	Request for data regarding Stress Management
24	12/10/17	Lorna Hudson	Accountable Person for Legal Procurement

<b>FOI Requests received from 1 July 2017 – 30 June 2018</b>			
<b>Number</b>	<b>Date Received</b>	<b>From</b>	<b>Topic</b>
23	12/10/17	Hattie Wilde	Legal Services: Purchase Requisitions
22	11/10/17	Alasdair Clark	AY 2015-2017 FE/HE student numbers and applications/offers
21	11/10/17	Paulette Manning	Data on FOI Requests from AY 2013/14 until present
20	10/10/17	Anna Hamilton	Policies & Procedures on Information Management, data protection, info retrieval
19	26/09/17	Daniel Watson	Request for list of sub-contractors, suppliers, etc
18	28/09/17	Audrey Miller	Cardonald Business Centre refurb project
17	28/09/17	Audrey Miller	Refurb of toilet facilities project – Mary Stuart Building
16	26/09/17	John Gallacher	Additional Capital Maintenance Funding Award
15	26/09/17	Audrey Miller	Cardonald Campus roof replacement project
14	25/09/17	Jennifer Kelly	Internal/External Event Costs
13	19/09/17	Charles Wakkie	Breakdown of support staff contracts
12	07/09/17	Rachel Nolan	Cleaning & Associated services tender evaluation
11	05/09/17	Jennifer Kelly	Information on Mott MacDonald Services
10	04/09/17	Anna Hamilton	Procurement Procedure 2015
09	04/09/17	Jennifer Kelly	Library Desk Remedy Request
08	04/09/17	Tracy Watt	Removal of GCC College Board – Correspondence
07	04/09/17	Hattie Wilde	Clyde College Risk Register
06	04/09/17	Hattie Wilde	Unspent Criminal or Driving Convictions within Senior Executive Team
05	04/09/17	Anna Hamilton	Legal Services Procurement
04	01/09/17	Anna Hamilton	Legal Services Procurement (linked to previous FOI – No. 27)
03	23/08/17	Waqas Hussain	No. of staff/students who identify as Muslim
02	17/08/17	R Copeland	Information on student survey results relating to computing programme
01	08/08/17	Lewis McIntosh	Information on current supplier of printers, etc.

<b>FOI Requests received from 1 July 2017 – 30 June 2018</b>			
<b>Number</b>	<b>Date Received</b>	<b>From</b>	<b>Topic</b>
53	31/07/17	Lorna Hudson	Lessons learnt from DLP commission report in to previous Board of Management
52	31/07/17	MMS LLP	Data on lecturers (Data Subject Request)
51	31/07/17	Emily Kemp	Availability of sanitary products
50	31/07/17	Malcolm Burns	Violence at Work stats (over the past year)
49	31/07/17	Jennifer Kelly	Employers Pension Contribution Detail
48	07/07/17	Jennifer Kelly	Library Desk design (additional questions to FOI No. 41)
47	04/07/17	Tim Hustler	Provision of Mental Health Care

## MEETING

Date of Meeting	29 August 2018
Paper Title	Governance Report
Agenda Item	18.63
Paper Number	18.63i-vi
Responsible Officer	Glenn Heritage, Clerk to the Board
Status	Disclosable
Action	For Noting

### 1 Purpose of Report

- a. 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
- b. to keep the Board informed of items relevant to the governance of Glasgow Clyde College.

### 2 Recommendations

The Board is asked to

- 2.i **Note** the positive progress of actions relating to the Governance Audit and that just two items require to be finalised.
  - 2.ii **Note** the position as unchanged relating to the Board Development Plan 2017-18 actions since the last Board meeting. .
  - 2.iii **Note** the draft agenda for the Board Development event 4<sup>th</sup>/5<sup>th</sup> October 2018 and **propose** any suggestions or topic areas for the open forum. Please advise the Clerk of your attendance. .
  - 2.iv **Note** the briefing on OSCR new guidance on Fraud prevention and duties of Trustees in this respect.
  - 2.v **Note** the previously circulated revised Board Member Handbook and please request hard copies if required.
  - 2.vi **Note** the feedback on Board Effectiveness and **propose** any actions arising therefrom. The Board should also note that the self-evaluation document is required to be published online under the Code of Good Governance.. Papers referenced above are appended.
- 3 Below is given a brief overview of the responses to Board Effectiveness. Please note that ‘mostly’ is used to combine comments where members have stated ‘mostly’ or ‘in part’ or ‘to an extent / some extent’ instead of either yes or no.

	Yes	No	‘Mostly’	Don’t Know
<b>Section 1</b>				
<b>Q1</b>	11		4	

<b>Q2</b>	11	1	3	
<b>Q3</b>	13		2	
<b>Q4</b>	12		3	
<b>Q5</b>	11	1	3	
<b>Section 2</b>				
<b>Q1</b>	9	4	2	
<b>Q2</b>	9	2	4	
<b>Q3</b>	11	1	3	
<b>Q4</b>	12		3	
<b>Section 3</b>				
<b>Q1</b>	11	2	2	
<b>Q2</b>	10	3	2	
<b>Q3</b>	12	1	2	
<b>Q4</b>	9		4	2
<b>Section 4</b>				
<b>Q1</b>	7	2	4	2
<b>Q2</b>	9	2	4	
<b>Q3</b>	5	7	3	

**4 RISK ANALYSIS**

There are no financial risks directly related to each of these items. Boards are required to comply with the Code of Good Governance as a condition of their grant funding. Boards have duties relating to the effectiveness of their governance and its annual self-evaluation as set out in the Code of Good Governance. Risks could arise were issues of governance brought to the attention of the board not considered and addressed by the Board.

**5 LEGAL IMPLICATIONS**

In carrying out its annual self-evaluation and performance reviews and designing and submitting its Development Plan the Board is fulfilling its legal duties.

**6 FINANCIAL IMPLICATIONS**

None.

**7 Has an Equality Impact Assessment been carried out?**

Not applicable.

Glasgow Clyde College Corporate Governance Audit - Progress

18.63i

**Recommendation**

No.	Area	Detail	Progress August 2018	Status
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**Leadership and strategy**

**Quality of Student Experience**

<b>B4</b>	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		Ongoing
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**Accountability**

<b>C19</b>	Remuneration Committee training	Ensure any new Remuneration Committee 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
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**Effectiveness**



**BOARD DEVELOPMENT PLAN AND ACTIONS****UPDATED 26 05 2018**

<b>Development Area 1. Quality of the Student Experience</b>				
	<b>Actions</b>	<b>Delivery</b>	<b>Progress</b>	<b>Status</b>
<b>A</b>	Ensure KPI's, and other measures, are in place and regularly review and monitor these.	Development Event Oct 2017	<ul style="list-style-type: none"> <li>• Set of KPIs agreed by Board in Dec 2017.</li> <li>• Each Committee actioned to monitor specific KPIs</li> <li>• Annual Board Development event in October 2018 to include overview of College performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete and ongoing monitoring</li> </ul>
<b>B</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	<ul style="list-style-type: none"> <li>• Discussion took place at the Board Development Event.</li> <li>• Item 18.13 March agenda relates to quality of Learning &amp; Teaching identified as a theme at Board Development Event.</li> <li>• Learning &amp; Teaching Committee</li> <li>• Ongoing work in progress across all themes</li> </ul>	<ul style="list-style-type: none"> <li>• Complete - embedded</li> </ul>
<b>Development Area 2. Develop the Board's understanding of the College</b>				
<b>A</b>	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.	<ul style="list-style-type: none"> <li>• Complete</li> </ul>
<b>B</b>	Increase engagement with students, e.g. attend student events	Clerk will organise a calendar of events	<ul style="list-style-type: none"> <li>• Invites issued to attend Class Rep Meetings May 2017</li> <li>• Information is circulated to Board members by Clerk as received; ensure liaison with</li> </ul>	<ul style="list-style-type: none"> <li>• Further work required</li> </ul>

			incoming Student representatives for 2018/19.	
<b>C</b>	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	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Phase 1 completed, and outputs considered at Organisational Development Committee 2<sup>nd</sup> May and Board of Management 13<sup>th</sup> June 2018.</li> <li>• phase 2 not yet in progress</li> </ul>	<ul style="list-style-type: none"> <li>• Partial completion</li> </ul>
<b>D</b>	Board members to attend events being run within the College	Clerk will inform, and organise calendar if practical	<ul style="list-style-type: none"> <li>• Board members have attended number of events 2017/18.</li> <li>• Clerk to liaise with D Marshall and Student Reps to ensure advance information is provided throughout 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete and ongoing</li> </ul>
<b>E</b>	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	<ul style="list-style-type: none"> <li>• Further work to be undertaken.</li> <li>• Clerk circulated ward information and Equality Progress Report (2017).</li> <li>• Reports and information circulated by Clerk as available</li> <li>• On Board agenda for 13<sup>th</sup> June.</li> </ul>	<ul style="list-style-type: none"> <li>• Partially Complete</li> </ul>
<b>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.</b>				
<b>A</b>	Board workshop to develop an understanding of our relevant governance and	Development Event October 2017	<ul style="list-style-type: none"> <li>• Board effectiveness review to assess progress summer 2018</li> <li>• Board development event October 2018</li> </ul>	<ul style="list-style-type: none"> <li>• In progress</li> </ul>

	leadership responsibilities as identified in 'How Good is Our College?'			
<b>B</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.	<ul style="list-style-type: none"> <li>Ongoing. Board papers discussed between Clerk and Chair</li> <li>This requires to be diarised accordingly to ensure availability.</li> </ul>	<ul style="list-style-type: none"> <li>Progressing, to be embedded</li> </ul>
<b>C</b>	Ideas to be brought to the board at an early stage by SMT	Pre-meeting arranged between Chair, Clerk and Principal.	<ul style="list-style-type: none"> <li>This requires to be diarised accordingly to ensure availability.</li> </ul>	<ul style="list-style-type: none"> <li>Not progressed</li> </ul>
<b>D</b>	Review Remits of Committees to ensure effective use of Committee and Board time	Development Event October 2017	<ul style="list-style-type: none"> <li>Final Remits are included in papers for Board meeting 13 June</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
<b>Development Area 4. Build the Board as a collective team</b>				
<b>A</b>	Hold a Board Meeting without Executive attendance annually	Development Event October 2017– include Principal	<ul style="list-style-type: none"> <li>Development day arranged for October 2018</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
<b>B</b>	Hold a Social Event for Board Members	Development Event October 2017	<ul style="list-style-type: none"> <li>A Board Development Event arranged October 2018</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
<b>C</b>	Hold a Development Event outwith formal meeting setting	Development Event October 2017	<ul style="list-style-type: none"> <li>Board Development Event arranged October 2018</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>

## Board Development Event 4<sup>th</sup> / 5<sup>th</sup> October 2018

### Draft Outline

Exclusive use of function suite, two adjoining rooms and can use either/both as we wish.  
OHP, Flips etc provided.

Thursday 4 <sup>th</sup> October				
Time	Session	Location	Lead	
1500	Check in, Arrival Tea / Coffee, Scones	Function Suite		
1530-1630	Review of College Performance Report including <ul style="list-style-type: none"> <li>Assess and scrutiny of KPI's</li> </ul> <i>Report against KPI's agreed December 2017. Group discussion, followed by plenary</i>	Main Room	JV/BH	
1630-1700	Open Forum. Discussion forum to be determined by Board members <i>Board members may raise and lead any discussion on any relevant topic. Proposed topic(s) to be advised in advance.</i>	Main Room  <i>Coffee and tea will be available at 5pm</i>	TBC	
1700 - 1900	Understanding the Scottish Economy Fraser of Allander Institute	Main room	Graeme Roy	
1900 – 1930	Break			
1930	Dinner	Plumpy Duck Restaurant		
Friday 5 <sup>th</sup> October				
0700	Breakfast 0700 - 0830	Plumpy Duck Restaurant		
0900	Arrival Tea / Coffee	Function Suite		
0915	Formal Board meeting	Long Room	DN	
1100	Tea / Coffee break, Senior Management to join	Function Suite		
1115	Benchmarking – analysis & next steps	Main Room	JV	
1230	Lunch	Plumpy Duck Restaurant		
1330	GCC Commercial Activities	Main Room	DMcD	
1415	Tea / Coffee	Function Suite		
1430	Staff Culture	Main Room	S Heidinger	
1530	Close		DN	
1545	Depart			

### **Governance Briefing – Fraud risks and prevention – OSCR**

OSCR has recently produced updated guidance on Fraud risks and prevention for Trustees, and their duties under the 2005 Act.

OSCR define fraud as deception used for personal gain. Fraud can be financial but Trustees also are required by law to protect assets and reputation. It details the internal risks to charities as threefold:

- Over-reliance on one person
- Lack of trustee engagement in finance and controls, and
- Absence of internal controls.

Internal controls include a robust Anti-Fraud Policy, Audit processes, appropriate and robust internal procedures. The anti-Fraud Policy should be appropriate to the size of the organisation.

Scope of policy as a minimum would include: Introduction / Definition of fraud / Responsibilities / Other relevant policies / Detection & Investigation / Disciplinary procedures / Reporting (to whom and in what circumstances) / Review and Refresh dates.

OSCR highlight the importance of the duty of care and due diligence to ensure good financial controls and oversight by the Board.

Trustees should always keep in mind their collective responsibility, the need (other than small charities) of a Finance Committee, separation of duties for financial transactions, and written financial procedures which are reviewed annually. Minimising use of cash is recommended and controls which are explicit over banking, cheque payments and other payment systems.

The role of OSCR is to ensure compliance with Scottish charity law and adherence to Trustees legal duties. Failure to comply with those duties is misconduct and OSCR are empowered to take action, including removal of a Board or an individual Trustee, or removal of charitable status but not criminal prosecution.

Any events of Fraud, as with many other events in the life of a charity are Notifiable events, and are to be reported to OSCR. Failure to report an event which then later has a negative effect on a charity is misconduct.

Fraud should also be considered in the context of cybercrime and cyber security. Our current Fraud Policy is attached.

End. August 2018.



**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.

<b>Section 1 Skills of the Board members</b>	<b>YES/NO</b>	<b>Comments</b>
Do Board members understand and demonstrate the non-executive role	Yes 11  Mostly/In part/to an extent 4	<p>It is obvious that members draw on a range of executive and non-executive experience in demonstrating an understanding of the role. Some more than others as a result of experience.</p> <p>The majority of Board members are experienced non-executives and are well disciplined in their approaches.</p> <p>We could be better at focusing on being strategic and on governance</p> <p>There is a clear understanding of the role of Board members.</p> <p>Although It is difficult for the staff members to distance themselves from organisational issues, and I consider unfair in some situations to expect this.</p> <p>It can sometimes be difficult for staff and student members to distinguish between their non-exec role and their role as members of the College community.</p>

**Board Effectiveness Self Evaluation 2018**

<p>Do Board members challenge constructively and support senior staff maintaining professional relationships</p>	<p>Yes 11 No 1 Mostly/In part/to an extent 3</p>	<p>Board members are supportive of senior staff. The balance needs to shift towards greater challenge and scrutiny of senior management and the work of the college. I'm not sure I could honestly say there is enough "challenging" going on I accept collective responsibility for all decisions, and I am sure other Board members do as well. Feel that relationships and dialogue between senior staff and staff representatives on the board could be better. The balance of challenge and support is appropriate</p>
<p>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.</p>	<p>Yes 13 Mostly 2</p>	<p>As far as is possible. Some know more about FE than others and so perhaps understand issues better than others, however, there are members who use their own, different, experience and knowledge to ask questions and contribute in a manner that is useful and would not be possible without their different background. I feel that the two staff members on the board are in a difficult position but normally do well in taking cabinet responsibility Our very able Chair ensures that decisions are clear and that Board Members accept collective responsibility. Answered yes but we don't get asked to make many decisions. Most papers are still about the board endorsing senior management plans or actions Yes I believe we do our best and while I accept the culture of collective responsibility I don't agree with the anonymising of minuted discussions.</p>



**Board Effectiveness Self Evaluation 2018**

		Staff members are the only board members with constituents and those constituents expect to be able to identify how we perform and what our positions are on certain issues.
Do Board members demonstrate strong communication skills; listening, questioning, explaining and influencing appropriately	Yes 12 Mostly 3	On the most part.
Do Board members demonstrate their focus as providing strategic leadership of the organisation, leaving aside all other interests.	Yes 11 No 1 Mostly 3	Very little of the papers we get, or the discussions we have, are framed in the context of the college strategic plan. I think that, as their knowledge of the College deepens, the Board are focusing increasingly on their role in providing strategic direction. The presence of the new Principal has also helped. Mostly
<b>Section 2</b> <b>Organisational Knowledge</b>		
Does the Board take full account of the views and experiences of students including student associations	Yes 9 No 4 Mostly 2	Only through Student rep More work to be done to ensure that the student voice is heard on topics before the board and beyond simply receiving reports on the work of the association. I think we try hard at this. We do rely on the student members of the board and the student surveys. It might be useful to gain other perspectives

**Board Effectiveness Self Evaluation 2018**

		<p>To a large extent Board members are reliant on the information provided to them by management and the student association. I think there is scope to better link with our students out with these usual forms. It tries to, as does the Learning &amp; Teaching Committee. And the Board respects its student members and values their contributions. In practice, it is difficult for the Board really to have a deep understanding of student views and issues.</p> <p>The Board receives a comprehensive report from the Student Association at each meeting. The outcomes of student opinion survey is also received and discussed by a sub-committee of the Board. The Board is well-focused on the student experience and the impact of their decisions on it</p> <p>The Student representatives on the Board ensure that the students are always at the forefront of our minds.</p> <p>In as much as we can.</p>
<p>Does the Board understand staff culture and views, supporting and challenging in equal measure</p>	<p>Yes 9          No 2          Mostly 4</p>	<p>Have said no because we rarely have any direct contact with staff although we are kept apprised of staff views through the results of various staff surveys</p> <p>No, not entirely.</p> <p>Board has received reports on the outcomes of staff opinion surveys and have discussed their findings and follow-up actions appropriately. Two staff Board members are proactive in sharing their views and those of their colleagues</p>

**Board Effectiveness Self Evaluation 2018**

		<p>Mostly. Another area for improvement. We have staff members on the board who articulate and challenge very well. The staff survey will help us understand the wider staffing issues.</p> <p>I think there would be benefit to be gained by the Board having a full and frank discussion on what culture we believe is best for Clyde and how to encourage such a culture and the tools we would use to measure success or otherwise.</p> <p>Supported and informed by Staff Representatives and outcomes from Staff Surveys</p> <p>The recent staff survey shows a very mixed picture of staff views including a reluctance by some staff to engage with the survey which in itself is a concern.</p> <p>Much improved over the last two years</p> <p>Some senior managers seem to be out of touch with some staff groups and as a result some senior staff do not adequately understand staff views.</p>
<p>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</p>	<p>Yes 11</p> <p>No 1</p> <p>Mostly 3</p>	<p>I think the Board is provided with robust information on the finances and estates aspects of the College. I believe we could understand better student funding and the implications for students as well as some aspects of HR.</p> <p>Yes it does to all of these, but there is a missing link in terms of what some members believe to be the norm in terms of our student demographic and behaviour and the reality for many college staff.</p>

**Board Effectiveness Self Evaluation 2018**

sight of performance indicators and risk and control frameworks.		Understanding of the overall business of the college is improving and is a work in progress. Risk and control frameworks are routinely discussed at Board meetings. it would be unfair to say 'No'. The Board has come a long way in this area over the last year. But there is some way still to go.
Does the Board have a full understanding of the accountability, legal and financial frameworks of the organisation	Yes 12 Mostly 3	Not sure I could say 'full' understanding, especially given some of the technical aspects of financial reporting
<b>Section 3</b> <b>Team working</b>		
Does the Board collectively discuss and agree an annual Development Plan.	Yes 12 No 2 Mostly 2	I think we need to be more involved at the stage prior to the plan coming to the Board for approval. Perhaps a few Board members, could be involved at an earlier drafting stage. Crucially I am unsure about the scale of staff and student involvement in setting targets in the annual Development Plan. Ideally there should be a three to five year Development Plan with specific targets on an annual basis. Not as yet The Development Plan is a key document which the Board reviews on an annual basis.
Does the Board discuss and agree its strengths and performance over	Yes 10 No 3	Not as yet Based on self-evaluation.

**Board Effectiveness Self Evaluation 2018**

<p>the previous 12 months identifying training needs or skills gaps</p>	<p>Mostly 2</p>	<p>We made a good start at the development day last year and need to continue moving forward on this.          This is done through discussion on the annual Board Development Plan, and through the individual development plans agreed for each Board member.          The Board receives and approves the colleges Evaluative Review and Improvement Plan and monitors its implementation</p>
<p>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</p>	<p>Yes 12          No 1          Mostly 2</p>	<p>But our assessments are based on information supplied and less frequently than I would prefer          This tends to be limited to legal and financial impacts. Other risk factors need to be included, for example the urgent need to harmonise policies and procedures across the three colleges.          But this tends to be driven by senior management's views and not necessarily corroborated by the Board independently          We don't have a formal annual process where this is done. In practice, the Board and its Committees do look ahead - e.g. the focus this year on the GDPR.          The Board is developing in this area. The Board Development Event in 2017/18 was effectively used to undertaken environmental scanning          The Board development day last October was a huge leap forward on this</p>
<p>Do all Board members feel able to express their views, that they are</p>	<p>Yes 9          Don't know 2</p>	<p>I hope so and think so. Board meetings normally see all participants contribute to the discussion.</p>

**Board Effectiveness Self Evaluation 2018**

<p>encouraged to do so and able to challenge and debate</p>	<p>Mostly 4</p>	<p>The Chair has an inclusive approach to leading the Board and encourages contributions from all members inside and outside of meetings Some senior staff can become defensive in response to questions by Board members. Yes, but again we have the staff members who may have to moderate their views and opinions due to members of the SMT usually being present at all meetings. I can't answer for other Board members! I certainly do The Chair has created an environment in which this is encouraged</p>
<p><b>Section 4 Knowledge of the external environment</b></p>		
<p>Do Board members actively influence, on behalf of the organisation, local, regional and national stakeholders</p>	<p>Yes 7 No 2 Don't know 2 Mostly 4</p>	<p>Evidence of discussions with Government, SFC and GCRB. When opportunities arise this happens, although I think there are limited opportunities for Board members to make this happen. We could be better at this Have said no because I am not always aware of what other Board Members are doing so have the sense that this sort of contact is rare. This is an area for further development. Some Board members are extremely active in this area and provide senior leaders with intelligence and networking opportunities on a regular basis. I think that for most members the answer is no, and to be honest I think it is unrealistic to expect otherwise.</p>

**Board Effectiveness Self Evaluation 2018**

		Although I suspect more could be done here I think so and I would hope so.
Do Board members work to build and maintain effective networks and seek to spread and share good governance practice.	Yes 9 No 2 Mostly 4	Again, for most members I think this is unrealistic. They are already giving generously of their time to support Glasgow Clyde College. It is a fair expectation of the Chair, the Principal and the Secretary, all of whom I think do network effectively and share good governance practice. But it is hard work! As above, I think more could be done here (particularly across the college network) We could be better at this This is improving with the establishment of development days and opportunities to meet Board members of the other Glasgow colleges.
Does membership of the Board reflect the local community it serves, and does the Board work to remove barriers to membership	Yes 5 No 7 Mostly 3	A lot of effort is going into our drive to recruit more Board Members who better represent our diverse community We still have work to do on defining our 'community' and then responding appropriately. We do have strengths here. Staff and student members; A range of employment experience, A deep knowledge of and commitment to the Glasgow community. Weaknesses are that we do not have members resident in the local communities we serve, we have no members from an ethnic minority, and we have a gender imbalance.

### Board Effectiveness Self Evaluation 2018

		<p>The Board contains a diverse range of individuals however there is a underrepresentation of females and lack of members from the BME communities.</p> <p>Yes to the latter but to be frank I'm not sure I understand how a board can reflect the local community that a local college serves.</p> <p>We do not have a Board member with a BME background</p> <p>I'm not sure – its too early for me to comment on this</p> <p>Membership of the Board does not really reflect the local community, despite strenuous efforts to widen recruitment.</p> <p>The Board has aspirations to make improvements in this area.</p>
<p><b>Additional Comments</b></p>		
<p>Please give any other comments or note any issues which you wish to raise.</p>		<p>It is useful that staff are represented on the Board, however sometimes their concerns are too readily dismissed.</p> <p>I think I have highlighted some issues within my responses.</p> <p>Its early days, but its an impressive board, with lots of expertise and a number of very articulate people who are doing their best to ensure the success of the college</p>



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**BOARD MEETING**

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Date of Meeting	29 August 2018
Paper Title	Credits Estimate of Outturn against target 2017-18
Agenda Item	18.64
Paper Number	18.64a
Responsible Officer	B Hughes; Vice Principal Curriculum and External Relations
Status	Disclosable
Action	For <b>Noting</b>

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**1. Report Purpose**

This paper provides members with the current position in respect of our estimate of progress made against our credit target for 2017-18.

**2. Recommendations**

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

**3. Background**

Members will now be very familiar with the progress reports in respect of the levels of credit activity delivered throughout the year. As can be seen from the attached summary report, we are predicting that our final activity level for session 2017-18 will be around 0.95% higher than our activity target; estimate of 129,907 achieved against a target of 128,683.

**4. Risk Analysis**

Activity for 2017-18 courses is now closed for the academic session so the remaining risk to our final audited figure will be any students who remain as “live” on our student record system but who in fact withdrew from their programme before qualifying for any credit activity. This would result in us over estimating the final figure. New monitoring reports developed through the year have reduced this risk.

**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. Actions to minimise this risk are identified above and by setting a higher internal college target than is required 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

Faculty	School	Target Credits (as at 23/11/2017)
120 Business, Creative & Digital Industries	<a href="#">111 Business &amp; Finance</a>	9271
	<a href="#">123 Media &amp; Performing Arts</a>	8465
	<a href="#">125 Fashion, Textiles &amp; Design</a>	10397
		<b>28133</b>
130 Engineering, Computing & the Built Environment	<a href="#">113 Computing</a>	9015
	<a href="#">131 Energy &amp; Building Services</a>	4719
	<a href="#">133 Engineering</a>	11542
	<a href="#">135 Construction &amp; Land Based Industries</a>	6653
	<b>31929</b>	
140 Health & Wellbeing	<a href="#">115 Sport, Tourism &amp; Hospitality</a>	10914
	<a href="#">141 Early Years &amp; Social Care</a>	11735
	<a href="#">145 Health &amp; Life Sciences</a>	10457
	<a href="#">149 Hair, Beauty &amp; Complementary Therapies</a>	6420
	<b>39526</b>	
160 Access & Continuing Learning	<a href="#">161 ESOL</a>	10620
	<a href="#">165 Additional Support for Learning</a>	4270
	<a href="#">167 Employability Skills</a>	5965
	<a href="#">169 General Education</a>	9068
	<b>29923</b>	
<b>Total</b>		<b>129511</b>
	<b>SFC Target Credits</b>	<b>128683</b> (Core 121041 + Childcare 323 + ESF 7319)
	<b>Current Credit Estimate + Credits to Start</b>	
	<b>Current Credits Estimate + Credits to Start + Credits Not Enrolled</b>	

Price Group	Credits Estimate	Credits To Start	Credits Not Enrolled
1	17295	0	2
2	70829	0	0
3	22936	0	10
4	1769	0	0
5	17078	0	0
<b>Total</b>	<b>129907</b>	<b>0</b>	<b>12</b>

Economic Sector
Administration, Financial and Business Ser
Creative and Cultural Industries
Energy, Engineering, Construction and Mar
Food, Drink, Tourism, Hospitality and Leisu
Health, Care and Education
Land-Based Industries
Life and Chemical Sciences
Transition and Supported Learning
<b>Total</b>

## Snapshot @ 14/08/18

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
856	62	116	685	9150	-1%	0	-1%
862	37	43	782	9158	8%	0	8%
842	59	71	712	9657	-7%	0	-7%
<b>2560</b>	<b>158</b>	<b>230</b>	<b>2179</b>	<b>27965</b>	<b>-1%</b>	<b>0</b>	<b>-1%</b>
1096	65	99	935	9176	2%	0	2%
536	11	33	492	4639	-2%	0	-2%
1271	1	75	1195	10257	-11%	0	-11%
676	6	64	607	6663	0%	0	0%
<b>3579</b>	<b>83</b>	<b>271</b>	<b>3229</b>	<b>30734</b>	<b>-4%</b>	<b>0</b>	<b>-4%</b>
930	27	99	805	10467	-4%	0	-4%
1090	100	74	917	11493	-2%	0	-2%
945	25	74	846	10478	0%	0	0%
617	1	44	572	6385	-1%	0	-1%
<b>3582</b>	<b>153</b>	<b>291</b>	<b>3140</b>	<b>38824</b>	<b>-2%</b>	<b>0</b>	<b>-2%</b>
2022	3	179	1840	12360	16%	0	16%
548	0	24	524	4541	6%	0	6%
3229	1	281	2947	5915	-1%	0	-1%
1166	4	120	1043	9567	6%	0	6%
<b>6965</b>	<b>8</b>	<b>604</b>	<b>6354</b>	<b>32383</b>	<b>8%</b>	<b>0</b>	<b>8%</b>
<b>16686</b>	<b>402</b>	<b>1396</b>	<b>14902</b>	<b>129907</b>	<b>0.3%</b>	<b>0</b>	<b>0%</b>
					<b>1.0%</b>		
				<b>129907</b>	<b>1.0%</b>		
				<b>129919</b>	<b>1.0%</b>		

	Credits Estimate	Credits To Start	Credits Not Enrolled
Services	18703	0	0
	19350	0	10
Manufacturing	18449	0	0
Healthcare	16754	0	0
	19796	0	0
	2575	0	0
	7886	0	0
	26393	0	2
	<b>129907</b>	<b>0</b>	<b>12</b>

Credits Not Enrolled
0
0
0
0
0
0
0
0
10
10
0
0
0
0
0
0
0
0
0
0
0
0
2
0
2
12