

# **BOARD OF MANAGEMENT**

**Friday 5<sup>th</sup> October 2018  
Bowfield Hotel, Howwood**

## Board of Management

The Twenty Fifth Meeting of the Board of Management will be held on Friday 5<sup>th</sup> October 2018 at 9.15am at The Bowfield House Hotel, Howwood.

### AGENDA

<b>18.68</b>	Welcome and Apologies		D Newall
<b>18.69</b>	Declaration of Interests		D Newall
<b>18.70</b>	Determination of Other Business		D Newall

### Minutes of Previous Meeting

<b>18.71</b>	Minute of the Board Meeting on 13 June 2018	P	D Newall
<b>18.72</b>	Matters Arising – Action Grid	P	D Newall
<b>18.73</b>	Minutes of Meetings	P	

### Standing Items

<b>18.74</b>	Chair's Report	V	D Newall
<b>18.75</b>	Principal's Report	V	J Vincent
<b>18.76</b>	Student President's Report	P	K Gasiorska

### Items for Discussion and Decision

<b>18.77</b>	Board Self Evaluation review and Development Plan	P	D Newall
<b>18.78</b>	College Review – Quality of Learning & Teaching	P	E Brownlie
<b>18.879</b>	Capital Masterplan update	P	J Thomson

### Continual Improvement

<b>18.80</b>	Equalities Impact Assessment on Decisions Made		D Newall
<b>18.81</b>	Review of Papers (including Disclosable Status)		All
<b>18.82</b>	Any Other Business		D Newall

The next Board of Management Meeting will be held at 4.30am on Wednesday, 12<sup>th</sup> December in the Seminar Room 4, Cardonald Campus.

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

BOARD OF MANAGEMENT			
Column1	Column2	Column3	
Date of Meeting	Item	Action	Lead
	<b>17.90iv</b>	Updated Estates Strategy document to be prepared	JT

Column4	Column5
Status	Notes
Updated estates strategy is being taken forward with external review advice and will report to Board development day in October.	To December Board meeting

**NOTES OF MEETING OF THE BOARD OF MANAGEMENT HELD AT 4.30 PM ON  
29 AUGUST 2018, BOARDROOM. LANGSIDE 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
Graeme Whiteford	Board Member
Fiona Robinson	Board Member/ Student Vice-President
Karolina Gasiorowska	Board Member/ Student President

**IN ATTENDANCE:**

Brian Hughes	VP Curriculum and External Relations
Janet Thomson	VP Resources and College Development
Tracy Elliott	AP Finance and Infrastructure, by skype

Glenn Heritage Clerk to the Board (Minute Taker)

**18.47 WELCOME AND APOLOGIES**

The Chair welcomed everyone to the meeting. Apologies were noted from Carolyn Davidson. Sandra Heidinger had advised she would arrive late to the meeting. The Chair introduced Fiona Robinson, Student Vice President and welcomed her to the Board.

J Vincent was invited to speak to the Board on the late papers and lack of hard copies, for which he apologised informing the Board that this highlighted areas he would ensure are addressed. The Board were assured this would not be allowed to occur again. The Board accepted this.

**18.48 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**18.49 DETERMINATION OF OTHER BUSINESS**

There were no other items of business. The Chair advised he would pause at later items under Governance.

### **Minutes of Previous Meetings**

#### **18.50 MINUTES OF THE BOARD MEETING ON 13 JUNE 2018**

The minutes of the meeting 13 June 2018 were approved as an accurate record.

It was agreed that should items be taken out of sequence the minutes would not be adjusted but retain numerical order.

#### **18.51 MATTERS ARISING: ACTION GRID**

19.90iv. Estates Strategy will now come to the December Board meeting.

The Board noted updates and that items 18.13. 18.30 were now completed. Remaining items are on this agenda or appropriate for the Board development event in October.

#### **18.52 MINUTES FROM COMMITTEE MEETINGS**

##### **18.52i Finance & Resources Committee 30 May 2018**

R Fraser confirmed there were no issues arising from the meeting of the Finance and Resources Committee meeting. The Board noted the minutes provided.

### **Standing Items**

#### **18.53 CHAIR'S REPORT**

*(This item was taken after item 18.57 Five Year Plan to allow T Elliott to leave the meeting which she had joined by skype)*

*S Heidinger joined the meeting at this point.*

The Chair gave an update to the Board. All one to one meetings with Board members had been concluded and objectives agreed with each member for the coming year.

A collective comment had been around the strategic focus of the Board and to limit time spent introducing papers already circulated and read by members.

The Vice-Chair had met with the Chair, discussing performance and objectives for development. It

was noted that feedback for the Chair of the Board had been very positive from all Board members.

The Chair circulated and briefly commented on his priority objectives for information; these will be a focus for the development event and future meetings.

The briefings from GCRB are now regularly circulated by the Clerk and this is welcomed reducing the need for reporting from the Chair.

Board members were thanked for the support and attendance at the 4<sup>th</sup> September joint Diversity event to be held at Glasgow City College. Chair also mentioned the revised Board Handbook available by pdf, which can easily be updated. A very limited supply of hard copies are held by the Clerk should they be required but annual updating means that electronic format is preferable.

#### **18.54 PRINCIPAL'S REPORT**

J Vincent provided a verbal update

J Vincent highlighted very positive news of GCC winning award in the 'Contribution to Community' category of the Evening Times Public Service Awards. Other awards may be gained by GCC students and staff and J Vincent detailed some of these to the Board.

Capital work has progressed well over the summer. At Anniesland the fire prevention work is now satisfactorily completed: the lifts are Cardonald are fully functioning and major work on Cardonald car park is well under way. During these works parking is limited so visitors still need to be aware of this.

Cardonald changing rooms are being refurbished with completion expected October 2018 and murals have been commissioned on walls within the skills centre, considerably brightening the area.

The Board were advised that although not totally completed negotiations for the Langside residencies were to be concluded imminently. It was confirmed that the lease includes commitment to a list of works to address dilapidation to be completed within 27 months and with a guarantee for that work of a further 12 months.

Negotiations on pay continue between the Employers Association and EIS with Union members not yet having been balloted. This may occur in September.

The Board were advised of the production of a newsletter for the Board to highlight events, developments and news of the College. It is

anticipated the first issue will be ready for the October meeting and feedback from members is welcomed.

Lorraine McGaw, AP of Human Resources will return from maternity leave on Wednesday, 5<sup>th</sup> September initially working 3 days each week. G Crankshaw will revert to her role heading the Organisational Development area.

J Vincent was delighted to inform the Board that GCC had won the tender to deliver Foundation Apprenticeships for North Lanarkshire local authority area. The College had succeeded in each of the nine lots for which it tendered; this was a major contract and huge success for the College, and for the team led by D McDougall. In response to a query J Vincent explained this was new and had not yet been factored into the Five Year Plan.

The Chair thanked the Principal for his update.

#### **18.55 STUDENT PRESIDENT'S REPORT**

K Gasiorowska and F Robinson gave an overview of a very full and comprehensive report previously circulated with the agenda papers.

Engagement with students had been very active as new students enrolled, and a number of events for Freshers week were highlighted.

The Board noted and encouraged the positive actions to improve the Class Representatives role in feeding back particularly around learning and teaching elements. It was noted the Board were keen to hear the student voice.

The campaigns planned were shared, and again received positive comment. There are also clear actions to improve the student space.

The Board noted the contents of the Report and levels of activity, thanking both student members. .

#### **Items for Decision**

#### **18.56 VOLUNTARY SEVERANCE PROGRESS**

J Thomson introduced the report issued after the agenda papers.

The targeted approach was explained and J Thomson informed the Board of the timescales and need for Board approval prior to submission.

This iteration differs in a few details from that presented to the June meeting notably no longer referring to legal agreement which is replaced by a



letter. The Board were also assured benchmarking had been undertaken against the average rate for the sector.

There was discussion around risk if targeting was seen as unfair, and J Thomson responded that not many areas would be targeted. Further conversation confirmed that the paper will be shared with Unions once approved by the Board. Recommendations from the Board to edit further and improve clarity, to avoid repetition, to look at the order of information and undertake some rephrasing, and to set out a simpler and clearer decision-making process.

After further discussion the Board approved the paper with caveats to edit, consult with Unions, identify payroll savings achieved, and to report to the OD Committee. The OD Committee would also wish to hear information relating to equalities issues in the process. JT

**18.57 FINAL DRAFT FIVE YEAR PLAN 2017-22**

*(This item was taken after 18.52)*

T Elliott gave a brief introduction the plan and summary circulated after the agenda papers.

The Plan is to be submitted by the end of September. It now shows an underlying operating position as follows (£'000):

2018/19	100
2019/20 -	53
2020/21 -	788
2021/22 -	1,540
2022/23 -	2,110

The Board confirmed its advice that this realistic forecast should not be massaged, and that the sharply deteriorating position should therefore be reflected in the return to the Funding Council. The Board discussed future funding allocations which remain uncertain. They also noted that the Plan shows a slightly improved but still decreasing financial position over the five years. It was confirmed that the Plan reflected an updated position relating to staff costs but pension costs were shown as a flat cost across the five years.

T Elliott confirmed that our situation of deteriorating finances was shared widely across the sector and there was a need to reduce bottom line costs, ad hoc efficiencies would not address the savings required. Commercial activity may increase as

efforts are made in this area but will be insufficient to bridge the funding gap.

After discussion the Board agreed to approve the Plan subject to 1) revisiting year 5 and 2) improving the referencing of our relationship to GCRB. TE/JT

This is not the final iteration and the Board agreed that a final version can be agreed by the Chair of Finance and Resources and Chair of the Board.

*(T Elliott left the meeting at this point)*

**18.58 MODERN SLAVERY STATEMENT, PROCUREMENT POLICY AND INFORMATION SECURITY POLICY.**

J Thomson introduced these items which were circulated with the agenda papers.

The Board discussed the modern Slavery statement briefly, noting the reasons it was late in respect of the period covered (2016-17).

After discussion the Board asked that the Modern Slavery Statement should start with an unequivocal condemnation of any violation of human rights. It was also agreed that the wording of the Procurement Policy should be edited to reflect a clear commitment with regard to mapping of supply chain. A Living Wage commitment should also be included. JT

Subject to the above editing the Board approved the Modern Slavery statement and the Procurement Policy.

**Information Security Policy**

J Thomson explained the intention to produce an overarching policy to bring together current work and legislative requirements.

It was recommended that roles and responsibilities were made clear and consequent training needs addressed. Clarity of accountability was crucial

J Thomson confirmed that Learning and Development team would have the responsibility for this work.

The response from Unions to the plan was queried and it was confirmed that it had not been shared with Unions to date.

The Board felt there was an opportunity to take an inclusive approach with the unions, which would help promote effective implementation of the policy.. JT

Subject to editing as detailed above and sharing with Unions the Board approved the Policy.

## Items for Discussion

### 18.59 **GCC COMMUNITY ENGAGEMENT PRESENTATION**

B Hughes gave an interesting presentation covering statistical local information and insights into the work of GCC Community Learning and Development (CLD) team.

B Hughes explained the role of Glasgow Community Planning Partnership and the relevance of Scottish Index of Multiple Deprivation (SIMD) data in better understanding the demography of our local area.

The question was posed by B Hughes of what measures we should seek to use for community engagement and the type of narrative required.

A discussion ensued with Board agreeing that meeting student needs and supporting them, and the value of their unique journeys through College were important to capture despite not all students being academically gifted. A balance needed to be struck between CLD activity which is currently funded but not guaranteed beyond one year and the commercial activity we seek to increase.

Further discussion continued for some time including around students' positive destinations, the value as expressed in terms of health and well-being, confidence as well as achievement and the challenges of measuring the distances travelled.

The Board welcomed the presentation and discussion, which had been valuable in raising Board members' awareness of the dimensions of community engagement. It was agreed to discuss the nature of the College's community engagement commitment at a future meeting.

DN

### 18.60 **STAFF ENGAGEMENT SURVEY – ACTIONS PLANNED**

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

When asked if there was an Action Plan J Thomson responded that this had not yet been produced but was emerging from the current series of discussions with members of staff.

Discussions centred around how sessions focussed on leadership were conducted, clarity of ownership and accountability required within a plan

and whether Unions were involved to which J Thomson responded that they were included in the process.

Referencing lead facilitation for this J Thomson was asked if an external provider could be considered and said that yes, this was possible also mentioning the activity around culture which was scheduled for September and would be externally facilitated.

The Board noted that numbers attending were not high and are keen to see a broad range of staff involved with clear actions being detailed. The OD Committee will be seeking reports on this topic and will report back to the Board. GC/LMcG

### **Items for Information / Noting**

**18.61 COLLEGE STRATEGIC RISK REGISTER UPDATE**

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

The Board noted the updated Strategic Risk Register.

**18.62 FREEDOM OF INFORMATION SUMMARY 2017-18**

B Hughes was invited to introduce the Report issued with the Agenda.

A query was raised around data regulation and naming those making requests, however it was clarified that the information including names is within the public domain.

The Board noted the contents of the summary.

**18.63 GOVERNANCE UPDATE COLLEGE STRATEGIC RISK REGISTER UPDATE**

The Clerk introduced the Governance items circulated with the agenda papers.

**2.i** Progress of actions was noted by the Board

**2.ii** The Board noted the Board Development Plan

**2.iii** The Board noted the draft agenda and request for open forum topic discussion item(s) on day 1.

**2.iv** The Board noted the OSCR guidance on Fraud policy.

**2.v** The Board noted the revised Handbook.

**2.vi** Board Effectiveness feedback was noted by the Board and this will now be published online.

Item 2.ii requires a sub-group and M Docherty and G McGuinness volunteered for this. DN/Clerk/MD/GMcG

**18.63a GOVERNANCE REPORT GRIEVANCE ISSUE**

The Chair spoke to the Governance Report issued with the Agenda and papers and asked Chair of the panel to speak to the recommendations.

A comprehensive overview was given. The paramount need was for policy and procedure harmonisation which this process highlighted as currently holding risks for the College and risks for the Board.

A discussion ensued and the Board noted the constraints of National Bargaining but felt we needed to move this agenda forward.

College leaders are to meet with Unions and to work to identify a compromise position which will allow changes which are in the interests of staff and the College to be taken forward if necessary on a temporary basis until a national decision is reached. The Board also noted that not all policies and procedures do fall within the national process and therefore can be addressed now. JV

Organisational Development Committee will have this topic as an agenda item going forward and anticipate seeing those changes which are not on the national 'list' being implemented.

The Board noted their appreciation of the positive response from the Principal.

**18.64 CREDITS ESTIMATE OF OUTTURN AGAINST TARGET 2017-18**

The Board noted the Report and update. .

**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 18.56, 18.57 and 18.63A 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 5<sup>th</sup> October 2018,  
9.15am at Bowfield Hotel, Howwood,  
Renfrewshire.

DRAFT

**MINUTE OF THE SIXTEENTH MEETING OF THE ORGANISATIONAL DEVELOPMENT COMMITTEE HELD ON WEDNESDAY 19 SEPTEMBER 2018, THE BOARDROOM, LANGSIDE CAMPUS, GLASGOW CLYDE COLLEGE**

**PRESENT:**

S Heidinger.	Committee Chair
M Docherty	Committee Member
G Whiteford	Committee Member
G McGuinness	Committee Member
F Robinson	Committee Member
C Walker	Committee Member

**IN ATTENDANCE:**

L McGraw	AP, Human Resources
G Crankshaw	Organisational Development Manager
J Thomson	Vice Principal, Resources & College Development
N Patton	Head of Human Resources
G Heritage	Clerk to the Board (Minute Taker)

**18.32 WELCOME AND APOLOGIES**

The Chair welcomed everyone to the meeting. Apologies were noted from Jon Vincent.

**ACTION**

**18.33 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**18.34 MINUTES OF PREVIOUS MEETING: 02 MAY 2018**

The Minutes were approved as an accurate record of the meeting of 02 May 2018. However the set previously circulated was an early version and some typing and ordering will be corrected.

**18.35 MATTERS ARISING**

The Committee noted the updates within the Matters Arising Action Grid.

18.20 The link to the Equal Pay Audit document will be circulated

18.21 Options and costs for physiotherapy support are being explored by HR who will compare and tender as appropriate.

18.26 The Committee discussed progress on a limited Voluntary Severance programme. GCRB have requested a business case prior to approval, which is being prepared.

**GC/Clerk**

Committee discussed the need for an Equality Impact Assessment on the programme and the importance of sensitively handling the approach to targeting particular areas where capacity for departures was deemed to exist. It was confirmed that the College Unions had been engaged in a discussion around the limited programme.

#### **18.36 REPORT ON JOINT CONSULTATION AND NEGOTIATING COMMITTEE MEETINGS**

N Patton was invited to speak to the paper which was circulated at the meeting.

The Committee were informed of discussions around the College calendar; GCC are following National Bargaining guidance with the same calendar for support staff as teaching staff.

It was noted that College culture is integral to the agenda item on Staff Engagement Survey.

A question on Union meetings with staff clarified that this referred to ensuring Union personnel had clarity over availability for meetings and the necessity to inform management if meetings were being held during working hours.

The Committee noted the contents of the report and confirmed that they did not see any issues which required to be brought to the Board's attention.

#### **18.37 HR PROCEDURES HARMONISATION – current position and future plans**

L McGaw was welcomed and invited to give a verbal update. The positive update informed the Committee that harmonisation was raised with the Unions and there is agreement to look jointly at procedures within GCC. Rather than adopt any particular 'legacy' procedures, best practice and ACAS guidelines will be used to develop 'fresh' GCC wide procedures.

The Committee were asked to note that National Bargaining were almost ready to provide standardised Grievance and Disciplinary policies and the family friendly set of policies; these will therefore be out of scope of the local work and can be considered for adoption once received.

The Committee discussed in particular Dignity at Work and bullying where the position is less clear. These procedures, and Attendance Management, will be prioritised for discussion with Unions.



L McGaw assured the Committee this will be a matter of starting afresh and ensuring best practice.

The Committee emphasised how engaging Unions in joint ownership and accountability is important if challenging. HR will be seeking a partnership approach.

The Committee would wish to see the plan and timetabling allowing for engagement and backfill for both the TUs and HR colleagues where necessary to ensure plans remain on track.

HR

Asked whether all staff signed a Code of Conduct, L McGaw informed the Committee one did exist but had not been used in recent times. It was suggested that the GTC had a good example of a Code of Conduct which might be worth considering.

The Committee welcomed the positive news and, given the importance of harmonising procedures, sought a written indication of the plans and timetable for this work. L McGaw will provide written information and the Clerk will circulate. After further discussion the Committee noted the verbal report and the positive steps taken.

LMcG/Clerk

### **18.38 ASSISTANT PRINCIPAL HR REPORT**

G Crankshaw was invited to speak to the report previously circulated.

G Crankshaw highlighted items around IT and Systems Development, implementation of @Workplace, the new staff collaboration platform, and revision of the induction process for new starters.

G Crankshaw explained that the current induction required to be streamlined. Revised and improved processes for both the local and central elements of induction were being implemented. Some elements will be online to make access simpler.

Asked about monitoring, G Crankshaw explained measures to ensure completion rates of the online elements of induction incorporating a quiz to monitor understanding and completion.

Health and Safety induction was discussed and the Committee were reassured that this will be heavily monitored. Time to allow completion was also discussed and a need to ensure that those who are responsible for line managing new staff are clear on their role and accountability for their induction.

The Committee discussed workforce planning and the plans to gather skills and talent data for the benefit of the College and its staff. Holding staff talent profiles was agreed to be a useful practice.

Asked if staff could hold and maintain their own profiles, G Crankshaw explained this was not practice at present, but options could be investigated.

The staff communication tool, @Workplace, was discussed. Following an initial pilot, a plan to relaunch the tool was being considered. Anecdotal evidence demonstrated a lack of take up and it was believed staff did not have sufficient information to use appropriately or to realise the potential of the tool. The potential for staff confusion as a result of differing methods of internal communication was discussed. It was confirmed that this was an ongoing piece of work to ensure the College system either can work or whether other options need to be considered.

G Crankshaw was thanked for her report.

#### **18.39 STAFF ENGAGEMENT SURVEY UPDATE**

G Crankshaw was invited to give a presentation covering actions and progress to date following the staff survey exercise.

The presence or otherwise of managers at group sessions was discussed and it was noted that some staff felt this to be uncomfortable. The Committee also noted that many managers had remained in sessions despite expressions of discomfort from staff. The survey consultants, HIVE, had recommended that managers should attend.

As part of the learning from the survey and in preparation for future surveys, the Committee asked that issues of trust be recognised and alternatives considered to encourage and engage staff. It was explained that other feedback routes remained available to staff.

The Solutions Groups had very low attendance with one cancelled and an average of 5 people attending others. It was suggested that a Solution Group with the College Unions should be considered. The Committee were informed that the next steps were to develop action plans based on feedback and it was hoped staff would be encouraged to participate further if they could see change as a result of this phase of engagement.

**HR**

The manner of developing action plans was discussed and the Committee expressed the need for this not to be a 'top down' approach but inclusive and collaborative process. L McGaw assured the Committee that the Principal would not wish that to be the case, and staff would be engaged wherever possible. There will be a Glasgow Clyde College Action Plan and local Action Plans. The Committee emphasised the importance of the local action plans in ensuring that improvement was driven forward across all parts of the College. The Committee was concerned that there could be a 'disconnect' between central College actions and what was happening 'on the ground' and sought assurances from the Executive Team that monitoring of local action plans would take place.

JV

It was confirmed that a culture survey, to be launched 25<sup>th</sup> September, was also planned.

The choice of Pacific Institute as culture survey consultants was queried. G Crankshaw assured the Committee that both managers and Unions were being involved in the development of this work.

An all staff survey on current culture would be followed by College leadership considering what culture was desirable and the development of action plans to achieve this. Committee members emphasised culture requiring ownership by staff and therefore the importance of their being integral to creating the culture; actions need to be decided and owned at staff levels rather than there being 'top down' action plans. This was acknowledged by the staff members of the Committee.

The Committee was pleased to note that staff had fed back that the presentation by the Principal of future ambitions and plans for the College had been very well received at the staff conference held in June.

#### **18.40 KEY PERFORMANCE INDICATORS REPORT**

L McGaw was invited to speak to the report and an updated report and the statistics were circulated at the meeting.

The success in achieving 90% three-month probation reviews was complimented and the Committee noted progress in a number of areas.

However, completion rates of 6-month probation reviews and annual reviews were low although it is hoped new PDP processes will assist in these areas.

The Committee noted that Health & Safety induction completion rates remain low and it is the intention that the new induction processes will improve this figure. Staff engagement is below target with current work and the culture survey designed to create better engagement. The Committee requested that HIVE be asked to provide benchmark data on how the College overall engagement figure compared with other HIVE users. It was agreed that this would be sought and reported to the next meeting of the committee.

JT

The Committee asked that figures for Dismissal are included in future reports. A discussion on capability, informal and formal, agreed that it would not be possible to capture all informal capability discussions given their diverse nature.

LMcG

ACTION

#### **18.41 RECRUITMENT, RETENTION & STAFFING PROFILE**

N Patton spoke to this report previously circulated.

N Patton highlighted the disadvantageous impact of IR35 and the extremely busy recruitment with over 1300 applications for posts over the year.

A discussion around the Equality and Diversity team and where this sits within the college structure gave an opportunity to inform the Committee that this is currently under review.

Workforce diversity was discussed and the Chair asked for details of gender by grade to be provided.

It was confirmed that the average number of applications per vacancy was reduced by the fixed term nature of many of the advertised opportunities. N Patton explained that consideration of fixed term and secondment appointments were carried out with reference to the Five Year Financial Plan.

GH

#### **Items for Noting**

#### **18.42 ABSENCE MANAGEMENT REPORT**

N Patton was asked to give further detail on this report previously circulated.

The Committee discussed the report and noted the recommendation to reduce the target for absence to 4%. However after discussion the Committee considered that the current exclusion of temporary and fixed term staff from

the figures had a potentially significant impact on the absence statistics. The Committee asked that these staff be included to allow a fuller picture of actual absence prior to making any decision.

The Committee agreed that a priority aim would be to reduce the mental health and musculoskeletal absence rates and suggested that target figures for reducing the levels of absence for these reasons should be suggested.

HR

#### **18.43 HEALTH & SAFETY REPORT**

G Crankshaw was invited to speak to the report previously circulated. The Committee were informed that reporting of incidents had improved.

The incidences of physical or verbal assault were discussed and it was noted that further information would be required about these types of incidents to reassure the Committee.

The Committee noted the work carried out by GCCSA to raise awareness of acceptable conduct and safety. The rise in gender based violence and its high profile was noted as well as the Equally Safe Strategy.

Further detail will be provided in future reports.

GC

#### **18.44 LEARNING & DEVELOPMENT REPORT**

G Crankshaw was invited to speak to this report.

The Committee were concerned to note the rejection by EIS of the College's desire to fund all applicants for TQFE sponsorship. This had reduced the staff able to undertake the professional qualification from 40 to 18.

G Crankshaw explained that EIS felt this went against the National Bargaining recommendation. The EIS Management had also been approached but the rejection was upheld. The Committee noted their concern about this, given that increasing the percentage of staff possessing the qualification was an important KPI.

G Crankshaw was asked, at 2.1.2 how many places had been available in total and she will advise the Committee on this.

GC

#### **18.45 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE**

Equalities discussed and considered throughout. In particular discussion took place on statistics for grade and gender. The availability of biographical detail from the staff survey was also queried and it was confirmed that this could be obtained from HIVE. It was requested that an analysis

of survey results by gender be undertaken to ascertain if any particular issues were observed.

**HR**

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

The Committee agreed that items 18.40, 18.41 and 18.42 were non-disclosable.

**18.47 ANY OTHER BUSINESS**

There was no other business.

**DATE OF NEXT MEETING**

The next meeting will be held at 4.30pm on 6<sup>th</sup> February 2019 in the Boardroom at Langside Campus

DRAFT

Date of Meeting	05.10. 2018
Paper Title	GCCSA Update
Agenda Item	18.76
Paper Number	18.76
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. Partnership Agreement with the College**

We have just completed our new partnership agreement, to be presents and signed at this event. We have created a partnership agreement with the collage to represent the different skills, knowledge, experiences and capabilities that each party brings to the table. Decisions are taken jointly between each party, creating an effective working relationship between our institution and our students. As a collective representative body, bringing our educational institution up to the highest quality possible.

**5. Class representation**

We have had a really good response so far, we have over 500 class reps on our system and we have trained over 139 individual students. This means we have directly reached over % of our class reps with in our first 3-week period. Till the end of this month we will train around 200 students. We will also provide additional training sessions around the end of October for those Class Reps who wish to attend and have not yet signed up for training.

The GCCSA along with ICT developed a new online Class Rep sign up system for lecturers as well as an online training booking system for Class Reps.

From the email list on database GCCSA were able to email out training session dates to Class Reps and send them out any additional information required.

Our new training has been developed in partnership with sparks, allowing us to provide training that has been specially tailored for our student's needs

This has had very good feedback from students. With many expressing that this year's training has been much more beneficial than in previous years.

We have had positive feedback from the training sessions so far with 95% of attendees rating it as very good or outstanding. Around 95% of students who attended training stated they had a better understand of their role as a class rep on completion. Full details on evaluation will be provided to college on completion of all training sessions

We have also restructured our class rep meetings, promoting a more interactive, visual and stimulating environment. This will allow students to engage directly with our self and with fellow students, encouraging students to become more invested and involved with in the collage. We have designed a program of topics for each meeting, we will be starting with the student's feelings towards their initial interactions with the collage. This will cover such things as inductions, services offered, timetables and building relationships with in class groups. We will continue to develop our meetings through the year according to the feedback we reserved.

**All student email**



Together with ICT, GCCSA now have the all student email fully functioning, this is a great communication tool and allows us access to the wider student population

## **6. Executive Recruitment 2018-2019**

GCCSA will give class reps an opportunity to become executive officers and sit within the executive team. Rather than being specific job roles, the executive officers will all meet with the GCCSA team in order to assist us with developing policies and documentation when required, feeding back on issues or thoughts, sharing ideas and getting involved in helping GCCSA with events and campaign which we already run or running their own events and campaigns within areas of interested. The executive officers will also be given the opportunity to sit on the various committees that are being run at the this adds a student voice in addition to the GCCSA officers to be heard within these platforms.

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## **Student Partnership Agreement**

Introduction:

The Values of Glasgow Clyde College as highlighted in the college development plan are; students first, aspiration, excellence through leadership, innovation, high quality, accountability, integrity and respect. With a mission of seeing potential, finding solutions and achieving more.

The Students' Association at Glasgow Clyde College (GCCSA) exists to represent the interests of all students who attend the college, helping to improve student satisfaction, independent of course or campus location. The goal of GCCSA is ultimately to give students a voice within the college and to champion a better experience and environment and within which students are learning.

The priorities of Glasgow Clyde College and GCCSA share the same common theme, improving the overall learning experience to allow students to flourish. Both parties have a commitment towards working continuously to make improvements that benefit the whole student body.

To enhance this commitment, the college and the Students' Association has agreed to create and sign this Student Partnership Agreement, which has been developed with input from both students and staff. This agreement conveys a pledge to work together in order to provide a high quality student experience for all learners who attend Glasgow Clyde College.

The term partnership in this context refers to a commitment from both parties for joint working between students and staff and therefore in turn a positive working relationship between Glasgow Clyde College and the Students' Association.

The annexes to this agreement highlight the opportunities that are available to students to put forward their opinions and feedback and to engage with both the Students' Association and the college. The purpose of this agreement is also to highlight the joint work that is taking place to improve the student experience. The agreement outlines the main priorities for our partnership working and is seen as a fluid document which will continually be reviewed and developed over time as new priorities or areas of work are identified and agreed by both parties.

The working relationship between staff and students will be based on the values of openness, trust, honesty and strong communication. This partnership agreement will be used to help address our targets and achieve shared goals together.

Signed on behalf of Glasgow Clyde College by the Chairman of the board,

Date

Signed on behalf of Glasgow Clyde College Student Association by the Student President,

Date

## Annex A

The college and the Students' Association have a joint commitment when it comes to the student voice and student engagement. This is considered as an ongoing process in the goal of providing students with the best possible experience throughout their time at Glasgow Clyde College.

Highlighted below are the various ways that students can get involved:

- **Student Officers**  
GCCSA is run by students, for students. Every spring, a new full time president and three part-time vice presidents are elected to represent the student body at Glasgow Clyde College. Together we not only seek to ensure that students are represented but also aim to forge strong links with external organisations and partners, to ensure that we can continue to help to improve the overall learning experience. It is in the interest of both parties to promote this process to students and then support the elected team through their term.
- **Executive Officers**  
The Executive Team is made up of a group of student volunteers who will work together with the student officers to represent all students at Glasgow Clyde College. The team will focus on specific areas as well as also supporting each other by providing wider ideas of how GCCSA can help improve the college. This team will work to empower different groups of students, providing opportunities, events, and experiences to the wider student body. They will also work hard to protect the rights of students.
- **Class Representatives**  
A Class Representative (class rep) is a student who represents their class, fellow-students and any student here at Glasgow Clyde College. Each class should have two class reps and lecturers should ensure that every class selects their class reps fairly and follows the processes in place to ensure GCCSA are made aware of who the class reps are each year. They are the first link between students and staff and are there to ensure that academic staff and support staff are listening to and engaging with students to improve their overall experience at college. Class reps should be invited along to course faculty meetings in order to provide feedback on behalf of their whole class. GCCSA will work to ensure that feedback from class rep meetings is passed onto the designated areas and that students are informed of any actions taken.
- **Clubs and Societies**  
Every year students will be encouraged to start their own clubs and societies, which GCCSA can help to support. These are student led and provided by students for other students to attend. GCCSA will work with other staff around the college to aim to be able to provide the space and resources required for students to be able to take their ideas forward.
- **IDEAS Group**  
The IDEAS group meet to discuss and resolve issues related to the nine protected characteristics identified in the Equality Act 2010. This is for students and staff who have either a personal interest in related issues or who are supportive and wish to be involved in solution focused action. GCCSA commit to having representatives attend these meetings and will also actively encourage students to attend these to have their voices heard.

- **Focus Groups**  
The college has various groups including but not restricted to; Health and Safety, Fairtrade Steering, Mental Health Forum and Healthy Working Lives. GCCSA will be invited to have representation on all of these groups and will commit to being involved in these. GCCSA will also, where appropriate, actively encourage students to attend or pass on student feedback.
- **Survey Feedback**  
The college and GCCSA will aim to provide students with the opportunity to provide feedback. We will promote the annual National Student Survey and conduct event feedback surveys or market research surveys when required and will evaluate this data to be able to continuously improve on the overall learning experience at Glasgow Clyde College.

## Annex B

Highlighted below are the areas which the college and the Students' Association has agreed to jointly work on as part of the wider commitment to improving students overall experience:

- **Events**  
The college and GCCSA will support each other with student focused events. This includes things such as the use of space, resources or staff. Both parties will also support each other with the promotion of events. Students will be encouraged to come forward with ideas for their own events and the college and GCCSA will also do their utmost to support any ideas.
- **Health and Wellbeing**  
GCCSA and the college have a joint commitment to improving the health and wellbeing of our staff and the student body. Jointly we are taking part in the NUS Healthy Body Healthy Mind award scheme and GCCSA have representation on the staff Healthy Working Lives group. In addition, we have jointly created a student mental health partnership agreement. Together we aim to ensure that we have campaigns and events that help to spread awareness of these areas and also put structures in place to ensure that staff and students can get support.
- **Communication**  
GCCSA and the college will work together to improve communications channels and ensure that we can always get important messages out to staff and students.
- **Link between GCCSA and other departments/faculties**  
Together we aim to have strong links between all departments and faculties at the college and GCCSA. We wish to have a strong focus on Learning and Teaching which can only be achieved via strong relationships and partnership working.
- **Informal Engagement**  
GCCSA and the college will aim to engage continuously with students throughout their full learner journey at Glasgow Clyde College. This relates to but is not restricted to; taking on feedback, providing opportunities, creating awareness and providing support.

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## BOARD OF MANAGEMENT

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Date of Meeting	5 October 2018
Paper Title	Quality of Learning and Teaching
Agenda Item	18.78
Paper Number	18.78A
Responsible Officer	Eric Brownlie, Assistant Principal Quality and Performance
Status	
Action	For Discussion

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### 1. Report Purpose

The purpose of this discussion paper is to inform the Board of the key priorities to improve the quality of learning and teaching and to summarise the emerging themes for the college's Evaluative Report and Enhancement Plan (EREP).

### 2. Recommendations

The Board are asked to discuss the report.

### 3. Background

#### 3.1 Identify the top priorities for improving the quality of learning and teaching – these include:

- Development of a new learning, teaching and assessment strategy that is fully integrated with our digital learning transformation plans
- Strengthening our strategies for improving retention and attainment – focus on different groups (eg SIMD10, Care experienced); improving induction and fostering a sense of belonging; implementation of a Research and Development programme to build capacity and share practice
- Implementing a comprehensive Peer Review process for teaching staff – a voluntary and developmental model
- Strengthening our Career Long Professional Development framework (CLPD) – to include reinforced Progression review models; all unqualified staff undertaking L&T programmes; investment in more staff completing TQFE and equivalent qualifications
- Introducing a revised model of academic and pastoral guidance to support 'at risk' learners
- Developing an improved Admissions and Recruitment process - encouraging greater earlier attachment to the college; get the right learners on the appropriate programmes

### **3.2 Evaluative Report and Enhancement Plan (EREP)**

Update the Board on the emerging themes prior to the submission of this report to the SFC at the end of October.

### **4. Risk Analysis**

High quality learning and teaching, combined with strong and improving attainment levels, are a critical indicator for potential learners and external stakeholders and will affect the college's reputation and ability to recruit.

### **5. Legal Implications**

There are no specific legal implications.

### **6. Financial Implications**

Improving the quality of the learning and teaching experience will likely correlate in reducing early withdrawal numbers – with the outcome of increased credit funding and more positive attainment results.

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

The college has a wide range of regional targets to achieve – and this is increasingly being measured for different groups of learners (eg SIMD10, 16-19 year olds, school pupils and care experienced learners). Improving the overall quality of the learning experience will help to deliver against these measures.

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

N/A

**Board of Management**  
**Quality of Learning and Teaching**  
**October 2018**

**1.0 Priorities for improving the quality of learning and teaching**

One of the college's key Development Plan goals is to 'deliver exceptional learning opportunities' with the relentless aim to continue improving attainment and achievement for all learners. The high level priorities are highlighted below with the relevant enhancement themes linked to our Evaluative Report and Enhancement Plan (EREP).

	<b>Priorities</b>	<b>Enhancement Themes</b>
<b>1</b>	<b>Introduce a new Learning, Teaching and Assessment strategy that is fully integrated with our digital learning transformation plans</b>	<ul style="list-style-type: none"> <li>• integrated with our digital learning plans</li> <li>• staff and learners are digitally competent and confident to make best use of the technologies available</li> <li>• incorporating a focus on 'Career Ready' skills</li> </ul>
<b>2</b>	<b>Implement a comprehensive Peer Review process for teaching staff</b>	<ul style="list-style-type: none"> <li>• supportive and developmental process</li> <li>• focus on professional learning</li> <li>• opportunity for staff to learn from colleagues</li> <li>• sharing good practice</li> </ul>
<b>3</b>	<b>Strengthen our Career Long Professional Development framework (CLPD)</b>	<ul style="list-style-type: none"> <li>• reinforced Progression (probationary) review models</li> <li>• all unqualified staff undertaking L&amp;T programmes</li> <li>• investment in more staff completing TQFE and equivalent qualifications</li> <li>• implementation of a Research and Development programme to build L&amp;T capacity and share practice</li> <li>• systematic engagement with external stakeholders</li> </ul>
<b>4</b>	<b>Introduce a revised model of academic and pastoral guidance to support 'at risk' learners</b>	<ul style="list-style-type: none"> <li>• learner led process</li> <li>• earlier interventions and use of data</li> <li>• stronger link between curriculum and support teams</li> <li>• improved induction process</li> <li>• fostering a sense of belonging</li> </ul>
<b>5</b>	<b>Use learning analytics more effectively to understand and strengthen the learning and teaching experience</b>	<ul style="list-style-type: none"> <li>• focus on <i>evidence based</i> practice</li> <li>• provide targeted support for '<i>at risk</i>' learners</li> <li>• set stretching improvement and attainment targets based on live data</li> <li>• targeted strategies for improvement of specific groups of learners (SIMD10, 16-19, care experienced)</li> <li>• develop an improved Admissions and Recruitment process</li> </ul>



## 2.0 Evaluative Report 2017-18 and Enhancement Plan 2018-19

The college requires to submit its report by the end of October against the seven quality indicators highlighted below. Grades for each of the three high level principles will be published for the first time and a visit to measure progress against the enhancement plan will be carried out by Education Scotland and SFC. In formulating our report we must also take account of Regional Outcome Agreement priorities and progress against targets.

Quality Indicators	Internal Grades 2016-17
<b>3 Outcomes and Impact</b> How good are we at ensuring the best outcomes for all our learners? 3.1 - <i>Wellbeing, equality and inclusion</i> 3.2 - <i>Equity, attainment and achievement for all learners</i>	Good
<b>2 Delivery of learning and services to support learning</b> How good is the quality of the provision and services we deliver? 2.2 - <i>Curriculum</i> 2.3 - <i>Learning, teaching and assessment</i> 2.4 - <i>Services to support learning</i>	Good
<b>1 Leadership and quality culture</b> How good is our leadership and approach to improvement? 1.1 - <i>Governance and leadership of change</i> 1.4 - <i>Leadership of evaluation leading to improvement</i>	Good
<b>Capacity for Improvement?</b>	
<b>Grades – direct link between Outputs (3) and Inputs (2 and 1)</b>	

### 2.0 Grading

Six point scale; Excellent – Very Good – Good – Satisfactory – Weak - Unsatisfactory

<b>Excellent</b>	This aspect of the college's work is outstanding with excellent practice worthy of dissemination. The experiences and achievements of <b>all</b> learners are of a very high quality.
<b>Very Good</b>	There are major strengths in this aspect of the college's work. There are <i>very few areas for improvement</i> and any that do exist do not significantly diminish learners' experiences. An evaluation of very good represents a high standard of provision for <b>all</b> learners and is a standard that should be achievable by all.
<b>Good</b>	There are important strengths within the college's work, yet there remains <i>some</i> aspects which require improvement. The strengths have a significantly positive impact on almost all learners.

### 3.0 Evidence

College and ROA performance data will help shape the response to principle 3 (Outcomes and Impact). Interim high level PI data indicates positive trends in three of the four categories for 2017-18 results.

The table below summarises some of the high level themes emerging from the various evidence sources.

Strengths	Areas for Development
Improving high level PI trends for Full Time FE (62 to 66%) Improving Part Time FE results (69% to 70%) Strong Full Time HE results (remaining 74%) Breadth and depth of Portfolio Regional contribution (DYW, Foundation Apprenticeships) Staff skills and commitment to supporting learners Partnership working and links with industry Work related learning opportunities Learner satisfaction and feedback Learner engagement Feedback from stakeholders Resources and services to support learning Staff training and development opportunities	Reduction in Part Time HE results (82% to 72%) Performance trends on specific programmes Systematic target setting and rigorous analysis of performance data to inform improvement (Curriculum & Support) Sufficient focus on learning analytics and data monitoring leading to improvement Ability to fully evaluate and improve learning and teaching approaches Digitally competent and confident staff Scale and commitment to career Long Professional Learning (CLPL) Guidance model and early intervention strategies for 'at risk' learners Link between Support and Curriculum teams to support the learner experience Evaluation and Action planning leading to improvement (Support and Curriculum Learner and Stakeholder influence

### 4.0 Summary

The number of learners withdrawing or still not completing their courses successfully, and the other internal and external evidence sources, would indicate that college grades for 2017-18 would be judged as **GOOD** for each high level principle.

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**BOARD OF MANAGEMENT**

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Date of Meeting	5 October 2018
Paper Title	Capital Expenditure Report and Masterplan Update
Agenda Item	18.80
Paper Number	18.80A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Approval

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**1 REPORT PURPOSE**

- 1.1 This report provides an update on the capital masterplan for 2018/19 including expenditure to date since 1 April 2018.

**2 RECOMMENDATIONS**

- 2.1 The Board are requested to approve the updated capital masterplan for 2018/19.

**3 BACKGROUND**

- 3.1 The Glasgow Regional capital funding allocation for 2018/19 is £6.25Million and the allocation is for the fiscal year April to March.
- 3.2 GCRB allocated £5.57M of this total in June split as follows (and retained £681k at that stage):-

	Glasgow Clyde College	City of Glasgow College	Glasgow Kelvin College	Total
Life cycle maintenance	£906,569	£1,286,586	£566,342	£2,759,497
Very high priority maintenance (allocated at June)	£1,250,534	£0	£1,563,265	£2,813,799
Very high priority maintenance (not allocated at June)				£681,000
	£2,157,103	£1,286,586	£2,129,607	£6,254,296

- 3.3 Glasgow Clyde College submitted total projects for the use of very high priority maintenance funding totalling £1.925M to GCRB in June, however the allocation to the College remained at £1.251M and the top priority projects have been being progressed to this stage.
- 3.4 The capital expenditure from 1 April 2018 to 31 August 2018 is shown in the attached, which indicates expenditure against the latest capital masterplan as approved at the June Board of Management meeting and against updated plan. The top priority projects have been being progressed based on available funding from GCRB.
- 3.5 An update report was recently submitted to GCRB which indicated the College's updated estimates of its plans for 2018/19 are now £1.975M (i.e. projects 2, 2a, 3, 5, 6 and 7 of the attached plan) and this would utilise the remaining allocation of £681k above for very high priority items in the Region.
- 3.6 There was a GCRB Performance and Resources Committee on 26 September, which agreed a recommendation that the £681k remaining funding for 2018/19 capital for high priority items for the Region be allocated to Glasgow Clyde College. This was agreed by the Committee and has been passed forward to the GCRB Board who will consider it at its meeting on 29 October with the requirement that the funds are committed by March 2019 and spent by 31 July 2019. This timing of funding allocation is obviously challenging and the College will do what it can to meet these timescales whilst minimising disruption to students and staff. One of the projects is the Mary Stuart Building with 14 classrooms and this will be a particular challenge with the proposed timescale.

#### **4 RISK ANALYSIS**

- 4.1 There is a risk that if the capital masterplan is not achieved then the correct level of investment is not made to maintain a suitable educational experience for the students of Glasgow Clyde College.

#### **5 LEGAL IMPLICATIONS**

- 5.1 There are no specific legal implications associated with this capital expenditure update.

#### **6 FINANCIAL IMPLICATIONS**

- 6.1 The financial values of each of the capital masterplan projects are highlighted within the report.

**7 REGIONAL OUTCOME AGREEMENT IMPLICATIONS**

7.1 The Regional Outcome Agreement implications are that each of the Colleges in Glasgow needs to have a suitable, fit-for-purpose estate and this is being emphasised in the funding allocation discussions.

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

8.1 Not applicable.

# Glasgow Clyde College - Capital Masterplan

## Expenditure against plan 1st April 2018 to 31st August 2018 against 2018/19 Capital projects plan

Priority	Project Description - Capital Projects	Funded by	2018/19 Capital Projects Plan as approved at June Board of Management	2018/19 Capital Projects Plan update	2018/19 Capital Expenditure April 18 to August 18	Variance/ Balance remaining	Comments
Completed, retentions remaining	Landscaping and Horticulture Teaching Accommodation including glasshouses	Foundation Approved.	£58,873	£58,873	£11,986	£46,887	Permanent relocation of landscaping and horticulture teaching provision previously based at Langside's Woodburn campus, including glasshouses. Project completed October 2017. Foundation funded. Retentions remaining.
1	Large Scale Plant Upgrade/ Replacements from condition survey Part 1 - Cardonald Campus Lifts, Heating and Ventilation, Switchgear	Foundation Approved	£474,822	£474,822	£197,928	£276,894	Funding approved from Foundation for total three part large scale plant upgrade project at £2.75Million. Part of total bid (£600k) deferred to consider phase 2 of heating and ventilation works. Lifts project progressed from May 2017 and concluded August 2018. Phase 1 of heating and ventilation, and mechanical and electrical services completed in summer 2017. Retentions and lift lobby redecorations remaining.
2	Cardonald Campus Car Park Upgrade	SFC/GCRB very high priority works capital funding	£800,000	£800,000	£3,600	£796,400	Works being progressed on site. Due to complete by November 2018. Cardonald campus car park had significant drainage issues and was not fit for purpose. Three options were costed at business case and decided to go for medium option.
2a	Replacement Lighting at Cardonald Campus car park	SFC/GCRB very high priority works capital funding	£200,000	£50,000		£50,000	Lighting was inappropriate being an old installation which did not provide required coverage. Being replaced as part of overall car park project.
3	Changing rooms upgrade at Cardonald campus	SFC/GCRB very high priority works capital funding	£440,000	£440,000	£12,177	£427,823	Full refurbishment of the Sports changing rooms at the Cardonald campus. The previous facilities were not fit for purpose and did not support the College in providing a modern facility in which to offer an industry standard experience for users. The project will also improve the disabled changing facilities.
4	Summer Works - Annual Estimate	SFC/GCRB lifecycle maintenance capital funding allocation	£534,000	£534,000		£534,000	Lifecycle maintenance works which are ongoing. Projects undertaken on a prioritised basis following planning discussions with all faculties and units. Projects at design stage.
5	Boiler installation	SFC/GCRB very high priority works capital funding	£75,000	£125,000		£125,000	Replacement of boilers. Third boiler at Cardonald plus nursery boiler. Final estimate awaited.
N/A	Interactive Whiteboard replacement programme - Anniesland and Langside campuses	Revenue Funding	£311,000	£0		£0	Interactive whiteboards which were greater than 7 years old were replaced. This replacement has been ongoing since summer of 2017 and now final stages planned to be funded from revenue.
6	Redecoration/Flooring	SFC/GCRB very high priority works capital funding	£200,000	£240,000		£240,000	High priority redecoration and flooring required across the three campuses.
7	Mary Stuart Building Cladding Replacement	SFC/GCRB very high priority works capital funding	£210,000	£320,000		£320,000	Cladding panels replacement.
8	Migration to new Wi-Fi Solution	TBC. Possible SFC/GCRB lifecycle maintenance capital funding allocation	£200,000	£200,000		£200,000	Replacement Wi-Fi solution required as current provider is moving out of Wi-Fi market
9	Student Space Extension at Anniesland	TBC. Possible GCEF Bid	£300,000	£300,000		£300,000	Limited student space at Anniesland campus compared to the other two campuses. Design of possible option being completed.
10	Storage Area Network	TBC	£200,000	£200,000		£200,000	Replacement of current data storage solutions with an Enterprise class solution with advanced and optimised storage techniques which maximise performance and balance costs through effective and efficient use of tiered storage.
11	Resurface Sports Pitches	TBC	£40,000	£40,000		£40,000	Currently sports pitches at Langside and Anniesland can only be used for football. Review option for resurfacing to make them fit for multi sport pitches.
	<b>Capital projects sub-total</b>		<b>£4,043,695</b>	<b>£3,782,695</b>	<b>£225,691</b>	<b>£3,557,004</b>	