GLASGOW CLYDE COLLEGE

BOARD OF MANAGEMENT

Wednesday 12 December 2018
Seminar Room 4, Cardonald Campus

Board of Management

The Twenty Sixth Meeting of the Board of Management will be held on Wednesday 12th December in Seminar Room 4, Cardonald Campus.

AGENDA

18.83	Welcome and Apologies	D Newall
18.84	Declaration of Interests	D Newall
18.85	Determination of Other Business	D Newall

Minutes of Previous Meeting

18.86	Minute of the Board Meeting on 5th October 2018	P	D Newall
18.87	Matters Arising – Action Grid	P	D Newall
18.88	Minutes of Meetings	P	D Newall
	i. Audit Committee 4 October 2018	P	D Watt
	ii. Learning & Teaching	P	G McGuiness

Standing Items

18.89	Chair's Report	V	D Newall
18.90	Principal's Report	V	J Vincent
18.91	Student President's Report	P	K Gasiorowska

Items for Discussion

18.92	Estates Strategy update – Presentation at meeting by Gardiner & Theobald	P	J Thomson
18.93	Annual Report by Audit Committee to Board of Management	P	D Watt
18.94	Annual Financial Statements for year ending 31 July 2018	P	T Elliott
18.95	2017-18 Annual Audit Report from the External Auditor and Letter of Representation	P	T Elliott
18.96	Modern Slavery Statement 2017-18	P	T Elliott
18.97	College Vision, Mission, Strategy & Values	P	J Vincent
18.98	Regional Outcome Agreement Development update	P	B Hughes
18.99	Governance Update and Board Development Plan	P	Clerk
18.99a	Policy Updates for Approval - Draft Health and Safety Policy and Local Negotiation Policy		
18.100	Board Development event next steps	P	Clerk
18.101	College Risk Appetite	P	J Thomson
18.102	Capital Masterplan Update	P	J Thomson
18.103	Glasgow Clyde Education Foundation update	P	J Thomson
18.104	Cyber Resilience Update	P	B Hughes

GLASGOW CLYDE COLLEGE

Board of Management

Items for Noting

18.105	Financial Report year to October 18 and Forecast out-turn	P	T Elliott
18.106	Strategic Risk Register update	P	J Thomson
18.107	Credits Projection 18/19	P	B Hughes

Continual Improvement

18.108	Equalities Impact Assessment on Decisions Made	D Newall
18.109	Review of Papers (including Disclosable Status)	All
18.110	Any Other Business	D Newall

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

Board of Management

Date of Meeting	12th December 2018
Paper Title	GCCSA Report
Agenda Item	18.91
Paper Number	
Responsible Officer	Karolina Gasiorowska
Status	Disclosable
Action	For discussion

1. Report Purpose

The purpose of this report is to inform Board Members about achievement and goals, which GCCSA teamwork during the academic year 2017/18 and what that mean to the College.

1.1 Recommendations

GCCSA recommend that the committee NOTE the activity of the SA.

2. Background/Objective/Discussion/Proposal/

2.1 INTRODUCTION/ ENGAGEMENT GCCSA

GCCSA acts as a student voice within the college, and is focused on improving the overall student experience. Its goal is to continue to improve the student experience, and become a bigger voice within the college, truly representing students through effective consultation.

GCCSA has fully engaged with the student population of Glasgow Clyde College to ensure it meets the needs of its members.

3. Class Representatives

As previously, highlighted GCCSA have made significant changes this year to the Class Rep process from start to finish in order to improve the quality of feedback we receive back from students around Learning and Teaching and to ensure that we also close the loop by passing this feedback onto the correct areas. GCCSA are

committed to ensuring that all students have the opportunity to contribute and co create their college experience, with learning and teaching being at the very heart of this.

Class Rep Training:

Class Rep Training updates

- GCCSA have provided 16 training sessions across all three Campuses.
- 215 mainstream students trained
- 36 ESOL students trained (tailored sessions)
- 45 ASL students trained (tailored sessions)

Class Rep Training evaluation

- 99% of Class Reps who attended training stated that they felt able to participate fully in the session.

- 100% of Class Reps who attended stated they had an improved understanding of their role following the training.

- When asked how you would rate the trainers, 56% said outstanding, 42% said very good and 2% said good, 0% said fair or poor.

- 100% of those trained said they would recommend Class Rep training to others.

Class Rep Meetings:

The format of the Class Rep meetings were also changed slightly this year, the reason for this was to make better use of the short time we have with the students and to ensure that we were gathering quality feedback, which could be useful for GCCSA and the College. In order to cause minimal distribution to their own learning, we hold Class Rep meetings over lunchtimes across all the campuses.

The first class rep meeting GCCSA were focusing on the early impression.

GCCSA Class Represtatives Summary September 2018

Class Rep meetings

- 142 Class Reps attended meetings during October 2018 over 3 campuses. We were focused around learning and teaching and early impression.

- In addition to this we are providing separate focus groups to class reps, these are around Catering and Cleaning Feedback and Mental Health.

Class Rep meeting feedback

Feedback focused on Class Rep early college experiences:

- When asked if they felt they received their timetable enough in advance, 61% of those who answered said yes and 39% of those who answered said no.
- When asked does the content of the course match your expectations from the information provided, 93% of those who answered said yes.
- When asked if they felt their class initially had the opportunity to get to know each other, 78% of those who answered said yes.

According to we have our second Class Rep meetings of the year taking place next week, with a focus being on the :

- Virtual Learning Environment and gathering student feedback around this.
- Mental Health

4. School Pupil Class Reps:

GCCSA now linking in with Senior Phase Schools Programme to encourage school pupils to identify class reps from their college classes. This was part of ensuring that Glasgow Clyde's school

learners are having an authentic college experience. If implemented this project would allow for all schools curriculum classes have a voice through GCCSA.

Early November and we trained the new Class rep pupils.

Glasgow Clyde College is the first school who organised this for school pupils and we are very proud of our new achievement.

5. Smoking Shelters

GCCSA are working on the clean air Campaign. We created new survey which is going direct to the smokers. We did one last year but we want be up to date that way we will do another.

Clean Air Campus Survey 2018

1. Do you smoke?

   YES **NO** **VAPE**

   If you Vape would you like a separate area? **YES** **NO**

2. Do you use the smoking shelters?

   YES **NO**

   If no, why not? _____

3. What do you like about the facilities provided?

4. What would you like to see change?

   Seating **bins** **shelters size** **positions of shelters**

5. If we could create only one shelter with good facilities, would you use it?

   YES **NO**

6. Gender

   Male **Female** **Other**

7. What Campus do you study at? _____

8. Any other smoking comments

After the survey, we would like to make a proposal of what the students are looking for and how we can make the clean air campaign on place at GCC. GCCSA make the proposal at the end of January 2019 to the Estate Team.

6. Student space Anniesland Campus

Early November we have had a meeting with the architect and the Alan McGee who is the Estates team. We have seen the proposal of the Student Space, we accepted all the feedback. We really appreciated that the GCC worked very closely with GCCSA to make it happened.

7. HBHM Campaign

We are taking part in the HBHM award again for year 2018/19 and we hope to at minimum match if not improve on our two star award gained last year. We have a working group with staff from different departments feeding into this and we will report on progress going forward.

8. Mental Health Focus Groups

- Safe talk – Between September and October we trained class reps. GCCSA was organised in association with Mental Health Co-ordinator and his assistant to the Safe Talk training. This training was about making awareness about Suicide and Mental Health in general.

- Mental Health Workshops – 'Our Minds Matter' taking place before Christmas Break with over 60 class reps booked in across all three campuses

9. GCCSA CAMPAIGN October/November/December

- Hate Crime Awareness Week

All sabbatical promoted the Hate Crime Awareness Week, and Black History Month. We had a stall at each campus from 22-26 October. 185 sign the plague to show support. Compare to last year were was 111.Year by year we are doing some positive to awareness about diversity in GCC.

- Children in Need

We had some fantastic days fundraising for children in need; we held stalls selling pins and bands we raised over £367. We also held fancy dress competitions for lecturers and staff witch a judged by John Vincent, Janice Shand won with an amazing banana costume. Senior management also joined in the fun and supported wearing there children in need t-shirts.

- Eco Week & Clean Up

We ran a very successful fair week, with a selection of different stalls. We had a variety of information available for students and staff; we invited in some eco-friendly originations in to promote their vast range of products, ran games and competitions and had some smaller upcycled products. There was also movie nights on and love food hate waist came in to do a presentation. We have received very good feed abut on this event for all who attended and took part.

We also ran our clean up at the same time, this involved a litter pic at each campus. We had a lot of support from senior management, who got involved and went out litter picking with us. This was fantastic as this display helps remove the idea that “it’s not my job”. We will be caring on this campaign; our next litter pic is due to happen in March and will be a regional event with Glasgow City and Kelvin College. Each College will host litter pics on each of their campuses over one week. We will also be working with marketing on the promotion of this event and looking at using the nudge theory to help encourage students to get into good habits.

- Christmas Faire

We will be running our Christmas fairs the 11th until the 13th of December, this year we are going to be having a mix of student stalls and professional stalls.

Giving the students the opportunity to display their teamwork skills. We are also very excited about our very special guest.

Our next focus will be on LGBT month and refreshers after the Christmas break.

10. Elections

We have been working with the NUS to arrange the elections for next year's candidates. This will be taking place in March 2019. This is earlier in the year than previous years; bring us in line with the other college in the regen. We are hoping by making this change we will encourage higher engagement from students. We will also be having discussions with IT to see if we can resolve any voting system problems. This should also help with the voting poll figures. We will provide the board updates as this progresses.

BOARD OF MANAGMENT MEETING	
Date of Meeting	12th December 2018
Paper Title	Annual Report from Audit Committee to the Board of Management
Agenda Item	18.93
Paper Number	18.93A
Responsible Officer	D Watt, Chair of the Audit Committee
Status	Disclosable
Action	For Discussion

1 REPORT PURPOSE

This report provides the annual report from the Audit Committee to the Board of Management which is part of the financial year end process. A copy of the Report will be sent to the Scottish Funding Council along with the final financial statements.

2. RECOMMENDATION

The Board of Management are asked to Discuss the Annual Report from the Audit Committee.

3. BACKGROUND

3.1 The Audit Committee should report to the Board of Management, prior to the Board approving the College Financial Statements, to inform the Board of Management of the adequacy and effectiveness of the College's internal financial and management systems controls, and the arrangements for securing economy, efficiency and effectiveness. The Report from the Audit Committee to the Board of Management is attached.

3.2 The report summarises the business covered by the Audit Committee during the period of 1 August 2017 up until 28 November 2018, which was the final Committee prior to the financial statements being approved by the Board of Management.

4. RISK ANALYSIS

There are no specific risk implications in this paper.

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

It is a requirement of the Financial Memorandum that the Audit Committee provide an annual report to the governing body of the College.

6. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

BOARD OF MANAGEMENT

ANNUAL REPORT FROM THE AUDIT COMMITTEE

A Administrative Matters

The Audit Committee of Glasgow Clyde College met six times during the period from the start of the 2017/18 financial year up to the date of signing of the 2017/18 financial statements with meetings held in September and November 2017, and February, May, October and November of 2018.

B Remit and Membership of Committee

The remit of the Audit Committee, as approved by the Board of Management, is attached to this report. One of the points in the remit is reviewing the College's compliance with the Code of Good Governance for Scotland's Colleges and advising the Board of Management on this. As part of the remit, it states that the Committee shall satisfy itself that other Board committees provide assurance to the Board, as appropriate, on their governance related activities. A new assurance framework has been prepared to provide this and a copy of that framework is also attached to this report.

The membership of the Audit Committee for the period 1 August 2017 to the date of signing of the financial statements was as follows:

David Watt, Chair
Keith Rosser
Clare Walker
David Perez (to 15 June 2018)
Michael Payne (from 15 January 2018)
Fiona Robinson (from 17 August 2018)

C Internal Audit

The internal audit service for Glasgow Clyde College during the financial period 2017/18 was provided by Henderson Loggie. They were reappointed for a period of three years (extendable for a further twelve months) from 2017/18 following a tendering exercise.

For the financial period 1 August 2017 to 31 July 2018 there were six internal audit reports completed which were reports on the following areas:

- Curriculum;
- Student Support (Business Process Review);
- Estates Strategy / Capital Projects / Building Maintenance;
- Procurement and Creditors / Purchasing;
- Business Development and
- Data Protection Part 1 and 2.

Audit recommendations have been responded to and actions agreed as appropriate. Any remaining actions relating to previous internal audit recommendations have been included in the rolling audit action plan, which is reported to Committee on an ongoing basis to ensure all recommendations are fully implemented.

The Internal Audit Annual Report for 2017/18 was considered by the Audit Committee of Glasgow Clyde College at its meeting in November. Within the annual report, Henderson Loggie's opinion was that the College has adequate and effective arrangements for risk management, control and governance and that proper arrangements are in place to promote and secure value for money, with this opinion having been arrived at taking into consideration the work they have undertaken during 2017/18 and the previous year.

D External Audit

The external auditors of Glasgow Clyde College are Scott Moncrieff who were appointed by Audit Scotland for a five-year period from 2016/17 to 2020/21.

Scott Moncrieff outlined the scope of their audit in their external audit plan for the financial period ending 31 July 2018, which they presented to the Audit Committee at its meeting in May. The main elements of their work were summarised as a review of financial management, governance and transparency, financial sustainability, and value for money.

Following the conclusion of their external audit of the financial statements for 2017/18, Scott Moncrieff produced an External Audit Management Report to those charged with Governance (which is stated in that report as the Audit Committee) and the Auditor General for Scotland. Their report has been drawn up in accordance with the Code of Practice issued by Audit Scotland.

The external auditor's report as prepared by Scott Moncrieff covered the following areas:

i) Key Messages;
ii) Introduction;
iii) Annual Report and Financial Statements;
iv) Financial Management;
v) Financial Sustainability;
vi) Governance and Transparency; and
vii) Value for Money

In addition, the external audit report includes Appendices covering the Respective Responsibilities of the College and the Auditor, and an associated Action Plan with four recommendations (which are summarised below).

The relevant sections of the report and the detailed recommendations and management responses contained in the external audit report for the financial period 2017/18 were reviewed by the Audit Committee at its November meeting. Following discussion, some minor comments were made to be incorporated into the final version of the report prior to the Board of Management considering and approving the Financial Statements for 2017/18 at its meeting on 12th December 2018.

In their management letter for the period ended 31 July 2018 the external auditor was satisfied that the financial statements represent a true and fair view of the financial position of the College for the period ended 31 July 2018 and on the regularity of transactions. Their independent auditor's report within the financial statements indicates:

- an unqualified opinion on the financial statements;
- an unqualified opinion on the regularity of transactions; and
- an unqualified opinion on other prescribed matters.

The report also states that they are satisfied that there are no matters which they are required to report by exception. Scott Moncrieff also indicated that they received draft financial statements and supporting papers in line with their agreed audit timetable and stated that their thanks go at the Board meeting to all staff for their assistance throughout the audit.

Their report contained four recommendations which related to the following areas and to which the College has given management responses and timescales:-

i. Journals with no descriptions and controls;
ii. Annual declaration of interests returns;
iii. Employee contracts retention periods; and
iv. Long-term financial sustainability.

There was discussion at the Audit Committee in November on the point raised by the external auditor on the long-term financial sustainability of the College, which is based on the five-year forecast in the Financial Forecast Return (FFR) and the future deficit position. It was emphasised that this had already been highlighted by the Board following their discussion on the FFR. It was noted that the Board had already tasked the College's management with preparing a more detailed plan of how this would need to be addressed through a combination of seeking additional funding,

income growth, and planned cost reductions, although this would be very challenging particularly given that the vast majority of the College cost base is staff costs.

E Risk Management and Corporate Governance

The Audit Committee as part of its remit keeps under review the College's internal control and risk management systems and receives updates on Glasgow Clyde College's risk management processes. The College had in place for the financial period 2017/18 a risk management process with the College's Strategic Risk Register being reviewed at each Audit Committee meeting and reviewed quarterly at the full Board of Management meeting.

The Board of Management is committed to exhibiting best practice in all aspects of Corporate Governance. The Board will ensure that ongoing arrangements comply with the Code of Good Governance for Scotland's Colleges assisted by the Audit Committee in ensuring compliance.

An external review of the Board's effectiveness was completed by Polley Solutions in March 2017 and this concluded that the College meets its obligations under the Code of Good Governance for Scotland's Colleges and, in a number of areas, demonstrates high standards of governance.

An internal audit review was completed by Henderson Loggie on Corporate Governance in July 2017, which was a detailed desktop review against all the principles and provisions within the Code of Good Governance for Scotland's Colleges. Henderson Loggie concluded that there was satisfactory assurance in this area with seven recommendations made plus some improvement points. The Committee have noted the planned actions to address the points made and have been assured that none of these have a significant impact to the College compliance with the Code however the agreed actions are being implemented by the College within the agreed timescales.

F Value for Money

Glasgow Clyde College is committed to achieving public value from its available resources and this will underpin its ongoing decision-making and internal audit planning which will include some value for money review areas as appropriate. The Audit Committee relies on the professional judgement of the appointed Internal Audit firm to have completed a suitable level of internal audit value for money review activity in discussion with management.

G Going Concern

For the going concern assessment, the College needs to be viewed as being an entity which will continue in business for the foreseeable future. The responsibilities of those charged with governance include the going concern assessment, which is carried out by management and reviewed by auditors, and the foreseeable future is deemed to be twelve months from the date of signing the College's financial statements. The Committee is satisfied that the College is a going concern based on the 2017/18 financial statements following the external audit review of these financial statements.

H Conclusion

The Audit Committee is satisfied as to the adequacy and effectiveness of the Glasgow Clyde College's internal financial and management systems as reviewed by internal audit and external audit for the financial period 2017/18.

The Committee is also of the opinion that the Board of Management's responsibilities in terms of audit practice have been complied with.

The Committee is committed to best practice in Corporate Governance and to complying with the Code of Good Governance for Scotland's Colleges for which all material aspects are being complied.

BOARD OF MANAGEMENT

REMIT OF THE AUDIT COMMITTEE

These functions are delegated by the Board of Management to the Audit Committee

REMIT

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

INTERNAL CONTROL

Reviewing, and advising the Board of Management of the Internal Auditor and External Auditor's assessment of the effectiveness of the College's internal financial controls and internal control and risk management systems, including controls specifically to prevent or detect fraud or other irregularities as well as those for securing economy, efficiency and effectiveness and value for money.

Reviewing and advising the Board of Management on its compliance with corporate governance requirements including risk management practices and best practice guidance and compliance with the requirements of the Scottish Funding Council and the Financial Memorandum with the Glasgow Colleges Regional Board.

INTERNAL AUDIT

Advising the Board of Management on the selection, appointment or re-appointment and remuneration, or removal of the contracted out Internal Audit Service (IAS) provider.

Advising the Board of Management on the terms of reference for the IAS.

Reviewing the scope, efficiency and effectiveness of the work of internal audit, considering the adequacy of the resourcing of internal audit and advising the Board of Management on these matters.

Advising the Board of Management of the Audit committee's approval of the basis for and the results of the internal audit needs assessment.

Reviewing the IAS's monitoring of management action on the implementation of agreed recommendations reported in the internal audit reports and internal audit annual reports.

Considering salient issues arising from internal audit reports and management's responses and report to the Board on such matters.

Informing the Board of Management of the Audit Committee's approval of the internal audit service's annual report.

Ensuring establishment of appropriate performance measures and indicators to monitor the effectiveness of the IAS.

Securing and monitoring appropriate liaison and co-ordination between internal and external auditors.

Ensuring good communication between the Committee and the Lead of IAS.

Responding appropriately to notification of fraud or other improprieties received from the Lead of IAS or other persons. This will include use of the College Fraud Response Plan.

EXTERNAL AUDIT

(The College's external auditors shall be appointed by Audit Scotland)

Reviewing the External Audit Annual Plan.

To consider the fee parameters within the external audit plan.

Monitoring the integrity of the financial statements of the College and any formal announcements relating to the College's financial performance, reviewing significant financial reporting judgements contained in them, and from an audit perspective recommending them for approval to the Board

Reviewing the external auditor's annual Management Letter and monitoring management action on the implementation of the agreed recommendations.

Advising the Board of Management of salient issues arising from the external auditor's Management letter and other external audit reports and of management's response.

Reviewing the statement of Corporate Governance.

Holding discussions with the external auditors and ensuring their attendance at Audit Committee and Board of Management meetings as required.

Considering the objectives and scope of any non-statutory audit work undertaken or to be undertaken by the external auditor and advising the Board of Management of any potential conflict of interest.

Securing and monitoring appropriate liaison and co-ordination between external and internal audit.

VALUE FOR MONEY

Establishing and overseeing a review process for evaluating the effectiveness of the College's arrangements for securing the economical, efficient and effective management of the College's resources and the promotion of best practice and protocols and reporting to the Board of Management on such matters.

Ensuring there are appropriate processes in place in the College to deliver value for money.

Advising the Board of Management of action that it may wish to consider in the light of national value for money studies in the further education sector.

RISK MANAGEMENT

Reviewing the College's risk management arrangements and Risk Management Policy on an annual basis.

Reviewing the College Strategic Risk Register at least twice per year or as requested by the Chair of the Committee to ensure that the College's approach to managing risk is appropriate.

The Board of Management is responsible for the review and effectiveness of the College risk management arrangements and should form its own opinion despite these delegations to the Committee.

GOVERNANCE AND COMPLIANCE

Reviewing the College's compliance with the Code of Good Governance for Scotland's Colleges and advising the Board of Management on this. As part of this, the Committee shall satisfy itself that other Board committees provide

assurance to the Board, as appropriate, on their governance related activities. Producing an annual report for the Board of Management.

Advising the Board of Management of significant, relevant reports from the Scottish Funding Council and Audit Scotland and successor bodies and, where appropriate, management's response to these. Reviewing reported cases of impropriety to establish whether they have been appropriately handled.

Act in accordance with the whistle blowing policy.

Undertake a regular self-evaluation of the Committee.

Meet in private with the internal and external auditors at least once annually.

Liaise as appropriate with the Finance and Resources Committee.

MEMBERSHIP

The membership of the Committee is six Board members, of which one will provide the role of Chair of the Committee and one will act as Vice Chair if elected. The Chair is elected by the Board of Management and the Vice Chair is elected by the Committee. There should be no overlap of Board members with the Finance and Resources Committee. The Chair of the Board should not be a member of the Audit Committee although he/she can attend as an observer.

The membership should include a qualified accountant and if no member of the Committee is a qualified accountant then arrangements should be made for co-option. A staff member of the Board can be a member of the Audit Committee provided they do not have executive authority within the College which is taken as being the College Management Team level. The Board reviews the membership every four years.

The Principal, Vice Principal Resources and College Development and the Assistant Principal Finance and Infrastructure attend the Committee as advisors. The Committee meets at least four times per year.

QUORUM

The quorum set by the Committee is three members.

Assurance Framework for the Audit Committee

As part of the remit of the Audit Committee it states that it has the following function delegated to it:

Reviewing the College's compliance with the Code of Good Governance for Scotland's Colleges and advising the Board of Management on this. As part of this, the Committee shall satisfy itself that other Board committees provide assurance to the Board, as appropriate, on their governance related activities**.**

The purpose of this paper is to provide an assurance framework for the Audit Committee covering the work of the Committees other than Audit during the year 2017/18 and therefore to provide corporate governance assurance to the Board in the specific areas of each Committee and in line with their remits. A copy of the remit of each Committee is included at the end of this assurance framework report.

There are six Committees of the College including the Audit Committee and the six Committees are as listed below with their Chairs:

Audit Committee – Chair, David Watt
Learning and Teaching Committee – Chair, Gordon McGuinness
Organisational Development Committee – Chair, Sandra Heidinger
Finance and Resources Committee – Chair, Robert Fraser
Remuneration Committee – Chair, Sandra Heidinger
Nominations Committee – Chair, David Newall

The minutes of each of these Committee meetings is submitted to the Board of Management as soon as possible after the Committee meeting and the Chair of the respective Committee presents them to the Board and highlights the main points discussed.

This assurance paper considers below the work of each of these Committees in turn during the year and the papers presented to each of them relating to College governance as prepared by members of the College's staff usually the Senior Leadership Team.

A. Learning and Teaching Committee

The Learning and Teaching Committee met three times during the financial year 2017/18 with meetings in November, February and May. The reports as presented to these meetings have been grouped under five key governance areas of the remit of the Learning and Teaching Committee as follows to assure that the Committee is meeting its range of College governance controls:

1) Monitor the Achievement of the College Portfolio and Credits Target

Student Activity Data Audit 2016/17 (November)
2017/18 Credit Projections/Enrolment Update (November)
Regional Outcome Agreement 17/18 Update (November)
January 2018 Programmes update (February)
Learning & Teaching Portfolio 2018-19 (February)
Progress on Credits 2017/18 (May)
GCC Applications 2018/19 (May)
Regional Outcome Agreement final 2018/19 (May)

2) Monitor and Advise on College Performance Indicators, Self-Evaluation Outcomes and Quality and Development of Learning and Teaching Assessment

Evaluative Report and Enhancement Plan (November)
SFC College Leaver Destinations 15/16 (November)
External Verification Annual Summary 2016-17 (November)
SFC 2016/17 Performance Indicators Report (February)
Update on Quality Arrangements – HMIE (May)
Quality of Learning and Teaching Student Experience Presentation (May)
2016/17 Key Performance Indicators Analysis for College compared to sector (May)

3) Consider cross-College activities that impact on Learning and Teaching

Community Planning update (November)
Apprenticeships update (November)
Complaints Annual Summary 2016-17 (November)
Professional Development for Teaching Staff (February)
E-Learning and Presentation (February)
Developing the Young Workforce / Foundation Apprenticeships (May)
Articulation Update & Associate Students (May)

4) Receive reports from Student Board members relevant to the experience of learning and teaching from the student body

Student Member Update (November)
Student Satisfaction survey 2016/17 (November)
Student President Report – (February)
Student President Report – Annual Report (May)
Student Satisfaction survey 2017 - SFC format (February)

5) General Learning and Teaching Committee Governance matters

Remit of Committee (November)
Remit of Committee (February)

B. Organisational Development Committee

The Organisational Development Committee met three times during the financial year 2017/18 with meetings in November, February and May. The reports as presented to these meetings have been grouped under eight key governance areas of the remit of the Organisational Development Committee as follows to assure that the Committee is meeting its range of College governance controls:

1) **Consider policy and strategy in relation to staff governance, including equality and diversity, human resources, staff wellbeing and health and safety matters**

Assistant Principal HR Report (November 2017)
Equality and Diversity Report (November 2017)
Assistant Principal HR Report (January 2018)
Assistant Principal HR Report (May 2018)

2) **Determine the parameters within which the remuneration and conditions of service of all employees are set. This excludes the Principal and Senior Management and decisions for staff which are made through national bargaining**

There were no specific reports during the year relating to setting of terms and conditions of service as any updates for all staff related to national bargaining and were reported under the Assistant Principal HR report to each meeting (as listed under 1 above).

3) **Formulate the Board's People Strategy and monitor this to ensure targets are met**

Learning and Development Report (November 2017)
Mental Health Report (November 2017)
Staffing Profile (November 2017)
Scottish Funding Council Annual Staffing Return (January 2018)

4) **Monitor compliance with relevant legislative or professional requirements relating to the employment of staff**

Health and Safety Report (November 2017)
Health and Safety Report (January 2018)
Health and Safety Report (May 2018)

5) **Receive reports of meetings of the Joint Consultation and Negotiation Committees**

Note of Support and Teaching JCNC Meetings (November 2017)
Note of Support and Teaching JCNC Meetings (January 2018)
Note of Support and Teaching JCNC Meetings (May 2018)

6) **Review staff engagement**

Staff Engagement Survey Report (November 2017)
Also updates given at the Committee meetings on staff engagement within the Assistant Principal HR's report (included under 1 above) which is presented each time with a summary of progress on items

7) **Consider how HR and OD related targets are monitored and reported upon**

KPI Report (November 2017)
Absence Report February to April 2017 (November 2017)
Absence Report August 2016 to July 2017 (November 2017)
OD Key Performance Indicators (January 2018)
Attendance Management Report (January 2018)
Attendance Management Report (May 2018)
KPI Quarterly Statistics (May 2018)

8) **General Organisational Development Governance Matters**

Remit of Committee (November 2017)
Remit of Committee (January 2018)
Finalised Remit of Organisational Development Committee *minor amendment* (May 2018)

C. Finance and Resources Committee

The Finance and Resources Committee met three times during the financial year 2017/18 with meetings in October, November, and May and with a forth meeting scheduled for February which had to be cancelled due to adverse weather although the papers were prepared and circulated. The reports as presented to these meetings have been grouped under six key governance areas of the remit of the Finance and Resources Committee as follows to assure that Committee is meeting its range of College governance controls:

1) **To ensure the maintenance of a robust long-term financial strategy**

College Strategic Risk Register – Financial Risks (October 2017)
College Strategic Risk Register – Financial Risks (November 2017)
Financial Scenario Planning - Presentation (February 2018)
College Strategic Risk Register – Financial Risks (February 2018)
Draft Five Year Financial Plan 2018-2023 (May 2018)
Draft Revenue Budget for 2018/19 (May 2018)
Procurement Strategy and Policy Update (May 2018)
College Strategic Risk Register – Financial Risks (May 2018)

2) **To ensure the capital masterplan is aligned with the College's Estates Strategy**

Estates Update (October 2017)
Essential Estates Improvement Works (November 2017)
Estates Update (November 2017)
Estates Update (February 2018)
Estates Update (May 2018)

3) **To monitor financial performance on a regular basis**

Draft Primary Financial Statements (October 2017)
2017/18 Cash Flow Forecast (October 2017)
Procurement Update (October 2017)
Draft Financial Statements for year ending 31 July 2017 (November 2017)
Financial Report - Year to Oct & Forecast to July 2018 including Cash Flow (November 2017)
Procurement Update (November 2017)
Financial Report to January & Forecast to July 2018 including Cash Flow (February 2018)
Procurement Update (February 2018)
Financial Report to April 18 & Forecast to July 2018 including Cash Flow (May 2018)
Procurement Update (May 2018)

4) **To review the performance against target of commercial activities**

Commercial & External Funding Update (October 2017)
Commercial & External Funding Update (November 2017)
Commercial & External Funding Update (February 2018)
Commercial & External Funding Update (May 2018)

5) **To monitor expenditure against the agreed capital masterplan**

Capital Expenditure & Masterplan Update (October 2017)
Capital Expenditure & Masterplan Update (November 2017)
Capital Expenditure & Masterplan Update (February 2018)
Capital Expenditure & Masterplan Update (May 2018)

6) **Other Committee Governance Related Activities**

Glasgow Clyde Education Foundation Update (October 2017)
Audit Scotland Overview of Colleges 2017 (October 2017)
Remit of Committee (November 2017)
SFC Indicative Funding Allocation and Model for 2018/19 (February 2018)
Glasgow Clyde Education Foundation Update (February 2018)
Glasgow Clyde Education Foundation Update (May 2018)

D. Remuneration Committee

The Remuneration Committee met once during the financial period 2017/18 to fulfil its remit and the Audit Chair is a member of this Committee as is the Chair of the Board along with the other three Committee Chairs.

The Remuneration Committee determines the College's Senior Management Pay Policy including at Principal's level, and reviews that policy annually recommending any changes to the Board.

Its remit includes:

To ensure a clear process is in place to set and agree personal performance measures for the Principal and the other members of the Senior Management Team. In assessing the performance of the Principal, views will be sought from the staff and student communities.

To advise the Board on the terms of any severance schemes made available to staff or the terms of any individual settlement agreements if required.

E. Nominations Committee

The Nominations Committee met once during the financial period 2017/18 to fulfil its remit. The main purpose of the Committee is to be responsible for selecting and nominating candidates for the approval of GCRB to fill any vacancies which arise from time to time in the membership of the Board of Management. This Committee will therefore met as frequently as is necessary depending upon the Board member vacancies in the year.

Appendix A – Remits of Other College Committees

LEARNING AND TEACHING COMMITTEE

These functions are delegated by the Board of Management to the Learning and Teaching Committee.

Remit of Committee

To provide assurance to the Board that all activities related to achieving excellence in learning, teaching and assessment are effective and support the overall strategic direction of the College.

To fulfil this function the Learning and Teaching Committee will:

Be kept appraised of those aspects of the external and internal environments that affect the portfolio and learning experience of our students and how the College proposes to respond;

Monitor the College's achievement of its portfolio target and oversee relevant external reporting;

Monitor and advise on College performance indicators, self- evaluation outcomes, benchmarking and external verification feedback;

Be kept appraised of proposed improvements to the learning experience of our students and offer constructive challenge;

Consider cross-College activities that impact on learning and teaching such as overall approach to learning and teaching, eLearning, community learning, additional support for learning To be kept appraised of opportunities and uptake of staff training and development and the contribution it makes to improving learning and teaching;

Consider the cross-college activities that impact on quality and development of learning, teaching and assessment throughout the college;

Receive reports from Student Board Members and representatives from the student body relevant to their experience of learning and teaching;

Where required take appropriate action in all matters pertaining to student affairs, including welfare and discipline and student appeals;

Make recommendations to the Board on major policy matters but have devolved powers to deal with time urgent matters, seeking the Chairman of the Board's approval where appropriate; and

Consider and act on any other information it deems appropriate in the conduct of its business.

MEMBERSHIP

The membership of the Committee is a minimum of six members of the Board of Management, of which one will be the Student Member plus the Principal and staff representative. The Committee should be chaired by a Board Member, other than the Chairman of the Board. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. The Board reviews the membership every four years. The Vice Principal, Curriculum and External Relations, the Assistant Principal for Student Experience, the Assistant Principal for Quality and Performance, the Secretary to the Board and from time-to-time a representative from the Curriculum Assistant Principals attend the Committee as advisers. The Committee meets three times per year.

QUORUM

The quorum set by the Committee is three members.

ORGANISATIONAL DEVELOPMENT COMMITTEE

These functions are delegated by the Board of Management to the Organisational Development Committee.

Remit of Committee

To consider policy and strategy in relation to staff governance including equality and diversity, human resources, staff well-being and health and safety matters.

To fulfil this function the Organisational Development Committee will:

Determine the parameters within which the remuneration and conditions of service of all employees are set. This excludes the Principal and Senior Management and decisions for other staff made through national bargaining;

Formulate the Board's People Strategy and monitor this to ensure targets are being met;

Monitor compliance with relevant legislative or professional requirements relating to the employment of staff;

Receive reports of meetings of the Joint Consultation and Negotiation Committees and to consider any matters arising which may require to be raised at Board level;

Review staff engagement. Consider how Human Resources and Organisational Development targets and Key Performance Indicators, including those contained within the College Development Plan and the balanced scorecard are monitored and reported upon; and

Make recommendations to the Board on major policy matters but with devolved powers to deal with time urgent matters seeking the Chair of the Board's approval where appropriate.

MEMBERSHIP

The membership of the Committee is a minimum of six members of the Board of Management, one of whom will be the Principal and Chief Executive. The committee shall be chaired by a Board member other than the Chair of the Board. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. The Board reviews membership every four years.

The Secretary to the Board, the Assistant Principal Human Resources, Head of Human Resources, and the Organisational Development Manager attend the Committee as advisors. The Committee meets three times per year.

QUORUM

The quorum set by the Committee is three members.

FINANCE AND RESOURCES COMMITTEE

These functions are delegated by the Board of Management to the Finance and Resources Committee.

Remit of Committee

Having regard to the need for financial stability of the College:

- To ensure the maintenance of a robust long-term financial strategy
- To ensure the capital masterplan is aligned with the College's estates strategy
- To monitor financial performance on a regular basis
- To review the performance against target of commercial activities
- To monitor expenditure against the agreed capital masterplan

To fulfil this function the Committee will make recommendations to the Board of Management on:

- the annual revenue budget
- the financial statements
- capital expenditure and the capital masterplan
- the estates strategy
- financial policies
- any other issues relating to the management of finance and physical resources

The Finance and Resources Committee will liaise as appropriate with the Audit Committee, Board of Management and all other Committees

MEMBERSHIP

The membership of the Committee is six Board members including the Principal, with one of the Board members providing the role of Chair of the Committee, and one to act as Vice Chair as elected. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. There should be no overlap of Board members with membership of the Audit Committee. The Board reviews the membership every four years.

The Vice Principal, Resources and College Development and the Assistant Principal Finance and Infrastructure attend the Committee as advisers. The Committee meets four times per year.

QUORUM

The quorum set by the Committee is three members.

REMUNERATION COMMITTEE

These functions are delegated by the Board of Management to the Remuneration Committee.

Remit of Committee

To be responsible for reviewing and determining the salary and terms and conditions of appointment of all Senior Management including the Principal and Chief Executive within an agreed funding envelope. To adopt and maintain a process consistent with the Code of Good Governance and to be responsible for ensuring that process is followed.

To fulfil this function the Committee's role will be:

To formulate the College's Senior Management Pay Policy including at Principal's level, and review that policy annually recommending any changes to the Board.

To report back to the Board on decisions made by the Remuneration Committee with enough detail to assure the Board that the Senior Management Pay Policy has been followed.

To ensure a clear process is in place to set and agree personal performance measures for the Principal and the other members of the Senior Management Team. In assessing the performance of the Principal, views will be sought from the staff and student communities.

To advise the Board on the terms of any severance schemes made available to staff or the terms of any individual settlement agreements if required.

MEMBERSHIP

The membership of the Committee is the Chair of the Board and four other members excluding the Principal and the staff and student representatives. The four other members will be the Chairs of the Audit, Finance and Resources, Learning and Teaching and Organisational Development Committees. The Vice Chair of the Board shall be the Chair of this Committee. The Chair of the Board must not be the Chair of the Committee. If there are vacancies, due to the ineligibility of a Committee Chair to take up membership, the Board will appoint a replacement member. The Committee shall meet twice per year.

QUORUM

The quorum set by the Committee is three members.

NOMINATIONS COMMITTEE

These functions are delegated by the Board of Management to the Nominations Committee.

Remit of Committee

1. To be responsible for selecting and nominating candidates for the approval of GCRB to fill any vacancies which arise from time to time in the membership of the Board of Management. To follow the recruitment procedure in accordance with Ministerial Guidance to College Boards and to take cognisance of equality and diversity in seeking candidates with a variety of backgrounds and skills or experience.

   The process will include interviewing, assessing against specified criteria set by the Committee and recommending candidates to GCRB for membership of the Board of Management.

   Note that in respect of the selection and appointment of the Chair of the Board of Management or the Principal there will be a separate procedure governed through GCRB and would be subject to separate reporting to the Board of Management;

2. To make recommendations to the Board of Management on the chairing of Committees of the Board;

3. To give full consideration to succession planning for members of the Board, taking into account the challenges and opportunities which face the College; and

4. To have regard to the desire of the Board to have a diverse membership reflecting the communities which it serves.

MEETINGS

1. The Nominations Committee will meet formally once each year in February or March and otherwise as required.

2. The business of the Nominations Committee shall be reported to the next available Board of Management meeting.

MEMBERSHIP

1. The membership of the Committee is five members of the Board of Management. The Committee will be chaired by the Chair of the Board of Management. The Board may appoint a Vice Chair of the Committee having regard to succession.

2. The Clerk to the Board, Assistant Principal of Organisational Development and the Head of HR may attend the Committee as appropriate.

3. The Appointments Panel will comprise two members of the Nominations Committee and an Independent Person to be appointed for that purpose in accordance with Ministerial Guidance.

4. By invitation of the Chair external advisers may attend to provide specialist advice and information to assist the Committee in its deliberations. Individuals attending on this basis may not vote on any decision made by the Committee.

QUORUM

1. The Quorum set by the Committee is three members.

BOARD OF MANAGEMENT MEETING	
Date of Meeting	12 December 2018
Paper Title	Modern Slavery and Human Trafficking Statement 2017/18
Agenda Item	18.96
Papers	18.96A
Responsible Officer	Tracy Elliott, Assistant Principal: Finance and Infrastructure
Status	Disclosable
Action	For approval

1. REPORT PURPOSE

1.1 The purpose of this paper is to submit to the Board of Management for approval the Modern Slavery and Human Trafficking Statement 2017/18.

2. BACKGROUND

2.1 Under the Modern Slavery Act 2015 the College is required to publish a Modern Slavery and Human Trafficking Statement on an annual basis. This statement requires the approval of the Board of Management. The 2016/17 statement was published earlier in 2018 and there have been no changes to the statement for 2017/18.

2.2 Members are invited to approve the 2017/18 Modern Slavery and Human Trafficking Statement which is attached to this paper. Once approved this statement will be published on the College website in order to align with the timescales outlined in the related guidance.

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

2017/18 Financial Year

Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain.

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

GLASGOW CLYDE COLLEGE

BOARD MEETING	
Date of Meeting	12 DECEMBER 2018
Paper Title	COLLEGE VISION, MISSION, STRATEGY AND VALUES
Agenda Item	18.97
Paper Number	
Responsible Officer	PRINCIPAL AND CHIEF EXECUTIVE
Status	DISCLOSABLE
Action	FOR DECISION

1 EXECUTIVE SUMMARY

1.1 This report proposes that during the remainder of the 2018/19 academic year that the College develops a new Vision, Mission, Strategic Plan and Values. The aforementioned developments, once approved by the Board of Management, would replace Clyde Connects, the College development plan for the period 2016-2020.

2 INTRODUCTION

2.1 The College's Vision, Mission, Values and strategic priorities are articulated in the Clyde Connects Development Plan which covers the period 2016-2020. This Plan has provided the College with a firm foundation on which to pursue numerous enhancements to the services provided to our stakeholders and improvements to operational efficiency and effectiveness. However, the College and its external environment have changed significantly since the agreement of the Plan and its contents no longer encapsulates the strategic imperatives that are necessary to reposition the College in the medium to long term.

2.2 At the Board of Management development event in October a discussion took place regarding the current Development Plan's validity and currency and the Principal was request to bring back to the Board of Management a proposal of the development of a replacement.

3 COLLEGE VISION AND MISSION

3.1 The College Vision land Mission Statements were agreed at the time of merger in 2013. It is evident from discussions with members of staff that these statements have not been adequately promoted within the organisation and thus do no form the binding narrative to guide colleagues' activities. Therefore, it is timely for the Board of Management to undertake a review of these statements prior to the development of a new College Strategic Plan.

4 COLLEGE VALUES

4.1 The Values of the College should provide the moral compass of the organisation, guiding behaviour expectations and decision-making on a daily basis. It is evident that the existing Values do not fulfil this role and members of staff have low recognition of them. The Board of Management is encouraged to lead a review of the College's Values and agree any revisions.

5 COLLEGE STRATEGIC PLAN

5.1 The College's Development Plan, while of significant worth, when implemented in 2016 no longer provides a clearly articulated strategy to see the College thrive in the face of the challenges it faces or capitalise on the opportunities available to it. In addition, it is clear that the strategic priorities contained in the Development Plan no longer provide College staff with a clear sense of direction or purpose.

5.2 Therefore, it is proposed that once the Board of Management has confirmed the Vision, Mission and Values of the College, a new strategic plan is developed.

6 STAKEHOLDER ENGAGEMENT

6.1 Critical to the aforementioned developments takin place is significant internal and external stakeholder engagement to provide the Board of Management with comprehensive feedback to guide its decision-making. It is also imperative that internal stakeholders (both staff and students) are encouraged to be proactive co-creators of these critical strategic instruments. Consequently, as a key feature of the schedule of development will be a programme of stakeholder engagement as the Vision, Mission, Values and strategic plan are developed and ultimately launched.

7 SCHEDULE OF DEVELOPMENT

7.1 It is proposed that during Spring 2019 term that the Senior Leadership Team undertake developmental work and stakeholder engagement on a revised Vision, Mission and Values. The outcomes of this work to be presented to the Board of Management for consideration at an Extra-Ordinary development event in March 2019 and greed at the Board of Management meeting on 20 March 2019.

7.2 In the summer 2019 term the senior Leadership Team to undertake development work and stakeholder engagement on a new strategic plan. The Board of Management may wish to establish a working group of its members to advise and oversee the work of the Senior Leadership Team. At the Board of Management meeting on 12 June 2019, a draft strategic plan will be presented for consideration. Thereafter further development and engagement activity will be undertaken with a final version of the new strategic plan being presented to the Board of Management for approval in the autumn 2019 term.

8 RISK ANALYSIS

8.1 There are no risks associated with the redevelopment of the College's Vision, Mission, Values and Strategic Plan.

9 LEGAL AND FINANCIAL IMPLICATIONS

N/A

10 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

The content of the new Strategic Plan will ensure effective alignment of College Strategy and resources to meet the needs of our local communities and the priorities articulated by Glasgow Colleges Regional Board.

11 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

N/A

12 RECOMMENDATIONS

The Board of Management are requested to approve the following recommendations:

i Development work and stakeholder engagement activity is undertaken by the Senior Leadership Team to revise the College Vision, Mission and Values.

ii Development work and stakeholder engagement activity is undertaken by the Senior leadership Team to develop a new College Strategic Plan.

iii The Board of Management agrees to establish a working group of its members to advise and oversee the development of the new Strategic Plan.

iv The Board of Management agrees to hold an extra-ordinary development event in March 2019 to consider the emerging Vision, Mission and Values.

v The Board of Management agree the schedule of development outlined in section 7 of this report.

Jon Vincent
Principal and Chief Executive

BOARD MEETING	
Date of Meeting	12 December 2018
Paper Title	Regional Outcome Agreement Development Update
Agenda Item	18.98
Paper Number	
Responsible Officer	B Hughes; Vice Principal Curriculum and External Relations
Status	Disclosable
Action	For **Discussion**

1. Report Purpose

This paper provides members with an update on the development of the Regional Outcome Agreement [ROA] for 2019/20 to 2021/22.

2. Recommendations

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

3. Background

On 18 October 2018, SFC published its guidance on the development of Regional Outcome Agreements for the period 2019/20 to 2021/22.

The link to that document is at:-

http://www.sfc.ac.uk/web/FILES/guidance_sfcgd222018/SFCGD222018_College_Outcome_Agreement_Guidance_2019-20.pdf

Annex 1 sets out the timeframe for the development of the 19/20 to 21/22 ROA.

The guidance document sets out the SFC's expectation of how colleges (college regions) will address the many priorities of the Scottish Government and requires colleges to provide a range of targets which relate to these priorities across the years 19/20 to 21/22. Work has begun within the region to provide a first draft of these targets.

In 2018/19, for the first time, colleges were required to complete a template which identifies 106 targets, a subset of which are detailed in the ROA, with the template itself provided as an Annex. Last year the Board considered and approved a number of these targets across 2018/19 to 2020/21.

In rolling the targets forward across the years 19/20 to 21/22 we have an opportunity to reflect on the targets previously agreed for the years 19/20 and 20/21. Looking at our actual performance in a number of key areas for the year 17/18 it may be that we would wish to recalibrate some targets moving forward.

Annex 2 contains details on some of the proposed modifications. Board members are asked to discuss the broad implications of adjusting these targets. More detail will be provided at a future meeting after comments from GCRB and SFC.

4. Risk Analysis

There are no specific risks associated with the development of the ROA.

5. Legal Implications

There are no specific legal implications relating to this paper.

6. Financial Implications

The only target within the ROA for which there is a financial implication is the failure to achieve the agreed Credit target..

7. Regional Outcome Agreement Implications

The ROA sets out the agreement between the GCRB and the Scottish Funding Council, which identifies the activities that GCRB, and its assigned colleges, will undertake for a specified amount of funding. The ROA also commits the assigned colleges to specific targets and outputs.

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

N/A

Board of Management: ROA Update Annex 1.

Timeline for production of 2019/20 to 2021/22 ROA

Outcome Agreement AY 2019-20 timeline Activity	**Deadline**
Guidance updated and published	October 2018
2017-18 Evaluative Report and Enhancement Plan submitted	31 October 2018
SFC Board review progress with 2017-18 Outcome Agreements	6 December 2018
Well-developed draft Outcome Agreement submitted	By 10 December 2018
Feedback on draft Outcome Agreement	by 31 January 2019
SFC Board review progress with OA commitments and agree indicative funding allocations for AY 2019-20	30 January 2019
2019-20 Indicative funding allocations announced	February 2019
2019-20 Final funding allocations announced	May 2019
Final Outcome Agreement submitted	by 30 April 2019
Publication of Outcome Agreements	June 2019

Annex 2 : College targets within ROA to consider modifying.

For each target below, the ROA for 2018/19 set out targets across the years 2018/19 to 2020/21. The modifications below would apply across the years 2019/20 to 2021/22

Target	Volume of Credits delivered to learners aged 16-19
Reduce the number of credits to this age group across the years. The demographic information available to us suggests a decline in the number of young people in this age group across the years and a continued pattern of staying on at school for the 16-18 year olds in particular.	

Target	Volume of Credits delivered to learners aged 20-24
Increase the volume of credits for this age group in line with general redistribution of credits from the 176-19 year olds	

Target	Volume of Credits delivered to learners in the most deprived 10% postcode areas
Continue to grow the proportion of credits delivered to this group however decrease the rate of growth across the 3-year period. Actual figure for 17/18 indicates that 29.8% of our credits were delivered to this group. Originally the target increased that to 34% by 2020/21. This may be over ambitious and difficult to achieve. A figure of around 31.5% may be more achievable.	

Target	Volume of Credits delivered to students with a known disability
Our original targets across 2019/20 to 2020/21 suggested that by 20/21, 18.5% of our credit activity would be delivered to individuals with a known disability. Our Actual figure for 17/18 achieved 23,929 credits or 18.4% (up from 17.1% in 16/17). Suggest that by 21/22 we increase our target to 18.9% of activity to this group.	

Target	Volume of Credits delivered to learners enrolled on STEM courses
In 17/18 our delivery of credits in this category was 31,917 or 24.5% of our activity. The original target for 20/21 would have seen this grow to 30% of our activity. This may be over ambitious in that time-frame. A figure of circa 28% by 21/22 (35,500 credits) may be more realistic	

Target	The total number of Care Experienced FT FE enrolled students for recognised qualifications
In 15/16 the actual number of FT FE care experienced learners was 43 and this increased in 16/17 to 52. By 17/18 however this figure had risen to 111. Our original targets proposed growing this number to 70 students however in the light of the 17/18 figure we should look to increase that to at least 125 by 21/22	

Target	The total number of Care Experienced FT HE enrolled students for recognised qualifications
In a similar manner to the category above, our FT HE care experienced students has grown from 15 in the year 15/16 to 51 in 17/18. Our original target for 20/21 was set at 30 students but in the light of the 17/18 figure this should be increased to at least 62 students by 21/22	

Target	Attainment targets for FE FT / FE PT / HE FT and HE PT			
Our movement in these targets between 16/17 and 17/18 was as follows				
	FE FT	FE PT	HE FT	HE PT
16/17	62.1%	68.8%	73.8%	82.3%
17/18	66.1%	72.3%	74.8%	77.5%
Targets for 20/21 were set at raising each as follows				
FE FT	FE PT	HE FT	HE PT	
70%	75%	77%	86%	
It is proposed to continue to increase these so that by 21/22 they would be as follows				
FE FT	FE PT	HE FT	HE PT	
72%	76%	78%	86.2%	

GLASGOW CLYDE COLLEGE

BOARD OF MANAGEMENT MEETING	
Date of Meeting	12 DECEMBER 2018
Paper Title	GOVERNANCE UPDATE
Agenda Item	18.99, 18.99 1A, 1B
Responsible Officer	GLENN HERITAGE
Status	DISCLOSABLE
Action	FOR DISCUSSION / DECISION

1. INTRODUCTION

1.1 This report provides an update on several governance items as detailed below.

2. GOVERNANCE RECOMMENDATIONS

2.1 **Register of Interests**. It is noted that ROI declarations do not require to be submitted on an annual basis. Neither The Code of Good Governance, 'On Board' nor our own Code of Conduct for Members require annual declarations. The wording is '...ensure that these interests are registered when you are appointed and whenever your circumstances change or an addition to your entry in the Board of Management Register'. It is also safer practice to discontinue placing scanned documents with signatures on the website.

The **Recommendation,** therefore is that ROI forms are

i. Incorporated into recruitment packs for new Board members to reduce additional paperwork
ii. One collated document detailing members' interests is placed on the website and will be updated by the Clerk to the Board when notified of any change
iii. To ensure information is up to date the Clerk will email all members annually, in summer months to confirm if any changes are required. Clerk will then update the document accordingly and retain email confirmation of change / no change for audit purposes.

The revised Register of Interests can be found at https://www.glasgowclyde.ac.uk/about-us/board-of-management/register-of-interests

2.2

.**Fit and Proper Persons Test.** The Fit and Proper Persons Test is a statutory requirement. Guidance states that it is defined as applying to the

NOT SUBMITTED

persons having the general control and management of the administration of the charity. This can apply to the trustees of charities, directors of corporate charities, directors of corporate trustees, CASC officials, directors of executive agencies of Scottish and UK government, and any other persons having general control and management over the running of a charity/ certain public bodies or the application of its assets including certain senior managers. A check with GCRB, and other regional Colleges confirmed that all apply this test using a standardised form of declaration. This is provided at Appendix 1A.

The **Recommendations** are:

i. That Glasgow Clyde College implement and ask that all Board members and relevant employees (the Executive Team and Finance AP) complete the declaration.
ii. That the relevant wording is included within the Board application packs in future to capture such declaration at outset

2.3 **Board Development Plan 2018-19**

This plan was introduced for comment and feedback at the Board event 4/5th October. Comments received have been incorporated and the Board is now requested to **note** and **agree** the plan to be implemented for this period.

3. RISK ANALYSIS

There are no specific risks associated with this paper. Disclosure of Interests and Fit and Proper Person are both requirements and the steps outlined account for the responsibilities of the College.

4. LEGAL IMPLICATIONS

There are no legal implications associated with this paper.

5. FINANCIAL IMPLICATIONS

There are no direct associated with this paper.

6. REGIONAL OUTCOME AGREEMENT IMPLICATIONS

N/A

7. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

NOT SUBMITTED

GLASGOW CLYDE
COLLEGE

NOT SUBMITTED

GLASGOW CLYDE COLLEGE

BOARD OF MANAGEMENT MEETING	
Date of Meeting	12 December 2018
Paper Title	Health and Safety Policy and Local Negotiation Policy.
Agenda Item	18.99
Paper Number	18.99A, 18.99B
Responsible Officer	G Heritage / J Thomson
Status	Disclosable
Action	For Approval

1. Report Purpose

The purpose of this paper is to seek Board agreement to two draft policy updates.

2. Recommendations

The Board are asked to **approve** the attached two updated policies:

2.1 Draft Health and Safety Policy updated.

2.2 Local Negotiation Policy updated.

3. Background

The Draft Health and Safety Policy Statement has been updated as attached. It is in a draft form and has to remain so until training and awareness raising has been completed for those staff mentioned in *Part 2 Responsibilities* of the policy, as having a Health and Safety responsibility and then the draft status can be removed. The College plan to roll out a training programme between January and March which those staff must attend and also Board members need to attend training.

The local negotiation policy has been amended to reflect changes in scope as a result of national bargaining.

4. Risk Analysis

There are no direct risks associated with this paper. Policies are kept under review and updates made to strengthen or improve our policies or in line with changes in legislation.

5. Financial Implications

There are no financial implications associated with this paper.

6. Has an Equality Impact Assessment Been Carried Out

N/A

Policy Area:	Board of Management
Policy Title:	Draft Health and Safety
Revision No.:	2
Review Period:	5 years
Review Due:	On or before June 2023

Foreword

The Board of Management, the Chief Executive and Senior Managers of Glasgow Clyde College (GCC) recognises that the provision of a safe and healthy working environment is essential to ensure the wellbeing of staff and students and to the continuing success of the College.

As Chief Executive, I, along with the Board of Management, and Senior Managers am responsible for ensuring that the people who work for GCC can do so in a safe and healthy environment. We also recognise that the people we serve and those we work in partnership with should be confident that we provide the college's services in such a way that risks are minimised. Together we will ensure the effective leadership of health and safety, following the Institute of Directors / Health and Safety Commission guidance - *Leading Health and Safety at Work.*

As part of continuous improvement we realise the importance of integrating health and safety into decision making, project initiation and risk management processes within GCC. Whilst ultimately the final level of responsibility for implementing GCC's Health and Safety Policy rests with the Board of Management, every employee must take an active role in implementing the policy effectively. I remind all employees of the importance of safeguarding the health and safety of themselves and others by co-operating fully in the measures GCC takes to meet the standards outlined in this statement.

This document will be central to the management of health, safety and welfare within the college. It requires the support and commitment of all employees to achieve the benefits to be derived from good health and safety management. To this end I commend this document to you.

Name: Jon Vincent

Signature: _____

Title: Principal and Chief Executive

Location: Glasgow Clyde College

DRAFT

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Introduction, context and key messages

This document is the Health and Safety Policy, Organisation and Arrangements for Glasgow Clyde College (GCC), having regard to the requirements of the Health & Safety at Work etc. Act 1974, Section 2 (2).

Glasgow Clyde College is required by law to set out its policy for managing health and safety. This gives us an opportunity to be clear about how we achieve the standards we strive for and to review our practices as an employer and provider of services and facilities to others. We recognise that health and safety is an important and integral part of all activities and relates to the efficiency and quality of services delivered to our students and other third parties either directly or through partnership or contract arrangements.

This document is set out in the following parts:

Part 1
The general statement of the Health and Safety Policy approved by GCC. The Policy Statement sets out our management commitment to health, safety and welfare.

Part 2
Identifies the College's organisation for health and safety and establishes the responsibilities for developing the organisation and arrangements for health and safety throughout the College as acknowledged in the statement.

Part 3
Establishes the common operating standards to be achieved throughout the College. These are the College's Arrangements for Health & Safety.

Health and safety is a shared responsibility, although we recognise that there are specific levels of responsibility and accountability. Everyone plays a part and all employees are required, as a condition of their employment, to comply with GCC policies and procedures.

The policy applies to all staff and students of GCC while working within or on college premises or while engaged in College business in or on premises other than those of the College, for example, industrial visits.

It is important that this policy statement is brought to the attention of all staff and related organisations to reflect the fact that GCC performs its duties through its employees and others who provide services on the College's behalf.

This Health and Safety Policy has the full support of the Board of Management.

The policy will be reviewed as necessary to take account of new or changed circumstances.

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Part 1 General Statement of Health and Safety Policy

The Board of Management, Chief Executive and Senior Managers (hereafter "the College") of Glasgow Clyde College (GCC), recognises and accepts its statutory responsibility to provide safe and healthy working conditions for employees and students and others who use or visit college premises or may be affected by its activities. The College also recognises that health and safety is a fundamental part of both efficient and effective delivery of College services.

The College is committed to its responsibilities as a good employer for ensuring, so far as is reasonably practicable, the health and safety of its employees at work, any other person whether employed or otherwise and the community at large who may be affected by the activities, operations or statutory undertakings of GCC.

The College will also take steps to ensure that its contractors and partners in service provision conduct their activities in a manner that is safe and without risk to health.

The College is committed to the objective of attaining a high standard of health and safety performance in the delivery of services. This standard will be achieved by:

- fully complying with all relevant health and safety legislation, recognising that legal requirements are the minimum standard;
- creating and maintaining a positive health and safety culture which ensures the commitment and participation of all employees; and
- adopting a planned and systematic approach to the implementation of the College's Health and Safety Policy.

As a demonstration of their commitment, the College will lead by example in establishing a positive safety culture and ensuring, so far as is reasonably practicable:

- the provision and maintenance of plant equipment and systems of work that are safe and without risks to health;
- the provision of arrangements for ensuring safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances;
- the provision of such information, instruction, training and supervision to employees, students and others, to enable them to undertake their assigned tasks, roles and responsibilities with due regard to themselves and other persons who may be affected by their acts or omissions in the course of their work;
- that all places of work under College control are maintained in a condition that is safe and without risks to the health and safety, including the means of access to and egress from it;
- the provision and maintenance of a working environment for employees, students, contractors and visitors, that is safe and without risks to health;
- the adequate and appropriate provision of facilities that meet the welfare requirements of employees, students and such other persons. This provision will be maintained at all times;
- encouragement of each employee to co-operate in accident prevention and to exercise personal responsibility so as to avoid accidents to themselves, fellow workers, students and others who may be affected by their acts or omissions;

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- unsafe working practices are not to be condoned and that all employees are required to report deficiencies in the operation of safe systems of work and work equipment as soon as they become aware of such situations;
- the systematic identification and assessment of risks associated with the College, drawing the results of such assessments and the identified Control Measures to the attention of those affected; and
- supporting the identification of resources necessary to meet the requirements of this Health and Safety Policy of GCC.

The College will plan for continued improvements in health and safety by the setting of realistic short and long term objectives, deciding priorities and establishing adequate performance standards.

The College will monitor and review performance on a regular basis to ensure that high standards are maintained and support this through reporting to the College Health and Safety Committee.

The College will develop a system of joint consultation with trade union representatives and student representatives and provide them with facilities and assistance to enable them to carry out their functions.

This Health and Safety Policy Statement, along with the supporting Organisation and Arrangements for Health and Safety will be kept under review and all amendments made drawn to the attention those affected.

This Policy will only be effective if all employees accept responsibility for its implementation and adhere to the policy and to the procedures and standards referred in it.

Name: Jon Vincent

Signature: _____

Title: Principal and Chief Executive

Date: _____

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History of changes

Revision	Description	Adopted	Authorised
0	First draft	November 2013	LMcG
1	Policy Area change, from Health and Safety to Board of Management and Policy Number change from 10.1 to 1.8. Amendment to seventh bullet point.	March 2017	Board of Management
2	Full review and update to all sections of the draft Policy.	June 2018	GC

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Policy Area:	Human Resources
Policy Title:	Local Negotiation
Revision No.:	1
Review Period:	5 years
Review Due:	On or before March 2022

It is the policy of the Board of Management to:

- acknowledge the importance of conducting local negotiations on relevant conditions of service for staff, which are not covered by national bargaining, in a manner designed to maximise opportunities for settlement;
- delegate to the Principal operational responsibility for such negotiations, within Board guidelines; and
- delegate to the Organisational Development Committee the responsibility for final approval of agreements reached.

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

History of changes

Revision	Description	Adopted	Authorised
0	First draft	November 2013	SW
1	Policy Area change, from Board of Management to Organisational Development and Policy Number change from 1.3 to 3.6.	March 2017	Organisational Development Committee
2	Update to reflect that local negotiation is only for items not covered by national bargaining.	December 2018	Board of Management

BOARD OF MANAGEMENT	
Date of Meeting	12 December 2018
Paper Title	Board Development event next steps
Agenda Item	18.100
Paper Number	18.100.1,1A,1B,1C
Responsible Officer	G Heritage
Status	Disclosable
Action	For Discussion

1. Report Purpose

The purpose of this paper is to seek comment on the event and what improvements could be made for the 2019 event. Feedback is attached at the appendices. It should be noted that not all attendees at the event may have supplied feedback and the Board is asked to note the contents as an accurate transcript of that which was provided. .

2. Recommendations

The Board are asked to **note** and **agree** that the Principal and Senior Leadership Team are tasked to

2.1 Prepare an annual performance report for 2018/19 which takes account of the constructive criticisms and suggestions made in the feedback at Appendix !A.

2.2 To report to the Board on the approach taken and the anticipated timescale to prepare the new College Strategic Plan, as agreed at this event and noted within the Board Development Plan. As noted therein the Board are open to any support requests to assist this process.

3. For Noting

The Board is asked to note that future updates will be provided as agreed on the following items

3.1 Leadership Development which will be advised through the Organisational Development Committee.

3.2 The College Culture initiative and ongoing progress

3.3 Implementation of the Commercial Strategy as previously circulated

3.4 The conclusions and future actions to be taken by Senior Leadership Team following the Benchmarking exercise and decisions arising therefrom.

4. **RISK ANALYSIS**

   There are no direct risks associated with this paper. The future levels of success and achievement of Glasgow Clyde College will however by impacted by the areas highlighted within this paper.

5. **LEGAL IMPLICATIONS**

   There are no legal implications associated with this paper.

6. **FINANCIAL IMPLICATIONS**

   There are no specific financial implications associated with this paper.

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

   N/A

Board Development Event Feedback

Appendix 1

Event feedback

Appendix 1A

College Performance Review

Appendix 1B

Commercial Activities

Appendix 1C

Benchmarking

Appendix 1

How useful was the Board Development event

4 x 4 score

9 x 5 score

How good were the venue and facilities

2 x 4 score

1 x 4.5 score

10 x 5 score

How useful were the following sessions

	5 x	4x	3x	2x	1
Review of College Performance	2	10	1		
Open Forum	1	4	5	3	
Understanding the Scottish Economy	8	5			

Staff Culture	9	2	1		
Commercial Activities	5	7	1		
Benchmarking	1	3	5	2	

Comments relating to Open Forum – with four people stating it was too short or needed to be expanded. Comment that it is valuable and needs more time.

Benchmarking comments: that it was less strategic; of obvious relevance to NEDs

Should the Board have a similar event in one year from now

Unanimous yes from all 13 respondents

If yes, what improvements can we make

- Curling match
- None
- Better pre-attendance preparation
- Same again please
- Another event but may be better in early Spring
- Greater focus on strategy / scenario planning
- Thursday was long – especially for Audit Committee; although accept the logic of swapping from Wednesday to Thursday
- Papers well in advance
- Focus on strategy

Other comments

- Much better interaction with fellow Board members and management team
- Question the need to include a formal Board meeting as part of the event
- As above open forum of value and should be expanded
- Thank you

End of document 12.10.18

Appendix !A

College Performance Review

Feedback notes (and Open Forum comments)

Q1 Is the form and content of this annual report satisfactory? How could it be improved?

- Link or align to development plan / strategy – KPI's and objectives – report.
- Needs RAG, baseline and trends
- Strategic context, or what is it judged against
- Consistency of detail required
- Judge against 5 year ambition
- Clear one page summary high level RAG
- Clarity of purpose, context, strategy
- Lacks historical data / trend
- Top line summary only
- Consistency of presentation – some areas more detail than others
- Qualitative and quantitative,
- Performance judged against strategic 5 year plan target for year
- Balanced scorecard please
- Too much text – detracts from key messages
- Need quarterly updates on balanced scorecard with trends and headline summary
- Needs RAG of each goal
- What does 'good' look like? Where do we want to be? What matters?
- Is 27% BME good or not
- Lack of history
- Doesn't provide great clarity
- Performing well? 'It depends'
- Modern apprenticeship table – text is confusing, need clarity
- Map framework back to faculty
- Figures obfuscate good news stories
- Goals and priorities to be assigned to sub committees
- Helicopter view

Q2 In which areas does it show the College to be performing well?

- Student satisfaction levels of 96% (?)- but question %
- Student attainment – positive destinations 97% - positive picture
- Higher % BME students than Glasgow population – above average for student experience
- Staff turnover
- Managing our revenue target and credit target
- Estates – excluding Cardonald tower
- Good governance framework
- Number of disclosed additional needs students (NB resource issue for College)
- We have benchmarking data on staff engagement – trends?
- Absence is declining and below target
- Student inclusion
- What is Good? Last year or ambitions?
- Goal 3 met vs funder targets

Q3 Which areas give cause for concern?

- Disclosure levels for protected characteristics
- Survey results are mixed
- Condition and use buildings
- Survey results and engagement
- Forecasting
- Commercial activity against 5 Year Plan
- Commercial – failing to meet targets and lack of activities
- Completion rate FE / full time
- Staff satisfaction
- Funding for future
- Staff engagement
- Operating position
- Staff disclosure – culture of?
- Absence management – 2017/18 target higher than 2016/17 actuals. Are actuals good or not?
- Commercial activity – lack of ambition
- Financial Forecasts a cause for concern
- Physical environment: condition and usage

Appendix !A

Open Forum Comments

College Development Plan – what actions do we need to inform next one; context for student curriculum; staff expertise; where do we want to be; what resources will we need. Board concentrates too much on operational

Board agreed to new Strategic Plan. Need for a fresh strategy with inclusive consultation to compile. F Godsman to supply link to online process for development of strategy. Working group to develop strategy based in data – vision for GCC 2025. Consideration of needs of curriculum and economy. Comparison with FE Colleges only limits ourselves. We can do more and College sector needs disruptors. Needs to have clarity about serving needs.

A paper to come to December Board with proposal and timeline.

Distribution of Board papers. Consistently received late. Papers are to be with members at least by Wednesday of the week before a meeting, for Committees and full Board. (this means posting Monday or Tuesday of week before).

Staff Board members as a resource. Staff members are elected, and provide intelligence from ground level. Private Board discussions such as the Open Forum are valuable. Would a Board-only pre-meeting be useful in helping Board members tap the knowledge of staff and members?

Response indicated that contributions of staff board members are helpful and highly valued, but that there is a preference not to have separate meetings.

Qualities for Leadership. Paper circulated describing qualities of good leadership and asking questions about these and whether College leaders exhibit and how they can be developed.

Could we consider a College Leadership Framework and 360 degree review. Discussion showed strong interest in the work that is underway to develop a set of competencies.

Progress on this will be reported through the OD Committee as GCC develops leadership competencies and framework.

At this point open forum exhausted the available time.

End of Document.

Appendix Item 1B

Notes and feedback re Commercial Activity

Board discussion on four areas:

1. Do we have the appropriate scale of ambition in the commercial plan
2. Does the plan for achieving growth in commercial activity look credible
3. What are the areas of concern and risk associated with this growth plan
4. Are there any other important points in respect of the five year plan

All notes below are in addition to the conversations which flowed and may have further comments from tables and individuals

Question 1 Notes

- Needs regular review and revision over period – annually at least
- Lack of clarity on starting point / benchmarking against similar institutions
- What about faculty input / support / buy-in to direction
- 160% increase should be attainable
- Yes, seems appropriate
- Do we need a plan for funded activity and for business development as two discrete areas to grow income – requiring different skills
- No – not ambitious but a starting point
- Needs more stretching targets
- Across College good breadth of skills available which could be utilised
- Regular review
- What is baseline
- Needs evaluate, review, assess and refine regularly – have robust system for analysis
- Could be a stretch but is appropriate
- It may be College will need more due to other financial pressures – what will we need in five years from now to achieve all we aspire to

Question 2 Notes

- Gaps are – short courses – 2 – 4 weeks; statutory training for which we have many skills 'in house'; participant funded courses – crowded market but reputation and skills support; tap into new markets; this is more of same – take broad view
- Need to different things in different ways – growth of online
- Do we stack up against MOOCs?

- What is the market analysis
- What research and competitor analysis carried out
- Parts of College – teaching staff not geared up for this – barrier?
- Further detail of services essential
- Must work and seems to work to College strengths
- Achievable but College not geared up to V structures
- Culture – competitive, business focussed?
- Much of it needs further work
- Research / demand / competitor landscape – needs fine tuning
- Will be a challenge
- Thorough research and think about overall College direction – future – horizon scanning

Question 3 Notes

- Structure and support to progress this
    - How will faculties work
    - May need specialist resources
- Branding risks
- Cultural challenges – clear messages
- Balance of focus – if perceived too much commercial at risk of core business and charitable status
- What are benefits to faculty – new equipment / upgrades etc that encourage buy-in
- Unions view
- Staff availability – use sessional cost - of bringing in
- Is there merit in a trading arm / sub company donating profits to GCC
- Education / communication all staff needed
- Lacking in numbers – less well defined
- How and where will you do deliver value attached – key questions around value and values
- Overpromise and underdeliver if barriers – always underpromise and overdeliver
- Diversification in MA's (modern apprentices?) / placements / employability skills – market analysis
- Needs to be advertised, reviewed and recommended – marketing plan
- Needs adequate resourcing
- Data – focus on service data for number forecasts – unclear at present numbers

- Trading company
- Europe and Brexit
- Culture change
- Balance of focus
- Political risks
- Industrial action causes unavailability
- Emphasise quality of offer and delivery
- Marketing – identity and brand
- Challenge for resources and infrastructure – who will do all these points
- Contingency if uses up more resource than planned
- Change the College infrastructure – reorganise responsibilities / departments – greater efficiency to free resource time
- BDU manager cannot alone ensure consistency of service – how?

Question 4 Notes

- Sub-brand not good idea – needs consistency not to compromise identity
- Are there areas that could be sub-contracted out
- Partnership approach for delivery – opens more opportunity areas where College doesn't have skills – blended offers
- Outsource and sub contract eg summer schools, international student recruitment
- Some recruitment short notice – sessional engagement not temporary contract
- Not let ourselves be constricted by current categories – topics – what is needed in future
- Spot opportunities and emerging markets
- Upselling for services, partnerships, loyalty programmes app based mini courses – online etc
- Wide range potential partnerships
- Student numbers may be helpful – more baseline data
- Focus international business – overseas exhibitions if fruitful – China. Etc
- Governance – topic in own right – different market
- Look at management of commercial area as stand alone unit
- Prioritise new opportunities – policy and legislative steer
- Shouldn't restrict resources– look ahead and wider opportunities
- Take advantage of what presents itself
- What does demography tell us – eg dementia care, ageing worksforce (eg environment, forestry)

- Do we have the ability to be agile enough
- Are we partnering with the right people – opportunities to cross sectors – joint sale
- Reputation risks of industrial action – contingency with partners
- Brexit
- Cost centre – quality control, political risks vs sustainability
- Political analysis – SWOT

End of document. 11.10.18

Appendix Item 1C

Board Development event Feedback notes

Benchmarking

Q1 Teaching mix is more expensive than benchmark Colleges. Should we consider roles in teaching delivery eg use of instructors, more assessors.

Benchmark against English Colleges may give skewed picture. How do we perform against Scottish Colleges. Not good comparative tool. Different systems and some with very different organisational structures – less Asst Principals in some cases. Not like for like.

Why Tribal. Can we see comparative benchmark against Scottish Colleges. Would we compare more favourably

Q2 re Curriculum management costs.

Yes, review high number of management posts. Is there potential to reorganise / streamline?

Compared with other UK comparators we have high teaching costs against lower success rate costs. That is a concern, that is common to other Scottish colleges.Why are teaching costs so much higher? Best value?

Q3. Teaching delivery mechanisms

For some topics 2.75 hours is too long. Some practical based areas – engineering, crafts may need more time.

How will reducing downtime of classroom use improve efficiency costs (teaching staff – reduced hours?) Could we accommodate more students by altering the sessions and blocks?

Q4 Student pastoral and enrichment support

High profile topic, yes should be investment – announcement in programme for Government – what outcome for us given the commitment.

Links to mental health, retention and student satisfaction. Little discussion time this question.

Appendix Item 1C

Report albeit not comparing Scottish Colleges raises questions that leadership need to be taking careful account and asking themselves what are we achieving and at what cost. Greater detail is required.

End of document

BOARD OF MANAGEMENT MEETING	
Date of Meeting	12 December 2018
Paper Title	College Risk Appetite
Agenda Item	18.101
Paper Number	18.101A
Responsible Officer	Janet Thomson, Vice Principal Resources & College Development
Status	Disclosable
Action	For Approval

1. REPORT PURPOSE

Within the Code of Good Governance for Scotland's Colleges it states that the Board must set the Risk Appetite of the College. The College Risk Appetite across key risk activity areas was first set by the Board of Management in October 2016. It was stated that it would be reviewed annually hence this paper provides is the second year's update position on the College's Risk Appetite.

2. RECOMMENDATION

Members are invited to **discuss** the attached paper and **approve** the updated College Risk Appetite or agree amendments as appropriate.

3. BACKGROUND

3.1 Within the Code of Good Governance for Scotland's Colleges the Board of a College is responsible for the overall management of risk and opportunity. The Code states that the Board must set the Risk Appetite of the College ensuring that there is an appropriate balance between risk and opportunity and that this is communicated via the Principal to the College's management team.

3.2 The College's Risk Appetite was first assessed in September 2016 by the Senior Management Team (SMT) across four risk activity areas along with the overall Risk Appetite assessment. This was done using the HM Treasury methodology, which was identified as a possible process by our internal auditor Henderson Loggie. The College Risk Appetite was then discussed and approved at the October 2016 Board of Management meeting. It was updated again at the December 2017 Board of Management meeting.

3.3 The Risk Appetite of the College has been assessed against each of the four key risk categories used for the Risk Appetite as follows:

- strategic and operational delivery;
- reputation and credibility;
- financial/VFM; and
- compliance/legal/ regulatory.

The attached schedule shows the framework being used by the College for this assessment across the five overall appetite types of averse, minimalist, cautious, open and hungry.

3.4 When the Risk Appetite was assessed in October 2016 the Risk Appetite was assessed as cautious. The minutes of that meeting noted that "Board Members discussed the College Risk Appetite and agreed that the Risk Appetite was appropriate for the current environment and political sensitivities. However, Board members recognised the benefits of being more open in some areas and agreed that the Risk Appetite should be reviewed annually".

3.5 When it was assessed again by the Board in December 2017 the Board agreed the Risk Appetite as Open.

3.6 The College's Executive Management Team (EMT) have recently reassessed the College Risk Appetite based on the current position of the College. The Risk Appetite was assessed for the four key risk categories as previously. An explanation of the updated assessment for each category is given below giving the rationale for that assessment. A copy of the assessment table is attached with the updated assessment for each risk category shown as the shaded boxes.

3.6.1 Strategic and operational delivery – the Risk Appetite for strategic and operational delivery risks was assessed by EMT as **Open (**although there would be an aspiration to move to Hungry over time) because innovation is supported and pursued particularly in relation to commercial delivery and curriculum planning, systems and technology developments are supported to enable operational delivery, and non-critical decision making is devolved within the College.

3.6.2 Reputation and credibility – the Risk Appetite for reputation and credibility risks was assessed by EMT as **Open** because the level of risk tolerance is at this stage felt to be where there is some exposure to additional scrutiny but where appropriate steps have been taken to minimise this.

3.6.3 Financial/VFM – the Risk Appetite for financial/ value for money risks was assessed by EMT as **Open.** This was because the College is prepared to take decisions which may involve small amounts of financial loss providing

the risks are at a tolerable level e.g. in potential new commercial projects or in some areas of the curriculum which are undertaken for specific reasons e.g. schools provision. Value for money is still the primary concern however the College are willing to balance the benefits against the costs and accept an appropriate level of risk, and resources are allocated to capitalise on potential opportunities.

3.6.4 Compliance/Legal/Regulatory – the Risk Appetite for Compliance/legal/ regulatory risks was assessed as **Open** because the College does face challenges in this area which are complex and could be problematic however the view is to continue if we are likely to win and the gain outweighs the consequences.

3.6.5 The overall College Risk Appetite as assessed by management is **Open** as this is the assessment across the four categories. This is for consideration and approval at the Board meeting.

4. RISK ANALYSIS

The Risk Appetite is an essential element of the overall College risk management framework and the risk is that the assessment is not appropriate and either overstates or understates the College Risk Appetite position.

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

There may be financial or legal implications of risks associated with those risk category groupings.

6. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

College Risk Appetite – Classification by Risk Activity Area (Proposed appetite assessment by College SLT)

	1 Averse	2 Minimalist	3 Cautious	4 Open	5 Hungry
Overall ➡	Avoidance of risk and uncertainty is a key organisational objective	Preference for ultra-safe business delivery options that have a low degree of inherent risk and only have a potential for limited reward	Preference for safe delivery options that have a low degree of inherent risk and may only have limited potential for reward	Willing to consider all potential delivery options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward	Eager to be innovative and to choose options offering potentially higher business rewards (despite great inherent risk).
Category of Risk	Example behaviours when taking key decisions				
Strategic and Operational Delivery	• Defensive approach to objectives – aim to maintain rather than innovate • Priority for tight management controls and oversight with limited devolved decision making authority • General avoidance of systems/ technology developments	• Innovations always avoided unless essential • Decision making authority held by senior management • Only essential systems/ technology developments to protect current operations	• Tendency to stick with the status quo, innovations generally avoided • Decision making authority generally held by senior management • Systems/technology developments limited to improvements to protection of current operations	• Innovations supported, with demonstration of commensurate improvements in management control • Systems/ technology developments considered to enable operational delivery. • Responsibility for non-critical decisions may be devolved	• Innovation pursued – desire to break the mould and challenge current working practices • New technologies viewed as a key enabler of operational delivery • High levels of devolved authority – management by trust rather than tight control
Reputation and credibility	• Minimal tolerance for any decisions that could lead to scrutiny of the College	• Tolerance for risk taking limited to those events where there is no chance of any significant repercussions for the College	• Tolerance for risk taking limited to those events where there is little chance of any significant repercussions for the College should there be a failure	• Appetite to take decisions with potential to expose the College to additional scrutiny but only where appropriate steps have been taken to minimise any exposure	• Appetite to take decisions that are likely to bring scrutiny of the College but where the potential benefits outweigh the risks
Financial/VFM	• Avoidance of financial loss is a key objective • Only willing to accept the low cost option • Resources withdrawn from non-essential activities	• Only prepared to accept the possibility of very limited financial loss if essential • VFM is the primary concern	• Prepared to accept the possibility of some financial loss • VFM still the primary concern but willing to also consider the benefits • Resources generally restricted to core operational targets	• Prepared to invest for reward and minimise the possibility of financial loss by managing the risks to a tolerable level • Value and benefits considered (not just cheapest price) • Resources allocated in order to capitalise on potential opportunities	• Prepared to invest for the best possible reward and accept the possibility of financial loss (although controls may be in place) • Resources allocated without firm guarantee of return
Compliance/Legal/ Regulatory	• Avoid anything that could be challenged, even unsuccessfully	• Want to be sure we would win any challenge	• Want to be reasonably sure we would win any challenge	• Challenge will be problematic but we are likely to win it and gain will outweigh the adverse consequences	• Chances of winning are less certain but success would be significantly advantageous.

GLASGOW CLYDE COLLEGE

BOARD OF MANAGEMENT MEETING	
Date of Meeting	12 December 2018
Paper Title	Capital Masterplan Update
Agenda Item	18.102
Paper Number	18.102A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Approval

1 REPORT PURPOSE

1.1 This report provides the Capital Masterplan update for the College for the three years 2018/19 to 2020/21.

2 RECOMMENDATIONS

2.1 Members are requested to approve the updated College capital masterplan.

3 BACKGROUND

3.1 The Scottish Funding Council (SFC) provides capital funding to the Region for it to allocate to Colleges which can be used towards estates or equipment and this funding is provided on a fiscal year basis, i.e. April to March. The total Glasgow Regional capital funding allocation for 2018/19 is £6.25Million. GCRB allocated £5.57M of this total in June which was split as follows (and GCRB 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

3.2 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 as per the above table at that point. The College then submitted further paperwork to GCRB indicating the College's updated estimates of plans for very high priority projects which are the five projects with the funded by column highlighted in bold in the attached capital masterplan and total £1.975M as per the current estimates.

3.3 The remaining allocation of £681k from the above table for very high priority items in the Region has now been approved to be allocated to Glasgow Clyde College and the challenge is planning to work within the tight timescales available. The funding allocation from GCRB therefore now totals £1.932M for the five very high priority projects and the balance up to the total estimate of £1.975M will be met from other life cycle maintenance funding as required from 2018/19 or 2019/20.

3.4 The attached capital masterplan has been updated to show the planned timescales for these projects and others with the updated plan through to 2021. The years 2019/20 and 2020/21 show the projects which will be completed after the end of March 2019, plus the amount for life cycle maintenance and summer works which were previously approved by the Board in May 2018. These will be reviewed for the next submission to the Board and updated to reflect the high priority works completed from the 2018/19 very high priority funding and the output from the Estates Strategy Review by Gardiner & Theobald.

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 has been emphasised through submissions in respect for the need for funding from the very high priority backlog maintenance allocation for 2018/19.

8 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

8.1 Not applicable.

Glasgow Clyde College - Capital Masterplan Update
as at end November 2018

Priority	Project Description - Capital Projects	Funded by	2018/19 Capital Projects Plan as approved at October Board of Management	Updated Capital Plan 2018/19	Planned expenditure 2019/20	Planned expenditure 2020/21	Updated Capital Projects Plan Total for Approval	Comments
Completed, retentions remaining	Landscaping and Horticulture Teaching Accommodation including glasshouses	Foundation Approved.	£58,873	£58,873	Completed	Completed	£58,873	Permanent relocation of landscaping and horticulture teaching provision previously based at Langside's Woodburn campus, including glasshouses. Project completed October 2017. Foundation funded. Retentions in 2018/19.
Completed, retentions remaining	Cardonald Campus Car Park Upgrade including replacement lighting	**SFC/GCRB very high priority works capital funding**	£850,000	£800,000	Completed	Completed	£800,000	Cardonald campus car park had significant drainage issues and is not fit for purpose. Three options were costed at business case and decided to go for medium option. Main car park works completed late October. Final payments and retentions remaining. Lighting also being replaced as it was an inappropriate old installation which does not provide required coverage. Being replaced by end December and included in total tender package for car park.
Completed, retentions remaining	Changing rooms upgrade at Cardonald campus	**SFC/GCRB very high priority works capital funding**	£440,000	£440,000	Completed	Completed	£440,000	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. Project complete October 2018 with final payments and retentions remaining.
1	Large Scale Plant Upgrade/ Replacements Part 1 - Cardonald Campus Lifts project	Foundation Approved	£474,822	£300,000	£150,000	Completed	£450,000	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	Boiler installation	**SFC/GCRB very high priority works capital funding**	£125,000	£125,000	Completed	Completed	£125,000	Replacement of boilers. Third boiler at Cardonald plus nursery pipework. Final estimate awaited.
3	Mary Stuart Building Cladding Replacement - being designed will be completed in summer 2019. Estimate only at this stage.	**SFC/GCRB very high priority works capital funding**	£320,000	£50,000	£401,000	Completed	£451,000	Cladding panels/curtain walling replacement. Report now received and replacement planned for summer 2019. Final estimated costing not yet received. Project planne dto be committed by March.
4	Redecoration/Flooring	**SFC/GCRB very high priority works capital funding**	£240,000	£265,000	Completed	Completed	£265,000	High priority redecoration and flooring required at the Cardonald campus. This is now being undertaken and invoices awaited. Plan figure increased due to additional works required in refectory reflooring item.
5	Summer Works - Annual Estimate. £250k allocated to Wi Fi project below	SFC/GCRB lifecycle maintenance capital funding allocation	£534,000	£284,000	£369,000	£369,000	£1,022,000	Lifecycle maintenance works which are ongoing. Projects being undertaken on a prioritised basis following planning discussions with all faculties and units.
6	Migration to new Wi-Fi Solution as part of College ICT Infrastructure	SFC/GCRB lifecycle maintenance capital funding allocation	£200,000	£250,000	Completed	Completed	£250,000	Replacement Wi-Fi solution required as current provider is moving out of Wi-Fi market. Essential for services to students. Also review of desktop virtualisation.
7	Student Space Extension at Anniesland. Estimate only at this stage.	TBC. Proposed GCEF Bid	£300,000	£25,000	£275,000	Completed	£300,000	Limited student space at Anniesland campus compared to the other two campuses. Design of possible option prepared and being costed.
8	Condition Survey Estimates of Works 2019 to 2021 as per previously approved plan in June 2018. This is to be reviewed and informed by priority works and estates strategy outputs.	TBC. Proposed SFC/GCRB lifecycle maintenance capital funding allocation	Shown as specific projects above	Shown as specific projects above	£2,600,000	£2,800,000	£5,400,000	Figures from previously approved plan at the Board in June 2018. Possible condition survey works for future years after 2018/19 which would be progressed based on affordability and available funding.
9	Storage Area Network	TBC	£200,000	c/fwd	£200,000	Completed	£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.
Removed	Resurface Sports Pitches - not required	N/A	£40,000	£0	£0	£0	£0	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.
	Capital Masterplan projects sub-total		**£3,782,695**	**£2,597,873**	**£3,995,000**	**£3,169,000**	**£9,761,873**	

BOARD OF MANAGEMENT MEETING	
Date of Meeting	12 December 2018
Paper Title	Glasgow Clyde Education Foundation Update
Agenda Item	18.103
Papers	18.103A, B, C, D, E
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Discussion and Approval of Bid Submission

1 REPORT PURPOSE

1.1 The purpose of this report is to provide an update on the activity of the Glasgow Clyde Education Foundation since last reported.

2 RECOMMENDATION

2.1 Members are invited to **DISCUSS** and **APPROVE** this paper.

3 BACKGROUND

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

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

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

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

3.4 To date, the College has had over thirty applications supported by the Foundation which total over £8M between capital and revenue projects. The Foundation had their most recent meeting on 11 September, which was followed by their AGM. Their next meeting is 19 December.

3.5 The two most recently College approved bids by the Foundation are being progressed as follows :

- Business improvement programme for the College – Approved bid for £175k. The first stage of this project has been to look at some examples of other organisations' to developing business improvement techniques and embedding that within their approach to future change areas. The next step is to define some improvement projects to be considered and then to find a training programme provider on business improvement techniques for the College. It is proposed that this is an eighteen month project; and

- Funding to support an external review of the College long-term estates needs to feed into the planned update to the Estates Strategy. Approved bid for £50k. Following a procurement process Gardiner & Theobald have been appointed and are undertaking this review, which will particularly focus on the future needs for the Cardonald campus. They will present their findings to date following document review and sessions with College key stakeholders to the Board of Management at this Board meeting (see earlier item 18.92 on the agenda).

3.6 There are also two proposed College bids to the Glasgow Clyde Education Foundation as already indicated to the Finance and Resources Committee as below:-

- Student Space at Anniesland Campus – a design team are looking at the early design for this area and this will be likely to be a project bid to the Foundation The details of this proposed bid are included as an Annex to this paper and it is requested that the submission of this bid be approved by this Board meeting to take forward to GCEF at its meeting on 19th December. The drawings for the proposed extension are also attached and costs are being prepared which will be available before the Board meeting and will be circulated: and

- Learning and Teaching Transformation – this project will aim to deliver a new more embedded digital approach to the learning and teaching of the College with a more engaging use of the Virtual Learning Environment. The detail of this proposed bid is planned to come to the Board of Management meeting at its March meeting.

4 RISK ANALYSIS

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

5 LEGAL IMPLICATIONS/FINANCIAL IMPLICATIONS/REGIONAL OUTCOME AGREEMENT IMPLICATIONS

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

6 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

N/A

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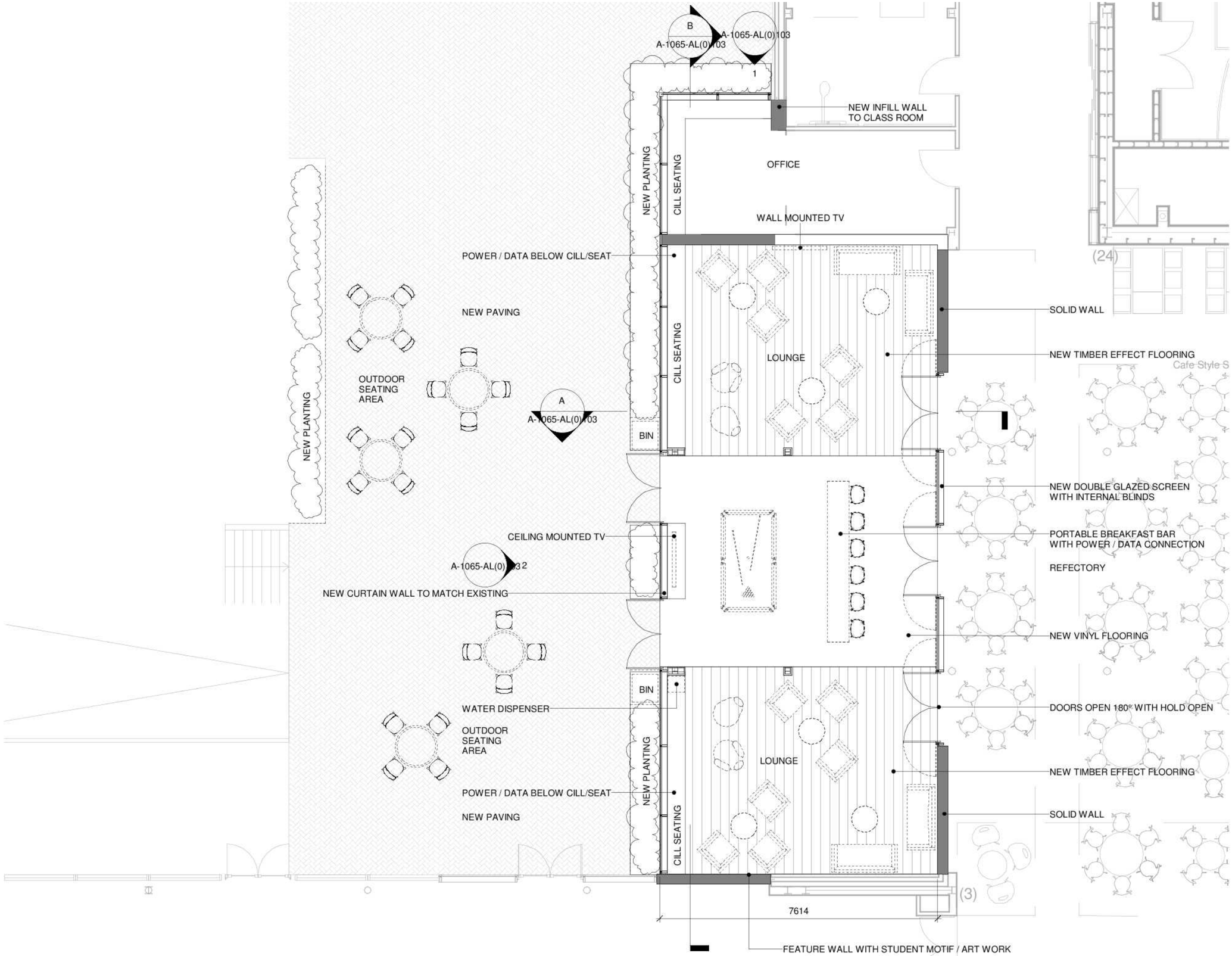

4272-A-1065-SK-181005-1(OPTION 2A)

Rev	DESCRIPTION	DRAWN	APPR	DATE

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0 1m 2m
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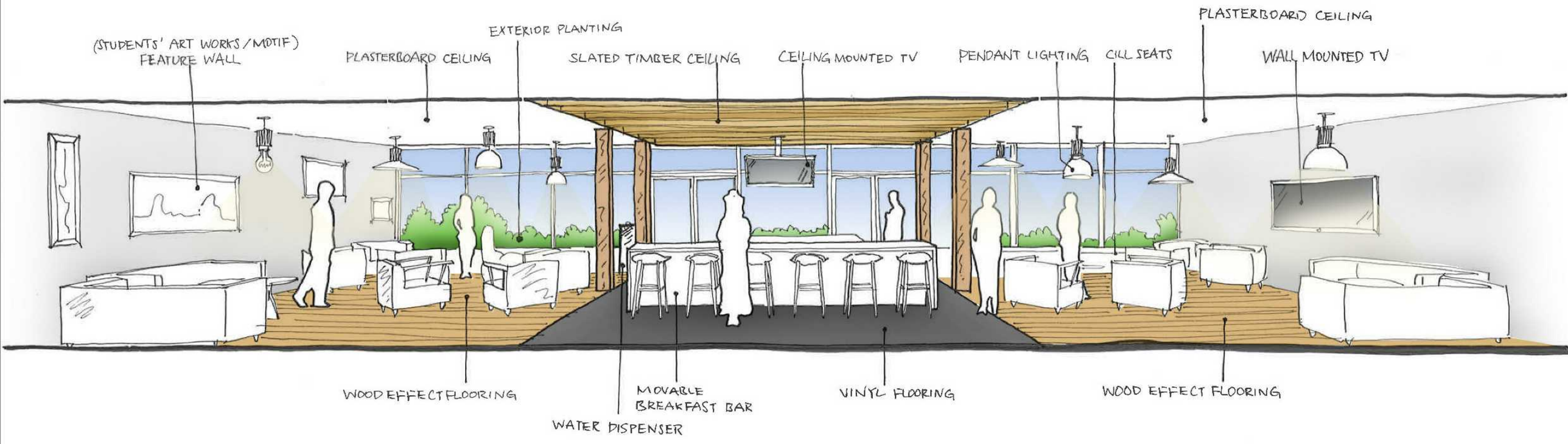
PROJECT
4272 Glasgow Clyde College Refurbishment Project

DRAWING TITLE
Anniesland Campus
Refectory
Proposed Plan Option 2A

SCALE @ A3 1 : 100 CHECKED

NUMBER
4272 A-1065-AL(0)102



4272 Glasgow Clyde College Refurbishment Project

4272 - A-1065-AL(0)104 - Anniesland Campus Refectory Proposed Option 2A 3D Perspective Sketch

4272-A-1065-SK-181005-3(OPTION 2A)

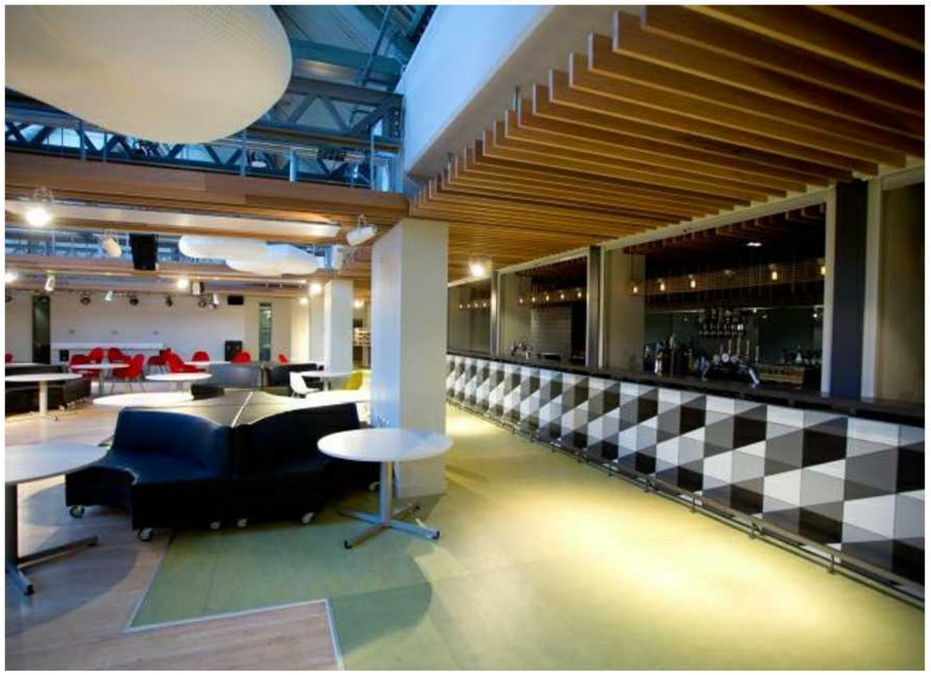
HOLMES MILLER

Architects

Cill Seating

Cill Seating / Curtain Walling / Planting

Portable Breakfast Bar / Stools



Timber Ceiling / Flooring / Seating Area

Timber Ceiling / Flooring

Portable Breakfast Bar / Stools

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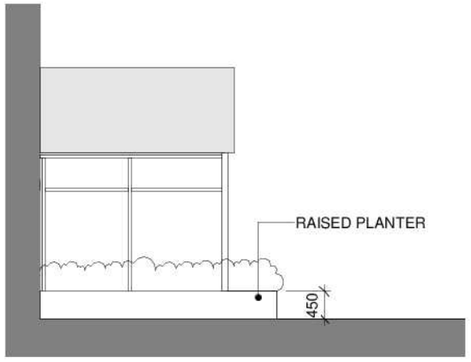
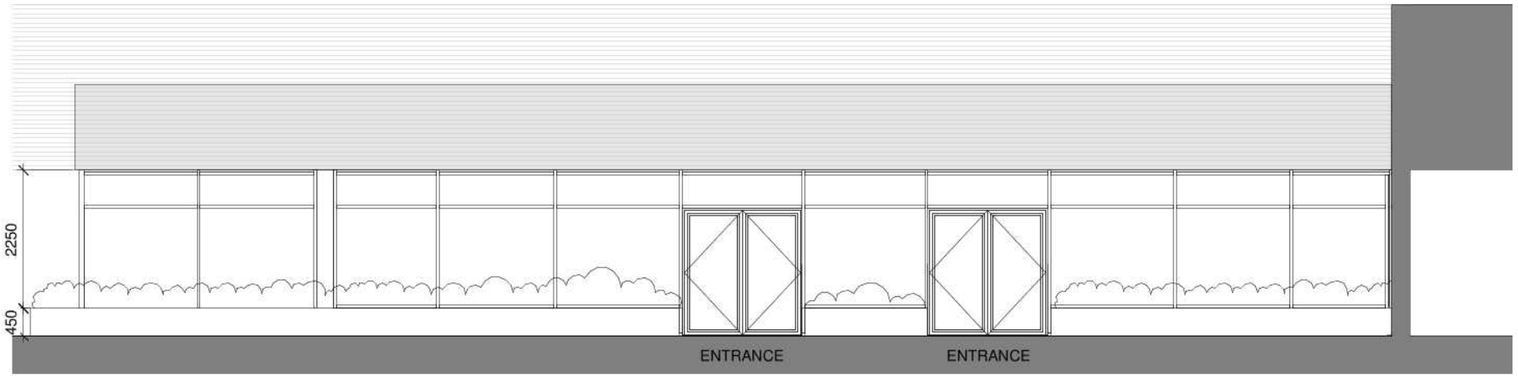
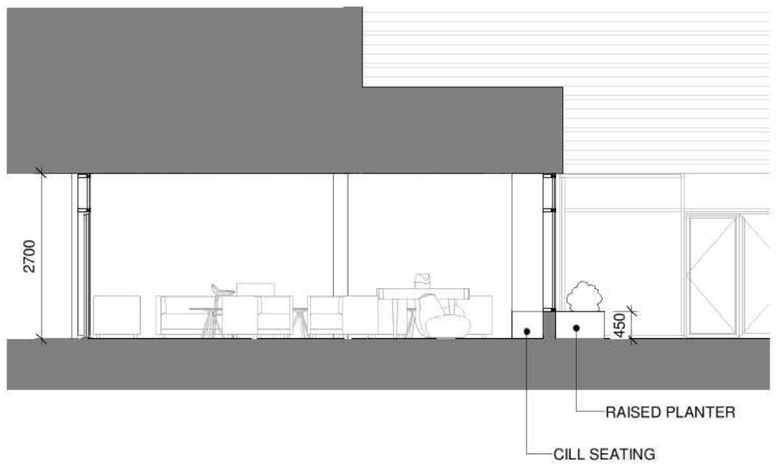


1 Elevation B - Proposed Option 2
1 : 100



2 Elevation A - Proposed Option 2
1 : 100



A Section A - Proposed Option 2
1 : 100

B Section B - Proposed Option 2
1 : 100

Rev	DESCRIPTION	DRAWN	APPR	DATE

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PROJECT
4272 Glasgow Clyde College Refurbishment Project

DRAWING TITLE
Anniesland Campus
Refectory
Proposed Option 2A
Elevation & Setcion

SCALE @ A3 1 : 100 CHECKED

NUMBER
4272 A-1065-AL(0)103

4272-A-1065-SK-181005-2(OPTION 2A)

Key Elements of the Anniesland Student Space Extension Project

Drivers

There is a lack of Student Space at Anniesland compared to the other two campuses

GCCSA have been raising this for a long time and they have been working hard to engage with the students however feel this is hindering that engagement

There is an opportunity to build into the central space at Anniesland and create a vibrant space for informal seating and relaxation space for students.

There is very limited space for GCCSA in their office and there is limited space for class rep meeting which this would help to resolve.

Plans/ Drawings

Architects have been engaged to meet with GCCSA to discuss what would be the best option for the use of the proposed space. They have been very engaged and have provide excellent ideas. The plan is for a glazed extension to be built next to the refectory which would be very welcoming for students and is next to the GCCSA base to allow for added engagement.

The main focus is on creating a new much needed social space for students and allowing that to be used flexibly for other purposes including class rep meetings and GCCSA events.

Costs

These are to be finalised and an outline estimate is included within the capital masterplan at £425k which is being further developed with a more detailed cost being available at the time of the Board meeting. It is proposed this is funded by the Glasgow Clyde Education Foundation and is commenced as soon as possible to gain maximum benefits and to recognise the significant requirement for it which has been pursued on a **very** convincing basis by the current GCCSA representatives.

BOARD MEETING	
Date of Meeting	12 December 2018
Paper Title	Cyber Resilience Update
Agenda Item	18.104
Paper Number	
Responsible Officer	B Hughes; Vice Principal Curriculum and External Relations
Status	Disclosable
Action	For **Discussion**

1. Report Purpose

This paper provides members with an update on the current status of a range of activities in relation to Cyber Resilience.

2. Recommendations

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

3. Background

In November 2017, the Scottish Government published its Cyber Resilience Strategy for Scotland: Public Sector Action Plan 2017 to 18 along with a related Implementation Toolkit. These publications required Public Sector bodies to undertake a series of actions to demonstrate their capabilities and capacities around the topic of Cyber Resilience.

At its meeting of 13 June 2018 the Board decided that the college should seek to achieve Cyber Essentials Plus accreditation. This accreditation provides a higher level of assurance that the college has systems and processes that reduce the likelihood of a successful cyber-attack. It is acknowledged that providing a higher level of assurance does not guarantee that such an attack will not take place as the threat of cyber-attack is ever present. The Board as also been provided with detailed road maps of our journey towards accreditation and the many steps that are being put in place to safeguard our systems and network.

Since the decision of the Board in June the college has been working towards achieving the Cyber Essentials Plus accreditation in line with the Scottish Government's expectation that this would be achieved by October 2018 or, where legitimate reasons for delay were supplied, that a plan was in place to achieve it.

At the time of writing this paper, we await the outcome of the testing regime that has been undertaken over the last couple of weeks. This will be available by the time of the Board meeting.

Attached at Annex 1 is a summary of the types of actions that have been taking place since the June meeting of the Board. It also identifies costs associated with working towards Cyber Essentials Plus.

4. Risk Analysis

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

5. Legal Implications

There are no specific legal implications relating to this paper.

6. Financial Implications

As outlined in Annex 1, there are costs associated with achieving and maintaining a heightened level of security for our network.

7. Regional Outcome Agreement Implications

There are no specific ROA implications as a result of this paper.

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

N/A

Annex 1

Board of Management 12 December 2018

Cyber Essentials Plus (CE+) Update

On the 31st of October 2018, Glasgow Clyde College received the Cyber Essentials accreditation, with full compliance in all required security measures with the exception of the student password policy not meeting the 8 letter minimum requirement standard. This is currently a decision taken by the College to aid students, particularly those with learning difficulties, but we will review options going forward.

The College has made significant investment to enhance our Cyber Security measures, including additional tools to scan for vulnerabilities, new processes and procedures, additional tools/systems and upskilling ICT staff to enhance our in-house cyber capabilities and ability to respond. A number of ICT staff have recently achieved the CEH (Certified Ethical Hacker) accreditation gaining valuable knowledge and skills.

We are in the process of being tested for Cyber Essentials Plus with an expectation to have achieved this standard by the date of this Board meeting. The testing was delayed by Barrier Networks due to diary conflicts at their end. This has involved vigorous testing and scanning of our network, servers, desktop PCs including Apple MACs.

All College PCs were upgraded to Windows 10 over the summer to ensure a standard and consistent approach to desktop security and the associated patching infrastructure tools were upgraded to meet this requirement. This includes tools such as JAMF to centralise management of our Apple infrastructure, which includes mobile phones and tablets.

Key issues in this process include ensuring that not only our desktop Operating systems are managed and patched within a tight time-frame, but that all software applications in the College have current vendor support and can provide security patches as required. Security patching applies to all Operating Systems, software applications and any hardware with firmware such as printers, network cameras, tablets, mobile and desktop phones etc. Two-factor authentication has been enabled for ICT staff with admin rights to minimise the risk of account breaches for those with elevated privileges and all staff computers have been encrypted.

Going forward, Cyber Security issues need to be a key consideration in all ICT actions and decisions. All firewall rules require a business case and an on-going review to ensure any permitted access is still required. All software or purchases of ICT based systems, need to give consideration to vendor security support, ensuring the College receives timely notification of security updates to allow us to schedule patching within 30 days of release.

The College has also maintained its membership with InfoSec which provides regular onsite access with a CISO (Certified Information Security Officer) to provide additional specialised expertise and an external perspective, including weekly updates on the Cyber threat Landscape.

The ICT team has also carried out an exercise on breach response and attended workshops through our InfoSec membership to better prepare us to deal with any cyber security issues that arise.

Cyber Essential Related Costs

JAMF - Desktop Apple Management Tool	£9,312.00	
JAMF - Tablets/iPhones	£3,298.00	
Cyber Essentials Plus Assessment	£6,900.00	
Encryption of key MDF printers	£7,467.00	
CEH Training - 5 Staff	£8,616.00	
SCCM Upgrade	£12,876.00	(Required for Windows 10)
InfoSec Membership	£15,000.00	(VAT free in the first year)
Vulnerability Scanning Tool	£2,000.00	
Replace CX600 phones (not cyber compliant)	£10,564.80	
Temp Increase in Staffing + OT (Approx.)	£10,000.00	2 FTE Increase from Desktop to Engineer
TOTAL	**£86,033.80**	
Future Expenditure		
Enterprise Antivirus Solution	£25-50k	
Cyber Essentials Plus Assessment (Annual)	£6,900.00	
InfoSec Membership (Annual)	£18,000.00	(VAT now applicable going forward)
TOTAL	**£24,900.00**	

Scott Renton

Head of ICT

27 November 2018

BOARD OF MANAGEMENT MEETING	
Date of Meeting	12 December 2018
Paper Title	College Strategic Risk Register
Agenda Item	18.106
Paper Number	18.106A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Noting

1 REPORT PURPOSE

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

2. RECOMMENDATION

Members are invited to NOTE this paper.

3. BACKGROUND

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

4. RISK ANALYSIS

4.1 The College Strategic Risk Register as at 28 November 2018 is attached. There are only some minor changes to the narrative since last reported to the Board of Management in August, which are highlighted in red and two changes in scoring which are both reductions.

4.2 There are 12 risks on the College Strategic Risk Register and of these 1 risk is scoring as high after mitigating actions. This is 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.

4.3 The two risks where the scores have been reduced are F1 Adverse funding changes as the funding for 2018/19 is in place and we have received a high

level of capital funding, plus O2 which is Failure of College operational processes/systems/ ICT infrastructure as the College has been making progress through the cyber security changes.

4.4 Risk G1 – Failure to meet all legislative and regulatory requirements and/or recommended guidance has been amended to include reference to the Modern Slavery Statement and College activity on safeguarding.

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 28th November 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 Timing - Short / Medium/ Long Term**	**Risk Score at last report to the Board**	**Risk Increasing/ Decreasing/ No Change**
Financial Risks															
F1	**Adverse Funding changes (SFC/SDS/ESF)**	Financial	Goal 4 - Ensuring operational effectiveness and efficiency	Principal/ Vice Principals	4	5	20	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. 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. iii) Work with Colleges Scotland and Scotland's Colleges Partnership on lobbying regarding impact on ESF funding and development of future alternative resources iv) Projects progressed to address priority items as per College Capital masterplan based on affordability and potential for applications to Foundation v)Ensure ongoing dialogue with SDS vi) Working to achieve requirements of Flexible Workforce Development Fund	3	4	12	**F1**	**Medium**	16	Decreased for 2018/19. Will increased in futiure.
F2	**Failure to achieve surplus targets for non-SFC/ commercial activity**	Financial	Goal 3 & Goal 4 - Contributing to the local, regional and national economy, & ensuring operational effectiveness and efficiency	Assistant Principal International and Business Development	4	5	20	i) Regular monitoring between Business Development Unit and Faculty Management of non-SFC commercial activity and replacement activity identified as required. ii) Costing templates completed for all commercial activity. Further monitoring of in year staff costs being developed during 2017/18. iii) Increased engagement and marketing effort to maintain current business but also to open and grow new income streams. iv) Spread of activity across a range of activity areas to reduce risk of one large contract failure to overall surplus. v) Review and develop market opportunities through business development strategy and grow new markets. vi) Keep informed of constitutional change implications of Brexit and impact on non-SFC activity for the College.	2	5	10	**F2**	**Medium**	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	i) Annually plan and deliver portfolio to required quality standards, ensuring appropriate recruitment, retention and profile of students. ii) Discussions within Glasgow Colleges Group and with other partners to plan curriculum and make changes annually to meet market needs and Government and SFC guidance iii) Ensure stated teaching activity targets are met. iv) Work closely with relevant partners to ensure programmes implemented as planned v) Ensure all relevant agency (e.g. SDS) milestones and documentation requirements achieved. vi) College undertake effective competitor analysis, clear branding and focused marketing to maintain effective student recruitment	2	4	8	**F3**	**Long**	8	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 Timing - Short / Medium/ Long Term**	**Risk Score at last report to the Board**	**Risk Increasing/ Decreasing/ No Change**
Organisational Risks															
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**	**Short**	15	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 28th November 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 Timing - Short / Medium/ Long Term**	**Risk Score at last report to the Board**	**Risk Increasing/ Decreasing/ 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	4	12	**O2**	**Medium**	15	Decreased
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**	**Medium**	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 received and project funding now in place	2	4	8	**O4**	**Medium**	8	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 including additional allocation 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) Langside residences lease assignation and guarante document now completed.	2	3	6	**O5**	**Long**	6	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**	**Medium**	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**
Governance Risks															
G1	**Failure to meet all legislative and regulatory requirements and/or recommended guidance**	Governance/ Reputational	Goal 4 - Ensuring operational effectiveness and efficiency	Principal/ Clerk to the Board	4	5	20	i) Work within roles, responsibilities and legal implications of Post-16 Legislation and associated related guidance. Liaison with and maintaining ongoing dialogue with relevant bodies e.g. SFC, GCRB and Scottish Government. 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) Modern Slavery statement in place vii) Safeguarding officers and safeguarding forum on each campus viii) Seek legal advice as required. ix) 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 x) Data Protection Officer in place to advise on General Data Protection Regulation	3	4	12	**G1**	**Medium**	12	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 28th November 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 Timing - Short / Medium/ Long Term**	**Risk Score at last report to the Board**	**Risk Increasing/ Decreasing/ 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**	**Long**	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**	**Medium**	4	No Change

BOARD MEETING	
Date of Meeting	12 December 2018
Paper Title	Credits Projection 18/19
Agenda Item	18.107
Paper Number	18.107A
Responsible Officer	B Hughes; Vice Principal Curriculum and External Relations
Status	Disclosable
Action	For **Noting**

1. Report Purpose

This paper provides members with an update on the college's progress against its Credit activity target for session 2018/19.

2. Recommendations

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

3. Background

Both the Board and Learning and Teaching Committee receive regular updates at their meetings on the progress being made by the college against its annual Credit target. The attached sheet shows a snapshot of the Credit activity at 27 November 2018.

The format of this report is well established and should be familiar to members.

The activity target for session 2018/19, as agreed in the Regional Outcome Agreement is, 126,859 Credits, inclusive of 6,303 ESF Credits. Currently our forecast is that, when the current Credits are combined with Credits which have still to start, our year-end figure will be 127,066 Credits. This output would represent an over-provision of circa 0.2%.

At this point in the year, the bulk of our August-start courses have now passed their "Qualifying Date" – the date on which 25% of the course has elapsed. This means that this report provides a more robust estimate of activity than earlier reports. However, the risk remains that some students who have not attended college since the qualifying date remain as "live" in the system in error and will require to be removed at a later stage. This would reduce the Credits currently attaching to them and would reduce the year-end figure.

There is a significant level of activity which has yet to start, a significant portion of which is our January start programme. In particular, ESOL is an area that recruits throughout the year with a significant level of activity attaching to that area.

Whilst the overall position suggests that we are on course to achieve our target, the "over-provision" figure of 0.2% is challenging given how early in the session this snapshot is being provided. Steps have already been taken to examine our activity in detail across all areas and identify actions to raise this figure in the coming months. Ordinarily I would expect this figure to be between 1.5% and 2% at this time in the session.

4. Risk Analysis

As outlined above, the risk throughout the session is that students who appear to be contributing Credits towards the target have, for some reason, actually stopped attending and their Credits will ultimately have to be removed from the total activity reported at year-end. There are a number of reports that we utilise to minimise the risk of "over-counting" these students. Additionally, achieving the overall target requires the college to balance specific areas of under-recruitment of students against over-recruitment in other areas.

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 AY2018-2019 - College Summary Snapshot @ 27 November 2018

Faculty	School	Frozen Credit Target	Total Enrols	Non-Funded Enrols	Not Meeting 25% Date	Current Funded Enrols	Current Credits Estimate	Variance on Target	Credits To Start	Variance on Started Target	Credits Not Enrolled
120 Business, Creative & Digital Industries	111 Business & Finance	9233	757	72	79	609	8360	-9%	653	-3%	0
	123 Media & Performing Arts	8070	726	28	33	665	8328	3%	299	7%	30
	125 Fashion, Textiles & Design	10375	782	63	50	671	9602	-7%	419	-4%	0
		27678	**2265**	**163**	**162**	**1945**	**26290**	**-5%**	**1371**	**0%**	**30**
130 Engineering, Computing & the Built Environment	113 Computing	9164	1060	88	67	910	8761	-4%	320	-1%	0
	131 Energy & Building Services	6859	652	46	17	589	6150	-10%	753	1%	0
	133 Engineering	8889	1046	13	42	991	8586	-3%	0	-3%	0
	135 Construction & Land Based Industries	6615	579	7	43	529	6519	-1%	348	4%	0
		31527	**3337**	**154**	**169**	**3019**	**30016**	**-5%**	**1422**	**0%**	**0**
140 Health & Wellbeing	115 Sport, Tourism & Hospitality	10775	801	31	69	701	9303	-14%	1291	-2%	0
	141 Early Years & Social Care	12378	1161	175	73	914	11724	-5%	351	-3%	0
	145 Health & Life Sciences	10352	868	77	54	740	10134	-2%	175	0%	0
	149 Hair, Beauty & Complementary Therapies	6184	458	0	33	425	5108	-17%	844	-4%	0
		39689	**3288**	**283**	**229**	**2780**	**36268**	**-9%**	**2661**	**-2%**	**0**
160 Access & Continuing Learning	161 ESOL	10612	1665	6	190	1469	9032	-15%	2304	9%	0
	165 Additional Support for Learning	4681	564	0	21	543	4443	-5%	45	-4%	18
	167 Employability Skills	5711	1283	0	71	1212	2891	-49%	2951	5%	39
	169 General Education	8209	619	2	60	558	7287	-11%	0	-11%	0
		29213	**4131**	**8**	**342**	**3782**	**23653**	**-19%**	**5300**	**-1%**	**57**
Total		**128107**	**13021**	**608**	**902**	**11526**	**116227**	**-9.3%**	**10753**	**-1%**	**86**
	SFC Target Credits	**126859 (Core 120556 + ESF 6303)**						**-8.4%**			
	Current Credit Estimate + Credits to Start						**126980**	**0.1%**			
	Current Credits Estimate + Credits to Start + Credits Not Enrolled						**127066**	**0.2%**			

Price Group	Credits Estimate	Credits To Start	Credits Not Enrolled
1	15097	384	39
2	66082	4543	30
3	22271	1239	0
4	2045	0	0
5	10732	4587	18
Total	**116227**	**10753**	**86**

Economic Sector	Credits Estimate	Credits To Start	Credits Not Enrolled
Administration, Financial and Business Services	17878	651	0
Creative and Cultural Industries	18323	762	30
Energy, Engineering, Construction and Manufacturing	18019	1019	0
Food, Drink, Tourism, Hospitality and Leisure	14284	2135	0
Health, Care and Education	19388	673	0
Land-Based Industries	2843	38	0
Life and Chemical Sciences	6328	175	0
Transition and Supported Learning	19164	5300	57
Total	**116227**	**10753**	**86**