

BOARD OF MANAGEMENT

Wednesday 12 June 2019
The Boardroom, Langside Campus

The next meeting of the Board of Management will be held on Wednesday 12 June 2019 at 4.30pm in the Boardroom, Langside Campus.

A G E N D A

19.28	Welcome and Apologies		D Newall
19.29	Declarations of Interest		D Newall

Minutes of Previous Meeting

19.30	Minutes of Previous Meeting – 20 March 2019	P	D Newall
19.31	Matters Arising – Action Grid	P	D Newall
19.32	Minutes of Committee Meetings	P	
	i. Finance & Resources – 29.005.19 and 6.3.19	P	R Fraser
	ii. Audit – 22.05.19	P	D Watt
	iii. Learning & Teaching – 15.05.19	P	G McGuinness
	iv. Nominations Committee – 11.04.19	P	D Newall
	v. Remuneration Committee – 11.04.19	P	S Heidinger

Standing Items

19.33	Chair's Report	V	D Newall
19.34	Principal's Report	V	J Vincent
19.35	Student President Report	P	K Gasiorowska

Items for Discussion/Approval

19.36	Financial Report year to April 2019 and Forecast Outturn to end July 2019	P	T Elliott
19.37	Final Draft Five Year Financial Plan 2019/20 to 2022/23	P	T Elliott
19.38	2019/20 Draft Revenue Budget	To Follow	T Elliott
19.39	Draft Strategic Plan	P	J Vincent
19.40	Capital Masterplan update	P	J Thomson
19.41	Glasgow Clyde Education Foundation update	To Follow	J Thomson
19.42	Governance update	P	G Murray

Items for Noting *

19.43	Credits Projection 18/19	P	B Hughes
19.44	Strategic Risk Register	P	J Thomson

Continual Improvement

- | | | |
|--------------|---|----------|
| 19.45 | Equalities Impact Assessment on Decisions Made | D Newall |
| 19.46 | Review of Papers (Including disclosable status) | D Newall |
| 19.47 | Any Other Business | D Newall |

Date of Next Meeting: 28th August 2019 at
4.30pm, Anniesland Campus

***These items will not be discussed unless there is a request to do so.**

BOARD MEETING

Date of Meeting	12.06.2019
Paper Title	GCCSA Annual Report
Agenda Item	19.35
Responsible Officer	Karolina Gasiorowska
Status	Disclosable
Action	For Noting

1. Report Purpose

- 1.1 The purpose of this report is to inform the Board of Management Committee about the achievements of the GCCSA team during the academic year 2018/19 and goals looking forward to 2019/20.

2. Recommendations

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

Background/Objective/Discussion/Proposal/

The following will outline the key activities of GCCSA, which have been carried out in academic year 2018/19.

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

This paper shows our involvement throughout 2018/19 and goals which GCCSA delivered as well as goals to be continued into 2019/20 with the new GCCSA officer team.

3. Election 2018/19

Every year in spring, students elect a new full time President and three part-time Vice Presidents to represent the student body at Glasgow Clyde College for the following academic year.

The new team for the 2019/2020 session will be:

Student President -

Aranka Szilassy (current GCCSA vice president)

Vice Presidents:

Sulaiman Ghafour (re-elected)

Sissa Rasmussen (new to GCCSA team, current class rep)

Rachel McGaw (new to GCCSA team, current class rep)

4. Representation:

4.1 Class Representative (class rep) Meetings:

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.

We worked with SPARQS this year to train our own in house class rep trainers as well as also developing our own class rep training. This was done in response to feedback from class reps and College staff about previous experiences. This was the first year we provided contextualised in-house training, which allowed us to build a closer relationship with the student body to make sure we represent them on the high level and it also allowed us to ensure the training was specific to our institution and could be relatable for the students who attended.

In addition, for the first time we had an online system to track class reps, this was developed alongside the college ICT department. The purpose of this system was to make it easier for teaching staff to inform GCCSA of who their class reps are, to allow GCCSA to have all the information we required about class reps and then for GCCSA to be able to take control of the communication with class reps. This system also allows us to have online booking for training sessions.

There was also a focus on GCCSA liaising with the College to discuss class reps access to course team meetings to feedback.

4.2 Class Rep Training:

Class Rep Training update -

- GCCSA have provided 16 training sessions across all three Campuses for class reps throughout 2018/19.
- 215 mainstream students were trained

- 36 ESOL students were trained (tailored sessions)
- 45 ASL students were 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.

This feedback indicates to GCCSA that the new training sign up system and the in house training has been a positive change and this is something we will continue for 2019/20.

4.3 GCCSA voice within the College:

GCCSA were involved in all of the below meetings and groups within 2018/19 and will continue to have representation and input across all areas of the College going forward:

- IDEAs Group
- H&S Meetings (cross campus)
- Meetings with Principal and Executive Team (6 weekly)
- Senior Leadership Team (by invitation)
- Board of Management meetings/Committee
- Healthy Working Lives Group
- Fairtrade Steering Group
- Healthy Body Health Mind Award Working Group
- Creative Solution Group
- Health & Safety and Safeguarding committee
- Learning and Inspiration Committee
- Equality Diversity and Inclusion Committee
- Innovation and Transformation Committee
- Performance and Standard Committee

4.4 Regional Representation:

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

- Glasgow Student Forum.
- GCRB/P&R Committee
- NUS Conferences
- SPARQs conferences
- GCRBE Committee (President's cross the GCRB)

4.5 External Links

GCCSA have placed an importance this year on also building up strong links with external organisations in the local community. These links allow us to provide useful information and services for students and we will continue to work on this going forward.

- Quit Your Way – NHS
- Action For Hearing Loss Scotland
- Glasgow Council for Alcohol
- Glasgow Club
- Money Advice Scotland
- Community Safety Police
- Bike for Good

5. GCCSA Awards 2018/19

5.1 HBHM Award

GCCSA in conjunction with the college are taking part in the Healthy Body Health Mind Award second year which is ran by NUS. We achieved 2 stars in our first year 2017/18 and we have submitted our application for 2018/19.

We have a commitment to working towards the various things included in the criteria and aim to continue this going forward. GCCSA aim to take part in this award annually in order to try and maintain and/or improve on the previous rating.

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

5.2 SPARQS Award

GCCSA were shortlisted within the SPARQS awards within the category College Impact. Our submission was in relation to the positive changes to our class rep system, process and meetings. GCCSA were runners up within this category however, we were very happy to have been shortlisted, this was big

achievement for GCCSA and it has given us motivation for going forward.

6. GCCSA link with SAMH Partnership

This year, we have had a focus on our support in relation to the college's partnership with SAMH. GCCSA worked on increasing our understanding as a team on mental health and wellbeing as well as trying to provide opportunities for this for our students. Throughout 2018/19 GCCSA worked in collaboration with the Mentally Healthy College Co-coordinator to provide a few different options to help students to open up and be willing to discuss their physical and mental health needs:

1. Mental health training mentioned with SPARQS training for all class reps to build capacity from the beginning of the term
2. Suicide Talk training offered to students
3. Safe Talk training offered to students
4. Your Mind Matters sessions offered to students
5. Induction with the Mental Health Start pack which will include:
 - ✓ Stress balls
 - ✓ Leaflets/Booklets on Managing Anxiety, Stress and depression and How to Cope with Student Life
 - ✓ Information on Knowing Who To Turn To for Help support inside Glasgow Clyde College and support services outside the College
6. Buddy Beats Drum session open to all as a trial - Langside
7. Buddy Beats Drum sessions for ASL/EVIP students - Langside
8. Mindfulness sessions during exams periods
9. Live music show trial – Langside
10. SAMH stall at all GCCSA events with
11. Mental Health resources available in all GCCSA offices

GCCSA also supported this partnership by having our officer and staff team trained in areas such as:

- Mental Health First Aid
- ASIST – Suicide Prevention
- Safe Talk
- Safe Talk – Train the Trainer (Development Officer only)
- E-learning – Stop smoking and Smoking Prevention
- Living Live to the Full
- Peer support – (Development Officer only)

This knowledge allows us to better recognise students' needs, liaise with staff members and start conversations on how to relieve unnecessary emotions accompanying exams etc. This work forms part of the Healthy Body Health Mind award and our overall aim of being able to provide the best learning experience possible.

7. GCCSA Events/Campaigns 2018/19:

- Fresher's Fayre's
- Re-fresher's
- Christmas Fayre's
- Living life to the full festival – Langside
- Foodbank Charity Football Match – Langside
- Student Officer Election
- Fundraising for Save the Children
- Keep Cup's Campaign
- Hate Crime Awareness Campaign
- Children in Need Fundraising
- Stop Bullying and Sexual Harassment Campaign
- Stair's Campaign
- Recycling Campaign
- Rainbow Laces Giveaway and Campaign
- Support for Learning and Disability Week
- Mental Healthy Campaigns
- Free condom venue
- Free sanitary product venue
- Clean Air Campus – Smoking Survey
- Canteen Feedback - Survey
- College open Day – information stall
- GCCSA stalls
- All Student survey

8. Student Led Activity:

Clubs/Society's

- Meditation sessions - exam period
- Real to talk
- LGBT Club
- Pan African Club
- Mindfulness sessions
- Time out
- Language Exchange
- Creative writing
- ESOL support

- French Class
- Spanish Class
- Bocia Club
- E14E
- Netball Class

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

9. Student Partnership Agreement

GCCSA developed a partnership agreement in conjunction with the college, and signed at the Development Event October 2018.

We have created a partnership agreement with the collage to represent the different skills, knowledge, experiences and capabilities that each party brings to the table. Decisions have had been taken jointly between each party, creating an effective working relationship between our institution and our students. As a collective representative body, bringing our educational institution up to the highest quality possible. We agreed that the partnership should be revive every 2 years and future teams will take this forward.

10. Work Placements

GCCSA had two students complete work placements this year as a part of their courses. One Admin student who did a two-week placement and a second Admin student who completed a three-day placement. We are always keen to support departments with this where we can suit the needs of the student.

11. New Objectives/ Engagements 2019/2020.

The new GCCSA team will attend the NUS LEADING CHANGE conference in July 2019 and then will start with GCCSA in August.

There is a plan for a new induction system for GCCSA student officers in order to try to ensure that the team can hit the ground running. This induction will be an introduction into the role and the Student Association but will also an opportunity for the team to work on their goals and the operational plan for the year ahead. This will mean the new team can fully engage with student from enrolment onwards.

GCCSA plan to review the changes to the class rep system and process to further improve on this going forward. It has worked well for us this year but now there is an opportunity to try to engage with more students and take things further. We will improve the registration and tracking of class rep to provide a stronger base for student engagement within course teams. In addition, after a trial working with Schools Pupils will be something we aim to make work within 2019/20 and we must look into how we can better reach part time students and apprentices as a further step.

GCCSA also aim to learn from past events and work on making these bigger and better for students, this will be through making new contacts and strong management of the budget.

GCCSA would also like to place a focus on student led clubs as the amount and quality of these varies throughout the year and cross campus. It would be great to see more clubs being set up which run regularly throughout the year.

GCCSA have built strong links with external organisations and we want to be able to provide more opportunities for students to gain training, information or feedback to these organisations. A plan will be in place for this and activity will occur throughout the year.

We hope to also be able to continue many of the great events and initiatives from 2018/19, as well as the new team bringing new ideas and thoughts to the table that will be fresh for 2019/20.

A number of new initiatives are being considered and developed concerning supporting student budgeting, foodbank and food provision, Gender Based Violence (GBV), Careers and BSL and the new GCCSA team will prioritise those which can be taken forward in the next session.

12. Communication

We have worked this year to increase the number of student who follow GCCSA on our social media channels:

- Twitter - @OfficialGCCSA
- Facebook- clydestudentassociation

GCCSA also communicated with students in other ways:

- Email – GCCSA@glasgowclyde.ac.uk
- Intranet /VLE
- Leaflets and Posters
- GCCSA Useful Information Guide

- Campus office's Face to Face

GCCSA are going to review our social media to see the impact of improvements have been made but also to look into any other ways we could improve this for next year.

We are also reviewing the noticeboard set up in conjunction with marketing and there may be some changes to this going forward.

The GCCSA useful information guide will be reviewed and updated to be printed again for next year alongside marketing.

There have been some discussions and a plan will be put in place in order to try and ensure we have people in offices across campus as much as possible to engage with students and staff. We would like to have a better system for indicating to students when we will next be in the office on their campus if they arrive when no one is around, this will be worked on for 2019/20 and implemented.

Risk Analysis / Legal / Financial Implications

None Foreseen.

BOARD OF MANAGEMENT

Date of Meeting	12 June 2019
Paper Title	Draft Strategic Plan
Agenda Item	19.39
Responsible Officer	Jon Vincent, Principal and Chief Executive
Status	Disclosable
Action	For Discussion and Approval

1 EXECUTIVE SUMMARY

1.1 During the 2018/19 academic year the Board of Management have supported the College Executive Team to develop new Values, Mission and Vision Statements for the College. This report provides the Board of Management with an update on the development of its new Values and Strategic Plan as agreed at their meetings on 12 December 2018 and 20 March 2019. Contained in this report are proposed new Values for approval and a suggested revision to the Vision statement which was agreed by the Board on 20 March 2019. The report also contains a draft strategic plan developed by a working party of Board members and the College's Executive Team. This draft plan is presented for Board consideration and approval for further development work and stakeholder consultation.

2 RECOMMENDATIONS

- 2.1 The Board of Management is requested to:
- i Approve the revised new Values as detailed in section 4 of this report.
 - ii To consider the proposed revision to the new Vision Statement as described in section 5 of this report.
 - iii To review the draft Strategic Plan provided as Annex I of this report and provide feedback.
 - iv To approve the draft Strategic Plan for further development and stakeholder consultation.

3 INTRODUCTION

3.1 On 5 October 2018, the Board of Management, as part of its development event, reflected on the effectiveness and impact of the current values, mission, vision and strategic plan. At the conclusion of this discussion, it was agreed that a review was necessary and that a proposal should be brought to the next Board meeting.

3.2 At the Board of Management meeting held on 12 December 2018, it was agreed that the College would undertake a review of its current values, mission and vision statements and bring back proposed revisions for consideration in the context of the development of a new Strategic Plan.

- 3.3 Following extensive development work the Board of Management received and approved at their meeting on 20 March 2019, new Mission and Vision Statements for the College. At the aforementioned meeting the Board also received a proposal for new Values which they requested further development work to take place.
- 3.4 It was agreed that a small working party of the Board be established to support the Executive Team in their development of a draft Strategic Plan for consideration by the Board of Management.

4 **COLLEGE VALUES**

- 4.1 At the Board of Management meeting on 20 March 2019 the following proposed new Values were considered:
- People-centred
 - Considerate
 - Pioneering
 - Collegial
 - Passionate
- 4.2 The Board requested that further development work be undertaken to these proposed Values
- 4.3 As requested, further development work and consultation has taken place and the following revised Values are now presented for Board approval:
- **People-centred**
"We are unwavering in our expectation that we conduct ourselves with uppermost integrity and in a manner which is open and respectful. The needs and interests of our students, colleagues and stakeholders will be at the forefront of all decision-making."
 - **Principled**
"We are determined to ensure that fairness, equality and inclusivity are embedded into the heart of the College and guide everything we do."
 - **Pioneering**
"We are restless in our desire to be innovative, ambitious, forward-thinking and courageous in the pursuit of creating an unrivalled inspirational learning experience and work environment."
 - **Passionate**
"We are relentless and tenacious in our ambition to inspire students and colleagues to achieve their potential, change their lives and support them to overcome the barriers in doing so."

5 **COLLEGE VISION STATEMENT**

- 5.1 At the Board of Management meeting on 20 March 2019 the following Vision Statement was approved:

“By 2025 Glasgow Clyde College will be celebrated as Scotland’s most socially progressive College which is relentlessly focused on improving the prosperity of the communities it serves.

The College will be acknowledged for its unrivalled ‘career ready’ students, employment focused curriculum, pioneering approaches, financial resilience and members of staff who are passionate in their pursuit of excellence.

Glasgow Clyde College will be the partner of choice for employers, the employer of choice for members of staff and the College of choice for our communities.”

- 5.2 During the development of the new Strategic Plan it was highlighted that a revision to the opening sentence of the Vision statement should be considered by the Board. The proposed revision is:

“By 2025 Glasgow Clyde College will be celebrated as a socially progressive College which is relentlessly focused on improving the prosperity of the communities it serves.”

6 DRAFT STRATEGIC PLAN

- 6.1 A small working party of the Board of Management have supported the Executive Team in developing a high-level draft Strategic Plan, see Annex I
- 6.2 The draft Strategic Plan attempts to take forward themes that are contained in the new Mission, Vision and Values Statement.
- 6.3 The Plan is built around 3 Strategic Themes, namely:

- **Employer of Choice**

“To be celebrated as a great employer that values the contribution, commitment and professionalism of our staff and invests in them.”

- **Partner of Choice**

“To be acknowledged as the partner of choice by supporting the needs of our student, employers and communities through provision which helps them to fulfil their potential.”

- **Unrivalled Student Experience**

“To provide an unrivalled student experience where students achieve outstanding levels of attainment and which is focused on making them ready for their future careers.”

- 6.4 The Plan is underpinned by 2 cross-cutting themes, they are:

- **Financial Resilience Through Operational Excellence**

“To achieve financial resilience through ambitious growth in commercial income streams, innovative approaches to service delivery and sector-leading efficiency levels”.

- **Inspirational Learning and Teaching**

“To be celebrated as the pioneering college for its approaches to learning, teaching and assessment which inspire students to achieve their potential and change their lives

- 6.5 Each theme is underpinned by a series of strategic objectives which will ultimately be accompanied by objective targets on which the Board will be able to evaluate progress.

7 STAKEHOLDER CONSULTATION

- 7.1 At the Board of Management meeting on 12 December 2019 it was agreed that, subject to Board consent in June 2019, further development work and stakeholder consultation would be undertaken on the Plan during the summer period. A revised version of the Plan which takes on-board consultation feedback will be presented to the August meeting of the Board.

8 RISK ANALYSIS

- 8.1 At this stage of development a risk analysis is not considered necessary.

9 LEGAL IMPLICATIONS

- 9.1 There are no direct legal implications arising from the contents of this report or the emerging Strategic Plan.

10 FINANCIAL IMPLICATIONS

- 10.1 There are no direct financial implications arising from the contents of this report or the emerging Strategic Plan.

11 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

- 11.1 The development of the new Strategic Plan is considered to be complimentary to the GCRB Regional Strategy and the commitments detailed in the Regional Outcome Agreement.

12 Has an Equality Impact Assessment been carried out?

- 12.1 The new Strategic Plan will be subject to an Equality Impact Assessment prior to Board approval.

DRAFT STRATEGIC PLAN FRAMEWORK

Mission – “Inspirational Learning; Changing Lives”

Vision – “By 2025 Glasgow Clyde College will be celebrated as Scotland’s most socially progressive College which is relentlessly focussed on improving the prosperity of the communities it serves. The College will be acknowledged for its unrivalled ‘career ready’ students, employment focused curriculum, pioneering approaches, financial resilience and members of staff who are passionate in their pursuit of excellence. Glasgow Clyde College will be the partner of choice for employers, the employer of choice for members of staff and the College of choice for our communities.”

Strategic Theme 1 - Employer of Choice	Strategic Theme 2 - Partner of Choice	Strategic Theme 3 - Unrivalled Student Experience
“To be celebrated as a great employer that values the contribution, commitment and professionalism of our staff and invests in them”	“To be acknowledged as the partner of choice by supporting the needs of our students, employers and communities through provision which helps them to fulfil their potential”	“To provide an unrivalled student experience where students achieve outstanding levels of attainment and which is focused on making them ready for their future careers”
<p>Objectives to include;</p> <ul style="list-style-type: none"> To establish a values-based culture throughout the college To attract, develop and retain well-qualified, experienced and motivated members of staff who are the embodiment of our college values To ensure that the welfare of our employees is at the heart of everything we do To establish and embed career pathways throughout the college which create opportunities for professional development, enhancement and progression To foster a climate where innovation and creativity are encouraged and celebrated To achieve the highest levels of staff engagement and satisfaction To accomplish recognition as a great employer To achieve high levels of staff engagement and participation in a comprehensive annual programme of personal and professional development To develop leadership capacity and capabilities to ensure the potential and aspirations of all members of staff is realised 	<p>Objectives to include;</p> <ul style="list-style-type: none"> To address the needs of employers through substantial growth in our Apprenticeship provision at all levels and a responsive portfolio of commercial programmes To increase opportunities for those in the most challenging communities by systematically removing barriers to participation and widening access to provision To increase the proportion of students who choose to progress their studies within the college To provide a depth, breadth and coherence to provision throughout the College which facilitates life-long learning To develop and deliver a popular programme of full-cost provision which meets the needs and interests of our communities To establish externally recognised Centres of Vocational Excellence which are aligned to key regional economic priority sectors To unlock opportunities for growth, improvement and community benefit through a growing network of strategic partnerships and collaborations 	<p>Objectives to include;</p> <ul style="list-style-type: none"> To achieve the highest levels of student retention, attainment and positive progression To achieve sector-leading levels of student engagement and satisfaction To ensure that all students completing their studies are ‘future ready’ through a curriculum which is enhanced by outstanding information, advice and guidance throughout the learner journey To ensure that students develop high levels of technical skills which lead them to excel in regional and national skills competitions To create an exceptional learner journey which is co-created with the student-body To provide an unrivalled student experience which is distinctive in providing a vibrant programme of enrichment activities which create a sense of belonging To invest in facilities, study spaces and recreational places to support students to enjoy and be inspired at College
Cross-cutting Theme 1 - Financial Resilience through Operational Excellence		
“To achieve financial resilience through ambitious growth in commercial income streams, innovative approaches to service delivery and sector leading efficiency levels”		
<p>Objectives to include;</p> <ul style="list-style-type: none"> To increase income generation and diversification through sought after commercial services and programmes underpinned radical approaches to new business leading to financial sustainability To invest in staff members to achieve improved productivity to allow targeted investment in the College priority areas To embed efficient business models and joined up approaches across the College to achieve the Colleges ambitious targets and objectives To establish innovative models of service delivery through a programme of business improvement techniques and open innovation To institute robust and rigorous performance monitoring and reporting systems allow for proactive management decision-making To undertake a programme of business system and process review throughout the college to ensure structures and practices are fit for purpose and support the Colleges objectives To ensure that the facilities and services provided by the College are utilised to maximise their income generation potential 		
Cross-cutting Theme 2 - Inspirational Learning & Teaching		
“To be celebrated as the pioneering college for its approaches to learning, teaching and assessment which inspire students to achieve their potential and change their lives”		

People-centred

Passionate

Principled

Pioneering

DRAFT STRATEGIC PLAN FRAMEWORK

Objectives to include;

- *To ensure that learning, teaching and assessment practices are highly effective, engaging and personalised*
- *To foster a community of practice which is unrelenting in its desire to improve the standard of teaching , learning and assessment*
- *To achieve the highest levels of stakeholder satisfaction in our the quality of teaching practice throughout the college*
- *To develop the confidence and competence of staff to exploit digital technology to enhance teaching, learning and assessment*
- *To build a career-long professional learning pathway for all teachers*
- *To institute a truly employer-led curriculum where the content of courses and approaches to delivery and student experience are co-created*
- *To ensure excellence in approaches to assessment, feedback and progress monitoring*
- *To create an environment where teachers are encouraged to take innovative approaches to teaching, learning and assessment which focuses on meeting the needs of individual students*
- *To enjoy the benefits of a vibrant research programme which is focused on improving the quality of teaching, learning and assessment throughout the college*

People-centred

Passionate

Principled

Pioneering

BOARD OF MANAGEMENT MEETING

Date of Meeting	12 June 2019
Paper Title	Capital Masterplan Update
Agenda Item	19.40
Paper Number	19.40A
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 two years 2019/20 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 the three Glasgow 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 2019/20 is £3.538Million which is split into £1.915M of lifecycle maintenance allocated to Colleges based on credits targets volumes, and £1.623M for very high priority maintenance. The allocations by College are shown below :-

	Glasgow Clyde College	City of Glasgow College	Glasgow Kelvin College	GCRB	Total
Life cycle maintenance	£629,127	£892,848	£566,342		£1,915,000
Very high priority maintenance	£1,000,000	N/A	£600,000	£23,000	£1,623,000
	£1,629,127	£892,848	£1,166,342	£23,000	£3,538,000

- 3.2 From the overall Regional 19/20 capital allocation GCRB have retained £23k of funding which they have indicated is to support the Regional Estates strategy, and stated in a recent paper is to complement the individual College Estates Strategies and support the outcomes of the Curriculum and Resources Plan for the Glasgow College Region as per the GCRB Programme of Action 2019/20.
- 3.3 The total funding for very high priority estates maintenance for Glasgow Clyde College is £1M which is being used to fund three projects as shown on the capital masterplan which are chiller units and air handling units replacement, disabled access lifts replacement, and a flat roof replacement all at the Cardonald campus. The total estimated expenditure for these three projects is forecast as £1.14M based on estimates from the condition survey of 2014 updated for fees, VAT, etc.. Depending upon the final cost of the three projects the balance above the allocation of £1M will be funded through the use of some of the lifecycle maintenance funding allocation.
- 3.4 The attached capital masterplan has been updated to show these projects and the updated plan through to 2021. The updates to the plan are only to reflect the impact of the allocations i.e. the three specific projects high priority maintenance projects replacing the previous condition survey line for 19/20 (previously £2.6M on line 9 which is now allocated to the three projects at £1.14M) and the reduced lifecycle maintenance fund for 19/20 as this allocation is lower than the previous year figure which had been used as initial estimate (previously £369k now shown as the 19/20 allocation of £250k).
- 3.5 The future years capital plan beyond 2020/21 will be informed by the recent Estates review work completed by Gardiner and Theobald and BDP and the further work by the College to complete the full updated Estates Strategy.

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.

8 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

- 8.1 Not applicable.

Priority	Project Description - Capital Projects	Funded by
1	Large Scale Plant Upgrade/ Replacements Part 1 - Cardonald Campus Lifts project	Foundation Approved
2	Boiler/pipework installation at Cardonald	SFC/GCRB very high priority works capital funding
3	Mary Stuart Building Cladding Replacement to be completed in summer 2019.	SFC/GCRB very high priority works capital funding
4	Chiller Plant and Air Handling Units replacement	SFC/GCRB very high priority works capital funding
5	Disabled access lifts at Cardonald	SFC/GCRB very high priority works capital funding
6	Replacement of flat roof	SFC/GCRB very high priority works capital funding or life cycle maintenance
7	Lifecycle maintenance for works	SFC/GCRB lifecycle maintenance capital funding allocation
8	Student Space Extension at Anniesland.	TBC. Proposed GCEF Bid
9	Condition Survey Estimates of Works 2020/21 as per previously approved plan in December 2018. This is to be reviewed and informed by priority works and estates strategy outputs.	TBC. Proposed SFC/GCRB lifecycle maintenance capital funding allocation
10	Storage Area Network	TBC
	Capital Masterplan projects sub-total	

Planned expenditure 2019/20	Planned expenditure 2020/21	Capital Projects Plan Total 19/20 to 20/21	Previous Plan Total to Board 19/20 to 20/21	Comments
£150,000	Completed	£150,000	£150,000	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.
£235,000	Completed	£235,000	£235,000	Replacement of boilers. Third boiler at Cardonald plus nursery pipework. Total project value £270k
£379,000	Completed	£379,000	£379,000	Cladding panels/curtain walling replacement. Replacement planned for summer 2019. Total project value £399k.
£880,000	Completed	£880,000	Included in condition survey line 9 below	Chiller plant and AHU across Cardonald campus Tower building. Estimate at this stage based on condition survey. Design team being appointed.
£220,000	Completed	£220,000	Included in condition survey line 9 below	Several disabled access lifts in the Tower building and Business Centre due for replacement. Estimates based on condition survey. Design team being appointed.
£40,000	Completed	£40,000	Included in condition survey line 9 below	Cost estimate for replacement of one remaining flat roof area. Design team being appointed
£250,000	£369,000	£619,000	£738,000	Lifecycle maintenance works. Projects being undertaken on a prioritised basis following planning discussions with all faculties and units. Allocation from GCRB is £629k in total for 19/20 of which the other element is allocated to revenue)
£528,000	Completed	£528,000	£528,000	Limited student space at Anniesland campus compared to the other two campuses. Design prepared and costed at £528k. Bid submitted to GCEF in December 18 however not approved and was postponed to be considered following estates review.
Shown as specific projects above	£2,800,000	£2,800,000	£5,400,000	Figures from previously approved plan at the Board in March 2018 updated to reflect the three projects for 2019/20 as submitted to GCRB shown as separate lines above. Possible condition survey works for future years after 2019/20 which would be progressed based on affordability and available funding.
£0	£200,000	£200,000	£200,000	Replacement of current data storage solutions with an Enterprise class solution with advanced and optimised storage techniques which maximise performance and balance costs through effective and efficient use of tiered storage.
£2,682,000	£3,369,000	£6,051,000	£7,630,000	

BOARD OF MANAGEMENT

Date of Meeting	12 June 2019
Paper Title	Glasgow Clyde Education Foundation Update
Agenda Item	19.41
Paper Number	19.41A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Discussion

1 REPORT PURPOSE

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

2 RECOMMENDATION

- 2.1 Members are invited to **DISCUSS** this paper.

3 BACKGROUND

- 3.1 The Glasgow Clyde Education Foundation (GCEF) is a separate independent charitable organisation from the College.
- 3.2 The Foundation has three strategic funding priorities which are as follows :
- Strategic Priority 1 Improved Pedagogy
Strategic Priority 2 Effective Learning
Strategic Priority 3 Capability and Capacity
- 3.3 A sum of £14.4M was transferred to the Foundation from the College as at the end of March 2014, which was the College cash backed reserves and a further sum of £600k was donated at the 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 2nd April and their next meeting is on 25th June.

- 3.5 The College submitted a bid to the Foundation at its April meeting for Learning and Teaching Transformation. This project is aimed at delivering a new more embedded digital approach to the learning and teaching of the College with a more engaging and greater use across the College of the Virtual Learning Environment. The detail of the proposal was submitted to the College Board of Management at its March meeting and it was requested that the bid be amended with the inclusion of more information of the long term sustainability for the proposal beyond the project, along with expanded information of the measures for the success of the project. A summary of the long term sustainability plan for the project is attached at Annex A. The cost of the project at the time of the March Board was a two year project at £547k. At the GCEF meeting it was suggested that the project may be extended from the original proposed 2 years to a 3 year project. This is currently being considered and would increase the total cost if extended to over £700k. Currently only a bid for phase 1 has been agreed by GCEF which is for £157k.
- 3.6 The College propose to submit a bid to CGEF for £700k for funding to support additional bids for 2019/20 (as shown in the revenue budget paper on the agenda) and this bid is currently being prepared. It is intended to submit the bid to their 25th June meeting and it will cover a range of areas including staff development and equipment.

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 from the College being approved by the Foundation.

6 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

- 6.1 N/A.

Glasgow Clyde Education Foundation Update – Annex A

Long term sustainability of the Learning and Teaching Transformation Project

The focus of the project is to facilitate and support a step change in the confidence of staff to develop and deliver blended approaches to learning, based upon sound pedagogical principles. This will apply to not only in-class delivery but crucially, to development work that will support a 'flipped' classroom and future opportunities for online delivery and independent study. The project is recruiting 4 Learning Technologists who will work directly with teaching staff both individually and in groups to increase their confidence and skills and will provide opportunities for the standardisation of approaches to the development of online and blended learning and teaching.

The project is part of a wider drive for a step change in our approaches to learning and teaching within Glasgow Clyde College. The phased nature of the project will provide us with the opportunity to develop, plan and pilot approaches to learning and teaching development which will enable the College to increase staff capacity whilst assessing what our future options for curricular design, delivery and evaluation will be. The project will allow us an opportunity to increase staff capacity and confidence, support teaching staff to develop their pedagogical approach to teaching and assess the nature of e-learning support that will be required in the longer term.

Given the College's financial forecasts, it is clear that there cannot be an assurance that the 4 Learning Technologists posts will be sustained post-project. The proposed 3 year duration of the project allows us to support staff to increase skills and confidence, and will allow us to identify priority areas for new and innovative curriculum design, and what benefits and savings can be harnessed with that work. This will also inform the development of the e-learning structure that will be required to support the new approaches to learning and teaching. The current staffing composition will need to be reviewed and adapted to ensure service delivery meets the needs of curricular delivery. Any development within the e-learning team will be planned and implemented within the strict financial parameters we find ourselves working within and will form part of wider development work that will take place regarding the College staffing structures.

Sustainability of the project partly comes from the increased staff confidence and capacity to deliver innovative, blended and online learning and teaching to our students. Complementary work is currently looking at curricular design and delivery, support service delivery and student need and this will inform ongoing structural development the College needs to deliver innovative and effective learning and teaching within the financial constraints from 19/20 onwards.

BOARD OF MANAGEMENT MEETING

Date of Meeting	12 June 2019
Paper Title	Governance Update
Agenda Item	19.42
Papers	19.42A, B and C
Responsible Officer	Gillian Murray, Clerk To The Board
Status	Disclosable
Action	For Discussion

1 REPORT PURPOSE

- 1.1 This paper seeks to update the Board on a number of governance-related matters.

2 RECOMMENDATIONS

The Board is invited to

Agree to commence the election of a new Non-Teaching Staff Board Member

Discuss and **Agree** the Annual Board Effectiveness Self-Evaluation Framework

Discuss and Note the progress on the Board Development Plan.

Note the update on Board Member Recruitment

3 BACKGROUND

Non-Teaching Staff Board Member

The Articles of Governance of Glasgow Clyde College Board of Management state that the Board shall include *inter alia* a person elected by the support staff of the College (being all staff who are not teaching staff) from among their own number. The current Non-Teaching Staff Member of the Board will end her term of appointment on 7 September 2019. Steps should therefore be taken to fill this vacancy. A copy of the Election Rules and Procedures for Appointment of Board Members is attached (19.42A).

The Board is invited to **agree** to the Clerk to the Board, in her capacity as Returning Officer under said Rules, commencing the Election Procedure in accordance with the Rules.

Annual Board Effectiveness Self-Evaluation Framework

The Code of Good Governance requires that

The board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online.

Glasgow Clyde College Board of Management underwent an Externally Facilitated Evaluation of Effectiveness in 2017. The Board is therefore required to undertake a further External Evaluation next year. It is therefore recommended that a light touch approach is taken this year with a simple questionnaire being issued to Board Members with anonymous responses being used to form the basis of an open discussion session at the Board Development Event.

The Code of Good Governance also requires that

The board must agree a process for evaluating the effectiveness of the board chair and the committee chairs. The evaluation of the board chair should normally be led by the vice-chair/senior independent member.

and

The board must ensure all board members are subject to appraisal of their performance, conducted at least annually, normally by the chair of the board.

A simple process for evaluating the effectiveness of the Board Chair and Committee Chairs is attached (19.42B). The Board is invited to consider this process and agree to adopt this process with evaluations taking place over summer along with individual board member appraisal.

The Board is invited to **Discuss** and **Agree** the Annual Board Effectiveness Self-Evaluation Framework

Board Development Plan

This plan was introduced for comment and feedback at the Board event on 4/5th October 2018. Comments received were then incorporated and the Board agreed to the plan being implemented at the meeting on 12 December 2018. An update on progress against plan was provided to the Board at the meeting on 20 March 2019. A further update is provided at 19.42C.

The Board is invited to **discuss** and then **note** the progress on the attached plan.

Board Member Recruitment

The Board of Management has received a copy of the draft Minute of the Meeting of the Nominations Committee on 11th April 2019. Further to that meeting, the Clerk to the Board has worked with Changing the Chemistry to

refresh the Board Recruitment Process. Recruitment has opened and a Board Information Event is taking Place on Monday 11th June. The last date for Applications being received is 21st June. Work is ongoing with Marketing and HR to ensure widespread publicity of both the Recruitment and the Board Information Event A further update will be provided by email in due course..

The Board is invited to **note** the update on Board Member Recruitment.

4. RISK ANALYSIS

The matters dealt with address Glasgow Clyde College's governance arrangements. By ensuring that these matters are properly addressed GCC will ensure that its governance meets the expectations of the Scottish Funding Council, Scottish Government, GCRB OSCR and other relevant stakeholders.

5. LEGAL IMPLICATIONS

There are no specific legal implications associated with this paper.

6. FINANCIAL IMPLICATIONS

There are no specific financial implications associated with this paper.

7. REGIONAL OUTCOME AGREEMENT IMPLICATIONS

As per above at 4.

8. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

Election Rules and Procedures for Appointment of Board Members

Part I

1 Application

1.1 These Rules apply to

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

Part II

Election of Teaching and Support Staff Members

2 Timing of Elections

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

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

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

3 Returning Officer

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

4 Teaching Staff

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

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

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

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

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

5 Support Staff

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

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

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

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

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

6 Counting of Votes

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

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

6.3 The nominee receiving most votes shall be declared elected.

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

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

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

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

7 Amendment of Rules

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



PROCESS FOR EVALUATING THE EFFECTIVENESS OF THE BOARD CHAIR

1. Introduction

- 1.1 The objective of the evaluation is to enable the Chair to evaluate their performance, to build upon strengths and address any areas for development.

2. Process for the Evaluation of the Effectiveness of the Board Chair

- 2.1 The Senior Independent Member will undertake the evaluation of the Chair, taking soundings from the Principal, Board Members and Clerk to the Board by way of an anonymous survey

- 2.2 The evaluation will consist of:

1. A self assessment from the Chair
2. A peer assessment from the SIM, Board Members and the Clerk to the Board (as above)
3. A discussion between the SIM and Chair relating to performance, professional and personal development
4. Agreement of objectives for the coming year.

- 2.3 The evaluation will cover the following assessment:

- Performance against individual objectives
- Effective chairmanship of the Board
- Effective challenge at Board meetings
- Attendance at Board and committee meetings
- Attendance at required training and development sessions and events
- Meeting the time commitment for engagement in Board business and other College business



- Influencing and engagement at appropriate national, regional and local levels including the Glasgow Colleges' Regional Board.
- Representing the Board externally as appropriate
- Commitment to the Nine Principles of Public Life, which are: duty/public service, selflessness; integrity; objectivity; accountability; openness; honesty, leadership and respect.

3. Governance reporting

- 3.1 A report of the substantive outcomes from the Chair's evaluation will be prepared by the Senior Independent Member. This will be presented to the Board of Management at the next available meeting following the appraisal process.



PROCESS FOR EVALUATING THE EFFECTIVENESS OF THE COMMITTEE CHAIRS

1. Introduction

- 1.1 The objective of the evaluation is to enable the Committee Chair to evaluate their performance, to build upon strengths and address any areas for development.
- 1.2 The evaluation will constitute the appraisal of the Committee Chair in their capacity as Board Member. There will be no need to carry out an additional appraisal.

2. Process for the Evaluation of the Effectiveness of the Committee Chair

- 2.1 The Board Chair will undertake the evaluation of the Committee Chair, taking soundings from the Committee Members by way of an anonymous survey
- 2.2 The evaluation will consist of:
 1. A self assessment from the Committee Chair
 2. A peer assessment from Committee Members (as above)
 3. A discussion between the Board Chair and Committee Chair relating to performance, professional and personal development
 4. Agreement of objectives for the coming year.
- 2.3 The evaluation will cover the following assessment:
 - Performance against individual objectives
 - Effective chairmanship of the Committee
 - Effective challenge at Board meetings
 - Attendance at Board and committee meetings
 - Attendance at required training and development sessions and events



- Meeting the time commitment for engagement in Board business and other College business
- Influencing and engagement at appropriate national, regional and local levels including the Glasgow Colleges' Regional Board.
- Representing the Board externally as appropriate
- Commitment to the Nine Principles of Public Life, which are: duty/public service, selflessness; integrity; objectivity; accountability; openness; honesty, leadership and respect.

3. Governance reporting

- 3.1 A report of the substantive outcomes from the Committee Chair's evaluation will be prepared by the Board Chair. This will be presented to the Board of Management at the next available meeting following the appraisal process.

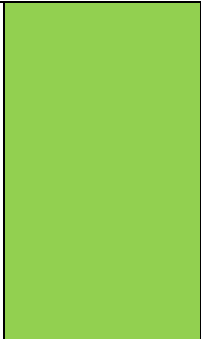
Board Development Plan 2018-19

Outcome	Actions	Progress	RAG
Strategy			
The focus of Board meetings is on strategic issues	<ul style="list-style-type: none"> • Papers are weighted to strategic issues • Assurances are sought for operational compliance with strategy 	<ul style="list-style-type: none"> • The Board received and discussed the Commercial Income Strategy at the October 2018 meeting. • The Board received and discussed the Interim Estates Strategy at the December 2018 meeting. The final Estates strategy will come to the June 2019 meeting. • The Board has received updates on the development of a new College Strategic Plan at the March meeting. Further updates will be presented at the June and August meetings. 	

<p>The Board supports a compelling strategic direction for the College</p>	<ul style="list-style-type: none"> • The Principal and senior leadership are supported in the Development of a new College Strategic Plan • Regular progress against strategy is reported to the Board, enabling appropriate agenda setting 	<ul style="list-style-type: none"> • Some Board Members attended a Workshop on the Values, Mission and Vision of the College (11.03.19) • A Working Group of Board Members has been set up to consider the College Strategic Plan. • The Board received an annual report on College Performance including KPIs at the Board Development Event in October 2018. 	
Our People			
<p>The Board has assurance of striving for excellence in student experience</p>	<ul style="list-style-type: none"> • Board is provided with information to give fuller understanding and assurance of quality of student teaching • Board receives half yearly reports demonstrating levels of student satisfaction 	<ul style="list-style-type: none"> • L&T training event (CDN) to aid understanding. • The L&T Committee receives updates on teaching at every meeting and KPIs monitor the teaching performance. • Updates are provided to L&T on Student Experience from the Student President and/or AP Student Experience. 	

		<ul style="list-style-type: none"> • The AP Quality & Performance attends the Board, on a half yearly basis, to provide an update on Learning, Teaching & Assessment. 	
<p>The Board is a confident employer, setting high standards of employment practice</p>	<ul style="list-style-type: none"> • Board are kept informed of key messages from staff surveys and of timely responses and actions taken • Board monitors staff performance and attendance levels seeking assurances that issues are dealt with expertly and promptly • Evidence is provided to the Board of a continuing cycle of improvement in staff relations across the College 	<ul style="list-style-type: none"> • The OD Committee has the ongoing responsibility of monitoring HR KPIs. • Following the Staff Survey, an action plan was created – the OD Committee oversees the implementation of the action plan. • The recent work undertaken by the Pacific Institute is reported to the Board and demonstrates an improvement in the Culture of Management. 	
<p>Ambition</p>			

<p>The Board is ambitious for the future development of the College and its people</p>	<ul style="list-style-type: none"> • Senior Management are challenged to be ambitious for the College and to report on innovation and improvement practices • Commercial activity reports are provided regularly demonstrating growing financial returns • Reports on new and improved learning facilities and their impact are provided to the Board • Evidence of enhanced teaching quality is provided using current baseline to measure progress and quality 	<ul style="list-style-type: none"> • At the March 2019 meeting, the Board approved the recent bid to GCEF which • Commercial activity Reports are presented to F & R Committee on a regular basis for monitoring of progress. • The Capital Masterplan and the Estates strategy are reported to the Board and F & R Committee regularly, these include new and improved learning facilities. • The AP Quality & Performance attends the Board, on a half yearly basis, to provide an update on Learning, Teaching & Assessment. 	
Partnership			
<p>The Board works collaboratively and supports the work of GCRB. The Board</p>	<ul style="list-style-type: none"> • Individual members participate in Regional events wherever possible • Clerk reports on regular regional Board secretaries meetings 	<ul style="list-style-type: none"> • Some Board Members attended the following GCRB events Mental Health Workshop 	

<p>supports collaborative partnerships with the independent sector.</p>	<ul style="list-style-type: none"> • Board supports a collective message which promotes and encourages understanding and partnership with GCRB • Where opportunities exist Board members seek to develop or assist partnership working with local independent sector and public sector. 	<p>Financial Workshop Risk Management Workshop</p> <ul style="list-style-type: none"> • The Chair inputs into the Annual Report for the GCRB. • The Chair of the GCRB has attended, and has an open invitation to attend, meetings of the College Board. 	
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BOARD MEETING

Date of Meeting	12 June 2019
Paper Title	Credits Projection 2018/19
Agenda Item	19.43
Paper Number	19.43A
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

The Board and Learning & Teaching committee receive regular updates on our predicted outturn of credits against our annual activity target. As a reminder, our initial target for 2018/19 was 126,859 (120,556 core + 6,303 ESF). We accepted an additional 427 credits as part of an in-year distribution, which brought in additional income. The revised target therefore is 127,286.

The attached snapshot shows that our current forecast is to achieve 128,552 credits by the year-end. This is circa 1% above target.

4. Risk Analysis

Until the FES is closed in October there is always a risk that the credits that we are forecasting have been overstated. There are a range of reports that are analysed regularly to mitigate this risk

5. Legal Implications

There are no specific legal implications relating to this paper.

6. Financial Implications

Failure to achieve our annual Credit target has financial implications in the form of clawback of funding by SFC / GCRB. Actions to minimise this risk are identified in (4) 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 at 31/05/19

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	1291	512	99	683	9179	-1%	0	-1%	0
	123 Media & Performing Arts	8070	797	41	38	718	8714	8%	0	8%	0
	125 Fashion, Textiles & Design	10375	838	65	62	712	10083	-3%	0	-3%	0
		27678	2926	618	199	2113	27976	1%	0	1%	0
130 Engineering, Computing & the Built Environment	113 Computing	9164	1215	208	80	933	8876	-3%	0	-3%	0
	131 Energy & Building Services	6859	983	284	33	668	6702	-2%	50	-2%	0
	133 Engineering	8889	943	22	51	870	8766	-1%	0	-1%	0
	135 Construction & Land Based Industries	6615	726	30	56	640	7207	9%	46	10%	0
	31527	3867	544	220	3111	31550	0%	96	0%	0	
140 Health & Wellbeing	115 Sport, Tourism & Hospitality	10775	977	31	92	854	10670	-1%	0	-1%	0
	141 Early Years & Social Care	12378	1263	198	96	975	12039	-3%	0	-3%	0
	145 Health & Life Sciences	10352	1019	200	64	759	10354	0%	0	0%	0
	149 Hair, Beauty & Complementary Therapies	6184	529	0	44	485	5752	-7%	0	-7%	0
	39689	3788	429	296	3073	38815	-2%	0	-2%	0	
160 Access & Continuing Learning	161 ESOL	10612	2664	11	292	2361	12144	14%	0	14%	0
	165 Additional Support for Learning	4681	555	0	33	522	4266	-9%	0	-9%	0
	167 Employability Skills	5711	2986	1	229	2756	6337	11%	8	11%	0
	169 General Education	8209	620	2	63	556	7361	-10%	0	-10%	0
	29213	6825	14	617	6195	30107	3%	8	3%	0	
Total		128107	17406	1605	1332	14492	128448	0.3%	104	0%	0
	SFC Target Credits							0.9%			
		127286									
		(Core 120556									
		+ ESF 6303									
		+additional 427)									
	Current Credit Estimate + Credits to Start						128552	1.0%			
	Current Credits Estimate + Credits to Start + Credits Not Enrolled						128552	1.0%			

Price Group	Credits Estimate	Credits To Start	Credits Not Enrolled
1	15908	8	0
2	70959	0	0
3	24453	96	0
4	2010	0	0
5	15119	0	0
Total	128448	104	0

Economic Sector	Credits Estimate	Credits To Start	Credits Not Enrolled
Administration, Financial and Business Services	18535	0	0
Creative and Cultural Industries	19201	22	0
Energy, Engineering, Construction and Manufacturing	19475	74	0
Food, Drink, Tourism, Hospitality and Leisure	16310	0	0
Health, Care and Education	19930	0	0
Land-Based Industries	2795	0	0
Life and Chemical Sciences	6646	0	0
Transition and Supported Learning	25556	8	0
Total	128448	104	0

BOARD OF MANAGEMENT MEETING

Date of Meeting	12 June 2019
Paper Title	College Strategic Risk Register
Agenda Item	19.44
Paper Number	19.44A
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 31 May 2019 is attached. There are a range of changes to the Risk Register since last reported to the Board of Management in March, which are all highlighted in red.

4.2 There are two main amendments which follow on from some discussion at the March Audit Committee. The first is to include a new risk “Failure to reduce College cost base on managed basis to meet requirements of the five year financial forecast” and to split the previous risk “Failure to achieve surplus targets for non-SFC/commercial activity” into two separate risks. This therefore means there are now 14 risks on the College Strategic Risk Register and both of these two new/separated risks have high scores and are both scoring as 15 after mitigating actions (probability of 3 and impact of 5).

4.3 Of the 14 risks on the College Strategic Risk Register there are now 3 risks scoring as high after mitigating actions. These are the two new/split risks as per paragraph 4.2 which are now F1 and F2 which are high due to the challenges of the College's five year financial plan, plus 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 national decisions that are not within the College's direct control

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 31st May 2019							
					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	Failure to achieve surplus targets for commercial activity (now split to two risks - commercial and non-SFC separate)	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) Ambitious commercial income/surplus growth plan agreed for 2019/20 through to 2022/23 with detail of how this will be achieved across the five main activity types ii) Regular monitoring between Business Development Unit and Faculty Management of commercial activity and replacement activity identified as required. iii) Pipeline of activity managed to meet overall targets iv) Costing templates completed for all commercial activity. Further monitoring of in year staff costs transfers of permanent staff costs ongoing. v) Increased engagement and marketing effort to maintain current business but also to open and grow new income streams. vi) Spread of activity across a range of activity areas to reduce risk of one large contract failure to overall surplus. vii) Review and develop market opportunities through business development strategy and grow new markets.	3	5	15	F1	Medium	10	Increasing
F2	Failure to reduce College cost base on managed basis to meet requirements of the five year financial forecast (new risk added)	Financial/ Organisational	Goal 4 - Ensuring operational effectiveness and efficiency	Principal/ Vice Principals	4	5	20	i) Five year financial plan prepared and presented to the Board which shows required cost reductions over the period in addition to the agreed five year commercial income growth plan ii) Cost reduction plan being implemented which requires reduction in staff levels and cuts in non-staff budgets across the College where possible iii) College commenced process of review of all areas to seek cost reductions, as well as seeking further efficiency through improved business processes. iv) Plan to implement one significant staff area change by July 2019 and through use of current VS scheme. v) Early discussion on future potential changes to be taken forward. vi) Zero based budgeting for 19/20 onwards for non-staff costs.	3	5	15	F2	Medium	new risk	N/A
F3	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 2019/20 being 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 Flexible Workforce Development Fund target levels.	3	4	12	F3	Medium	12	No change
F4	Failure to achieve/maintain planned levels of non-SFC income	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 External Funding Unit and Faculty Management of non-SFC activity and any changes in level of delivery. ii) Keep informed of constitutional change implications of Brexit and impact on non-SFC activity for the College. Involvement in College sector Brexit forum and quantifying impacts. iii) Increased engagement and marketing effort to maintain current business but also to open and grow new income streams. iv) Continued work with key partners to ensure successful projects delivered and funding maintained as much as possible.	2	5	10	F4	Medium	10	No change
F5	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	F5	Long	8	No change

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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
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. Cyber essentials plus status achieved. vii) Web filtering technology in place and uninterruptable power supply in place. viii) Fraud response plan in place	3	4	12	O2	Medium	12	No change
O3	Failure to recruit and retain an appropriately skilled and effective workforce	Organisational/ Reputational	Goal 2 & 4 - Growing exceptional partnerships & Ensuring operational effectiveness and efficiency	Assistant Principal HR	3	5	15	i) Recruitment and retention of staff for some skills areas remains challenging and College continues to use a range of approaches as appropriate. ii) Maintain open channels of communication with trade unions, college managers and their staff, and effective attendance management process in place. iii) All new staff have an induction process and annual training programme undertaken. iv) Cover arranged as required for absence of key staff members. v) Appropriate CPD provided for staff to meet identified skills gaps	2	4	8	O3	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) 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 and 2019/20 for very high priority items allocated by GCRB 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) Estates Strategy Review being completed by Gardiner & Theobald & BDP. iv) Langside residences lease assignation and guarantee document 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

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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 ix) Data Protection Officer in place to advise on General Data Protection Regulation	3	4	12	G1	Medium	12	No change
G2	Failure to recruit, train and retain an appropriately experienced Board of Management	Governance	Goal 4 - Ensuring operational effectiveness and efficiency	Clerk to the Board	3	4	12	i) Continue to maintain membership of Board of Management at suitable level with the correct level and mix of skills. Nominations committee now established. Succession planning taking place with the Nominations Committee considering future vacancies well in advance. 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	Medium	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 OF MANAGEMENT MEETING

Date of Meeting	12 June 2019
Paper Title	Voluntary Severance Scheme Extension
Agenda Item	19.xx
Papers	19.xxA
Responsible Officer	Janet Thomson, Vice-Principal: Resources & College Development
Status	Disclosable
Action	For Approval

1. REPORT PURPOSE

- 1.1 The purpose of this report is to seek an extension of the current voluntary severance scheme, which the College has in place. Approval for extension will also be sought from GCRB and SFC.

2. RECOMMENDATIONS

- 2.1 Board of Management members are requested to approve this extension to the date for the Voluntary Severance Scheme.

3. BACKGROUND

- 3.1 Each of the three legacy Colleges of Anniesland, Cardonald and Langside undertook significant voluntary severance schemes up to and around the time of merger. Since then Glasgow Clyde College has undertaken two voluntary severance schemes with the most recent one related to the Glasgow Regional Curriculum and Estates Review.
- 3.2 The College is facing rising staff costs particularly in future years with increased costs following national bargaining. The College's future financial planning indicates rising deficits if no action is taken to reduce costs. Staff costs are the most significant part of the College's budget, hence to address the future years' deficits and balance the rising costs the College will need to look to seek where there may be options for staff cost savings and increased income.
- 3.3 It is proposed that the current voluntary severance scheme is extended for 18 months to enable a series of structure changes to be undertaken with the purpose of achieving staff cost savings. This will be a targeted voluntary severance scheme looking at potential areas where savings may be able be made. The benchmarking exercise completed for the College will assist in consideration of the targeting of the scheme along with workforce planning discussions and any other potential anticipated changes in College areas.

- 3.4 There is one restructure already underway and this will be followed by other planned structure changes across the College to provide savings and with business cases for them.
- 3.5 The current scheme currently runs through to end of July 2019 and it is therefore proposed to extend the scheme through to end January 2021. The scheme is similar to the previous scheme for the College in 2016 and similar to other schemes within the Glasgow Region, and is within SFC guidelines.
- 3.6 The proposed scheme includes the requirement from SFC that any person leaving on voluntary severance from one of the three Glasgow Colleges should not normally be employed by any of the three Colleges in Glasgow for the next two years.
- 3.7 Any voluntary severance scheme that a College undertakes needs to be within the guidance limits of the Scottish Public Finance Manual.

4. RISK ANALYSIS

The voluntary severance scheme is intended to mitigate the risk to future financial sustainability of the College as a result mainly of rising staffing costs.

5. LEGAL IMPLICATIONS

There may be some legal advice required in completing the leaving documents for applicants to the scheme.

6. FINANCIAL IMPLICATIONS

The purpose of the scheme is to achieve financial savings. In terms of funding the scheme, the College is seeking funding from GCEF for at least part of the scheme costs. Otherwise the costs of the scheme will have to be met from College in year expenditure.

7. REGIONAL OUTCOME AGREEMENT IMPLICATIONS

The extension of the scheme will have to be approved by GCRB and SFC.

8. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

BOARD OF MANAGEMENT MEETING

12TH JUNE 2019

RESTRUCTURE CONCERNS

Clare and I have serious concerns relating to the following:

- Board inclusion in decision making process around re-structure, VS and compulsory redundancies
- Sight of business plan and risk assessment relating to the proposed 40% reduction in faculty administrators – analysis of faculty administration work and who and how this work will be carried out
- How the College plans to fund VS
- Breach of RPA and resulting Unison grievance.
- £500,000 'anomaly'
- Continued recruitment during re-structure and redundancies
- Reputational impact

We would appreciate an opportunity to discuss.

Stephen Henson