

The next meeting of the Board of Management will be held on Wednesday 28th August 2019 at 4.30pm in the Boardroom, Anniesland Campus.

A G E N D A

- | | | | |
|--------------|--------------------------|--|----------|
| 19.48 | Welcome and Apologies | | D Newall |
| 19.49 | Declarations of Interest | | D Newall |

Minutes of Previous Meeting

- | | | | |
|--------------|---|---|-------------|
| 19.51 | Minutes of Previous Meeting – 12 June 2019 | P | D Newall |
| 19.52 | Matters Arising – Action Grid | P | D Newall |
| 19.53 | Minutes of Committee Meetings | P | |
| | i. Organisational Development – 5 June 2019 | P | S Heidinger |

Standing Items

- | | | | |
|--------------|--------------------------|---|------------|
| 19.54 | Chair's Report | V | D Newall |
| 19.55 | Principal's Report | V | J Vincent |
| 19.56 | Student President Report | P | A Szilassy |

Items for Decision

- | | | | |
|--------------|---|---|-----------|
| 19.57 | 2019/20 Budget | P | T Elliott |
| 19.58 | Anti Bribery, Fraud and Corruption Policy | P | |

Items for Discussion/Approval

- | | | | |
|--------------|--------------------------------|---|-----------|
| 19.59 | Draft Five Year Financial Plan | P | T Elliott |
| 19.60 | Board Development Day | P | D Newall |

Items for Noting*

- | | | | |
|--------------|---|---|-----------|
| 19.61 | College Strategic Risk Register | P | J Thomson |
| 19.62 | Freedom of Information Summary 2018/19 | P | B Hughes |
| 19.63 | Credit Estimates of Outturn for 2018/19 | P | B Hughes |

Continuous Improvement

- | | | | |
|--------------|---|--|----------|
| 19.64 | Equalities Impact Assessment on Decisions Made | | |
| 19.65 | Review of Papers (Including disclosable status) | | D Newall |
| 19.66 | Any Other Business | | D Newall |

Date of Next Meeting: 25th October 2019
time and venue tbc (part of the away day)

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

BOARD MEETING

Date of Meeting	28 August 2019
Paper Title	GCCSA Operational Plan Report
Agenda Item	19.56
Paper Number	19.56
Responsible Officer	Dr Aranka Szilassy
Status	Disclosable
Action	For noting

1. Report Purpose

The purpose of this report is to inform the Board of Management Committee about the operational plan and the aims and goals of the GCCSA looking forward to 2019/20.

2. Recommendations

GCCSA recommends that the committee **NOTE** the update of the Student Association.

3. Background

The following will outline the main objectives and plan of GCCSA for the academic year 2019/20.

The new GCCSA team attended the NUS Lead and Change conference in July and will attend the NUS Scotland Gathering, the first NUS Scotland event in the new academic year. The new team had an induction on their first week with GCCSA and they attended the College's induction day. During the GCCSA's induction, the new team had introduction into the role and expectations of the Student Association, We worked on the aims and goals and the operational plan for the new academic year and were introduced to different departments of the college at all campuses.

4. New Team

The team for the 2019/2020 academic year is:

Student President:

Dr Aranka Szilassy (GCCSA vice president in previous year)

Vice Presidents:

Sulaiman Ghafour (re-elected, based in Cardonald)

Sissa D Rasmussen (new to GCCSA team, based in Langside)

Rachael McGaw (new to GCCSA team, based in Anniesland)

5. Objectives

GCCSA will again focus upon Learning and Teaching in this academic year, working in partnership with the College and bringing our educational institution up to the highest quality possible. All sabbatical officers have met with the Assistant Principal Student Experience and the Curriculum Assistant Principals have agreed for GCCSA to attend their HOC's first meetings with staff and introduce ourselves and the class rep system. A meeting with the EMT will take place on the 20th of August.

Our emphasis upon partnership working will continue. Our strategic partnership with Glasgow Clyde College will be formalised during this session as we seek to capture complementary values for GCCSA. This will enable us to fully engage with College initiatives surrounding the VLE and improvements in learning and teaching such as observation. We will be extending our reach into local communities by engagement with a variety of external bodies including the Simon Community (homelessness), Action for Children, Money Advice Scotland, Money Matters, The Poverty Truth Commission, South East Foodbank, Autism Scotland and SDS to name a few.

GCCSA has further developed the class rep system to try to engage with more students and take things further. This change includes the improvement of class rep registration and enhanced tracking of class reps to provide a stronger base for student engagement within course teams. GCCSA will hold drop in sessions every week each campuses to give more opportunity to student, especially to part time students and apprentices to be heard.

A new initiative is being implemented called the 'Student Voice' which will create further student engagement and greater accountability for GCCSA decision-making and activity.

GCCSA will also focus on increasing the number of student led clubs and societies as it would be great to see students own activities and more various clubs being set up and run regularly throughout the academic year.

GCCSA have built strong links with external organisations and we want to continue to work with them to be able to provide more opportunities and information for students. A focus is on the Scotland's Charter for a Tobacco-free Generation.

GCCSA achieved 3 stars in our second year in the Healthy Body Healthy Mind award and we hope we able to continue our job and aim to take part in this award annually in order to try and improve on the this rating.

GCCSA also would like to make events in the new academic year improved for students to give great students experience outside their study. The new team prioritises our new initiatives such as foodbank and food provision, Gender Based Violence and Recycle.

GCCSA has successfully bid for another Cycling intern who will shortly join our team to promote cycling and sustainable transport. During the course of the year, we continue to offer student placements and work experience where possible.

6. Upcoming Events/Campaign 2019/20

We will continue to engage with students and promote campaigns and single issues. This will include:

- Freshers' Fayres
- No Smoking Day
- Scotland Recycling Week
- Gender Based Violence Campaign / Fearless Glasgow
- White Ribbon Campaign
- Christmas Fayres
- Scotland's Charter for Tobacco-free Generation Campaign
- Stop Smoking Campaign
- Smoking Prevention Campaign
- Wellbeing Week
- ECO Week
- Equality and Diversity Week
- Foodbank Charity Football Match
- Re-usable cup Campaign
- Hate Crime Awareness Campaign
- Children in Need Fundraising
- Clean Up Campaign
- Recycling Campaign
- Stop Bullying and Sexual Harassment Campaign
- Stairs Campaign

- Love Food Hate Waste Campaign
- Plastic-free Campaign
- Rainbow Laces Giveaway and Campaign
- Student Officer Election
- LGBT+ History Month
- Rainbow Festival
- Mental Health Campaign
- Support for Learning and Disability Week
- Free condom venue
- Free sanitary product venue
- GCCSA information stalls
- Living life to the full festival

This is not an exhaustive list but provides an overview of some of our upcoming activities.

7. Risk Analysis

There is no risk analysis identified.

8. Legal Implications

There are no legal implications identified.

9. Financial Implications

There are no financial implications identified.

10. Regional Outcome Agreement Implications

Priorities support regional priorities.

11. Has an Equality Impact Assessment been carried out?

An EIA will be carried out where required for development work and projects

BOARD OF MANAGEMENT MEETING

Date of Meeting	28 August 2019
Paper Title	Anti Bribery, Fraud and Corruption Policy
Agenda Item	19.58
Paper Numbers	19.58A, 19.58B
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Approval

1 REPORT PURPOSE

- 1.1 This report provides an updated Anti Bribery Fraud and Corruption Policy for the College.

2 RECOMMENDATIONS

- 2.1 Members are requested to approve the updated Anti Bribery, Fraud and Corruption Policy as attached and note the College's Fraud Response Plan.

3 BACKGROUND

- 3.1 As part of the annual internal audit cycle the College recently had an internal audit completed by the auditor Henderson Loggie on Budgetary Control and one of the recommendations in the report was an update to the College's Anti Bribery, Fraud and Corruption Policy based on some items in related OSCR guidance. These were mainly to include more detail on relevant responsibilities, reporting, and follow on actions within the policy as well as a definition of fraud.
- 3.2 The College policy was previously a high level statement, which was in a similar format to other Board policies, and the details of the College's process in relation to fraud were stated in the College's Financial Regulations. However these have now been included within the attached updated Board Anti Bribery, Fraud and Corruption Policy with the changes highlighted on the attached.
- 3.3 The College Fraud Response Plan is also attached for information.

4 RISK ANALYSIS

- 4.1 There is a risk to the College if there were instances of bribery, fraud or corruption hence it is important to have a suitable policy and response plan in place.

5 LEGAL IMPLICATIONS

- 5.1 There could be legal implications if bribery, fraud or corruption were to arise and these are covered in the Fraud Response Plan.

6 FINANCIAL IMPLICATIONS

- 6.1 The Anti Bribery Fraud and Corruption Policy is in place to minimise the financial implications of any potential incidents for the College and to clearly indicate the responsibilities of staff to prevent bribery, fraud or corruption and what the response of the College would be any incident were to arise.

7 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

- 7.1 There are no Regional Outcome Agreement implications.

8 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

- 8.1 Not applicable.

GLASGOW CLYDE COLLEGE

FRAUD RESPONSE PLAN

PURPOSE

- 1 The purpose of this plan is to define authority levels, responsibilities for action and reporting lines in the event of a suspected fraud or irregularity. The use of the plan should enable the College to:
 - Prevent further loss.
 - Establish and secure evidence necessary for criminal and disciplinary action.
 - Notify the Scottish Funding Council, if the circumstances are covered by the mandatory requirements of the audit code of practice.
 - Recover losses.
 - Punish the culprits.
 - Deal with requests for references for employees disciplined or prosecuted for fraud.
 - Review the reasons for the incident, the measures taken to prevent a recurrence, and any action needed to strengthen future responses to fraud.
 - Keep all personnel with a need to know suitably informed about the incident and the College's response.
 - Inform the police.
 - Assign responsibility for investigating the incident.
 - Establish circumstances in which external specialists should be involved.
 - Establish lines of communication with the police.

INITIATING ACTION

- 2 All actual or suspected incidents should be reported without delay to the Vice Principal Resources and College Development. The Vice Principal Resources and College Development should, within 24 hours, convene a project group meeting of the following people to decide on the initial response:
 - Assistant Principal – Human Resources (who will chair the meeting)
 - A senior representative of internal audit
- Vice Principal Resources and College Development

- 3 This project group will decide on the action to be taken. This will normally be an investigation, led by internal audit. The decision by the project group to initiate a special investigation shall constitute authority to internal audit to use time provided in the internal audit plan for special investigations, or contingency time, or to switch internal audit resources from planned audits.

PREVENTION OF FURTHER LOSS

- 4 Where initial investigation provides reasonable grounds for suspecting a member, or members of staff, of fraud the project group will decide how to prevent further loss. This may require the suspension, with or without pay, of the suspects. It may be necessary to plan the timing of suspension to prevent the suspects from destroying, or removing, evidence that may be needed to support disciplinary or criminal action.
- 5 In these circumstances, the suspect(s) should be approached unannounced. They should be supervised at all times before leaving the College's premises. They should be allowed to collect personal property under supervision, but should not be able to remove any property belonging to the College. Any security passes and keys to premises, offices and furniture should be returned.
- 6 Advice should be obtained on the best means of denying access to the College while suspects remain suspended (for example, by changing locks and informing security staff not to admit the individuals to any part of the premises). Similarly, access permissions to the College's computer systems should be withdrawn without delay.
- 7 Internal audit shall consider whether it is necessary to investigate systems, other than that which has given rise to suspicion, through which the suspect may have had opportunities to misappropriate the College's assets.

ESTABLISHING AND SECURING EVIDENCE

- 8 A major objective in any fraud investigation will be the punishment of the perpetrators, to act as a deterrent to other personnel. The College will follow disciplinary procedures against any member of staff who has committed fraud. The College will normally pursue the prosecution of any such individual.
- 9 Internal audit will:
- Maintain familiarity with the disciplinary procedure of the College, to ensure that evidence requirements will be met during any fraud investigation.
 - Establish and maintain contact with the police as appropriate.
 - Establish whether there is a need for audit staff to be trained in the evidence rules for interviews under the Police and Criminal Evidence Act.
 - Ensure staff involved in fraud investigations are familiar with, and follow rules on, the admissibility of evidence in criminal proceedings.

NOTIFYING THE SCOTTISH FUNDING COUNCIL

- 10 The Principal is responsible for informing the Scottish Funding Council of any such incidents.

RECOVERY OF LOSSES

- 11 Recovering losses is a major objective of any fraud investigation. Internal audit shall ensure that in all fraud investigations, the amount of any loss will be quantified. Repayment of losses should be sought in all cases.
- 12 Where the loss is substantial, legal advice should be obtained without delay about the need to freeze the suspect's assets through the court, pending conclusion of the investigation. Legal advice should also be obtained about prospects for recovering losses through the civil court, where the perpetrator refuses repayment. The College would normally expect to recover costs in addition to losses.

REFERENCES FOR EMPLOYEES DISCIPLINED OR PROSECUTED FOR FRAUD

- 13 Any request for a reference for a member of staff who has been disciplined or prosecuted for fraud shall be referred to the Assistant Principal - Human Resources who shall prepare any answer to a request for a reference having regard to employment law.

REPORTING TO BOARD OF MANAGEMENT

- 14 Any incident of actual or suspected fraud shall be reported without delay by the Principal to the chairs of both the Board of Management and the Audit Committee.
- 15 Any variation from the approved fraud response plan, together with reasons for the variation, shall be reported promptly to the chairs of both the Board of Management and The Audit Committee.
- 16 On completion of a special investigation, a written report shall be submitted by the project group to the Audit Committee containing:
- A description of the incident, including the value of any loss, the people involved, and the means of perpetrating the fraud.
 - The measures taken to prevent a recurrence.
 - Any action needed to strengthen future responses to fraud, with a follow-up report on whether or not the actions have been taken.

This report will normally be prepared by internal audit.

REPORTING LINES

- 17 The project group shall provide a confidential report to the Chair of the Board of Management, the Chair of the Audit Committee, the Principal and the external audit partner at least monthly, unless the report recipients request a lesser frequency. The scope of the report shall include:
- Quantification of losses.
 - Progress with recovery action.
 - Progress with disciplinary action.
 - Progress with criminal action.
 - Estimate of resources required to conclude the investigation.
 - Actions taken to prevent and detect similar incidents.

RESPONSIBILITY FOR INVESTIGATION

- 18 All special investigations shall normally be led by internal audit. Special investigations shall not be undertaken by management, although management should co-operate with requests for assistance from internal audit.
- 19 Some special investigations may require the use of technical expertise which internal audit does not possess. In these circumstances, the project group may approve the appointment of external specialists to lead or contribute to the special investigation.

REVIEW OF FRAUD RESPONSE PLAN

- 20 This plan will be reviewed for fitness of purpose at least annually or after each use. Any requirement for change will be reported to the Audit Committee for approval.

Policy 2.4

Policy Area: Board of Management
Policy Title: Anti Bribery, Fraud and Corruption Policy
Revision No.: 0
Review Period: 5 years
Review Due: On or before March 2022

It is the policy of the Board of Management to provide a high standard of service and accountability to protect against bribery, fraud and corruption within the College and from external sources. Fraud is defined as a crime in which some kind of deception is used for personal gain.

The key elements of this policy are:

- adequate preventative measures systems and procedures, which incorporate internal controls, including adequate separation of duties to ensure that, as far as possible, errors, fraud and corruption are prevented;
- systems for detection and investigation, including policy guidance and the Fraud Response Plan;
- understanding and awareness within the College of the College's agreed policies and procedures e.g. Financial Regulations;
- an open, honest and transparent culture; and
- the adoption of a policy for Unethical Behaviour and Whistleblowing.

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This policy has been developed with due regard to all relevant legislation including the Bribery Act 2010.

As stated in the College's Financial Regulations it is the duty of all members of staff, management and the Board of Management to notify the Vice Principal – Resources & College Development immediately whenever any matter arises which involves, or is thought to involve, irregularity, including fraud, corruption or any other impropriety. The Vice Principal – Resources & College Development shall immediately invoke the College fraud response plan.

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If the suspected fraud is thought to involve the Vice Principal – Resources & College Development and/or the Principal, the member of staff shall notify the Chair of the Audit Committee directly of their concerns regarding irregularities.

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Policy 2.4

If fraud is found proven to involve staff, disciplinary procedures will be enacted. Such action will be considered not only against those found to have perpetrated fraud, but also against managers whose negligence may have facilitated it.

All discovered cases of actual or attempted fraud, bribery, corruption or any other impropriety will be notified to the external auditors. Fraud losses of £5,000 or more must be reported to the Funding Council annually. Any significant frauds should be reported to the Funding Council's Accountable Officer without delay.

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Related Documents:

[Unethical Behaviour and Whistleblowing Policy](#)
[Financial Regulations](#)
[Fraud Response Plan](#)
[Disciplinary Procedures](#)

History of changes

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Revision	Description	Adopted	Authorised
0	First draft	March 2017	Board of Management
1	Revision to add reporting responsibilities and reference to fraud response plan	August 2019	Board of Management

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BOARD MEETING

Date of Meeting	28 August 2019
Paper Title	Board Development Day
Agenda Item	19.60
Paper Number	19.60A
Responsible Officer	David Newall
Status	Disclosable
Action	For Approval

1. Report Purpose

To outline the proposed agenda of the Board Development Day on 25 October 2019.

2. Recommendations

It is recommended that the Board **APPROVE** the draft agenda.

3. Background/Objective/Discussion/Proposal/

Board members have agreed to hold a one day development event this year. The most suitable date is 25 October. Venue is to be confirmed.

4. Risk Analysis

N/A

5. Legal Implications

There are no legal implications identified.

6. Financial Implications

There are no financial implications identified.

7. Regional Outcome Agreement Implications

There are no Regional Outcome Agreement implications identified.

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

N/A.

Board Development Day - Friday 25 October 2019

DRAFT agenda

9.00 *Arrival - Tea / Coffee*

9.30 Review of College Performance
Report on performance re KPIs

11.00 *Coffee*

11.15 Strategic Plan Update / Discussion

12.30 *Lunch*

13.30 Formal Meeting of Board of Management

15.00 *Coffee*

15.30 Estate Strategy Update

16.30 Guest Speaker
Jim Metcalfe, Chief Executive, Colleges Development Network

17.30 *Break*

18.00 Dinner

20.00 Conclude

BOARD OF MANAGEMENT MEETING

Date of Meeting	28 August 2019
Paper Title	College Strategic Risk Register
Agenda Item	19.62
Paper Number	19.62A
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 16 August 2019 is attached. There are a few minor changes to the Risk Register since last reported to the Board of Management in June, which are all highlighted in red.

4.2 There are two main amendments which are in the scoring of risks of F1 and F2. These are Failure to achieve surplus targets for commercial activity and Failure to reduce College cost base on managed basis to meet requirements of the five year financial forecast, both of which have an increased level of risk since the last report to the Board.

4.3 Of the 14 risks on the College Strategic Risk Register there are 2 risks scoring as high after mitigating actions. These are the risks as per paragraph 4.2 which are F1 and F2 which are high due to the challenges of the College's five year financial plan.

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

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

6. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER					Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee			as at 16th August 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
Financial Risks											
F1	Failure to achieve surplus targets for 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) 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.	4	5	20
F2	Failure to reduce College cost base on managed basis to meet requirements of the five year financial forecast	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 significant 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 first staff area change by October 2019 and through use of current VS scheme with required agreement with GCRB and SFC. v) Discussion on future potential changes being taken forward including academic management restructure. vi) Zero based budgeting for 19/20 onwards for non-staff costs.	4	5	20
F3	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	Adverse Funding changes in 2019/20 (SFC/SDS/ESF)	Financial	Goal 4 - Ensuring operational effectiveness and efficiency	Principal/ Vice Principals	4	5	20	i) Financial plans developed by College Senior Leadership 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) Mary Stuart Building cladding now replaced. vi) Working to achieve Flexible Workforce Development Fund target levels.	2	4	8

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER					Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee			as at 16th August 20			
					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
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

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Risk Ref	New Risk Description	Risk Category	Link to Development Plan Goal	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score
					Score Before Mitigating Actions			Score After Mitigating Actions			
Organisational Risks											
O1	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	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) Focused 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.	2	5	10
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 a few skills areas remains challenging and College continues to use a range of approaches as appropriate. ii) Maintain open channels of communication with trade unions, college managers and their staff, and effective attendance management process in place. iii) All new staff have an induction process and annual training programme undertaken. iv) Cover arranged as required for absence of key staff members. v) Appropriate CPD provided for staff to meet identified skills gaps	2	4	8
O4	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

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER					Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee			as at 16th August 20			
					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
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
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 v) Development of classroom observation protocol as intimated in national bargaining	2	2	4

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER					Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee			as at 16th August 20			
					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
					Score Before Mitigating Actions			Score After Mitigating Actions			
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) Data Protection Officer in place to advise on General Data Protection Regulation	3	4	12
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
G3	Failure to comply with Health and Safety and Safeguarding requirements	Organisational	Goal 4 - Ensuring operational effectiveness and efficiency	Assistant Principal HR	2	5	10	i) Glasgow Clyde College Health and Safety and Safeguarding 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

GLASGOW CLYDE COLLEGE ^{Financial}					
Risk Ref	New Risk Description	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	F1	Medium	15	Increasing
F2	Failure to reduce College cost base on managed basis to meet requirements of the five year financial forecast	F2	Medium	15	Increasing
F3	Failure to achieve/maintain planned levels of non-SFC income	F3	Medium	10	No change
F4	Adverse Funding changes in 2019/20 (SFC/SDS/ESF)	F4	Medium	12	No change

GLASGOW CLYDE COLLEGE ^{Financial}					
Risk Ref	New Risk Description	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
F5	Failure to achieve contracted overall teaching delivery targets for any key partner (SFC/SDS/ESF)	F5	Long	8	No change

GLASGOW CLYDE COLLEGE ^{Financial}					
Risk Ref	New Risk Description	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	Failure of College operational processes/ systems /ICT infrastructure (including risk of fraud)	O1	Medium	12	No change
O2	Negative impact on employee relations (e.g. national bargaining, industrial action, local consultation)	O2	Short	15	Decreasing
O3	Failure to recruit and retain an appropriately skilled and effective workforce	O3	Medium	8	No change
O4	High Impact Disaster for College e.g. fire, long term power loss	O4	Medium	8	No Change

GLASGOW CLYDE COLLEGE ^{Financial}					
Risk Ref	New Risk Description	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
O5	Failure to achieve a sustainable fit for purpose College estate	O5	Long	6	No change
O6	Failure to achieve acceptably high standard quality of teaching delivery and support for students	O6	Medium	4	No Change

GLASGOW CLYDE COLLEGE ^{Financial}					
Risk Ref	New Risk Description	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	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	G1	Medium	12	No change
G2	Failure to recruit, train and retain an appropriately experienced Board of Management	G2	Medium	6	No change
G3	Failure to comply with Health and Safety and Safeguarding requirements	G3	Medium	4	No Change

FOI Requests received from 1 July 2018 – 30 June 2019			
Number	Date Received	From	Topic
28	20/06/19		Assaults on workforce
27	18/06/19		Request for copies of all communication with the Speakers of the all staff event
26	18/06/19		Breakdown of all costs associated with the all staff event on 21 June 2019
25	23/05/19		Number of students currently pursuing courses or modules which relate to renewable energy
24	27/04/19		Staff numbers who are out with the scope of the NRPA
23	26/04/19		Students – Mental Health Services
22	16/04/19		Number of ASN Support Staff over the last 3 academic years (2018-19, 2017-18, 2016-17)
21	28/03/19		Energy Usage at Anniesland Campus in 2017 and 2018
20	13/03/19		Number of College Senior Management positions and the number of senior and junior teaching positions
19	08/03/19		Re: Process of selecting applicants for Marketing Officer vacancy
18	24/01/19		Tendering Process for First Aid Training Courses
17	21/01/19		Delivery of courses that promote or support art glass
16	12/11/18		Number of grievances submitted by temporary and permanent lecturers since merger.
15	01/11/18		Union Reps
14	22/10/18		Student Graduation Ceremonies
13	12/10/18		Enquiry as to whether any cases have been upheld where a Lecturer has raised a grievance against a Senior Lecturer
12	11/10/18		How many accusation of bullying made against HOCs, Managers, other staff and how many suspensions
11	15/10/18		Courses Offered to School Pupils Under the Age of 16
10	10/10/18		Senior Management's Salaries
09	04/10/18		Staff Breaks
08	04/10/18		Fossil Fuel Investments
07	22/09/18		Brexit Assessments

Number	Date Received	Topic
06	11/09/18	Zero Hours Contracts and how many men/women are paid less than the Scottish median annual wage
05	07/09/18	Number of Students studying towards childcare qualifications
04	07/09/18	Student Dyslexia Tests/Costs
03	15/08/18	General Staff Details and information re: implementing HSE Stress Management Standards
02	09/08/18	Assaults on Staff
01	01/08/18	Disciplinary Allegations Against Trade Union Representatives
81	03/07/18	Staff Engagement Survey Results

BOARD MEETING

Date of Meeting	28 August 2019
Paper Title	Credits Projection 2018/19
Agenda Item	19.63
Paper Number	19.63A
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

At the June meeting of the Board I indicated that the forecast outturn of credits for 2018/19 was 128,552 against a target of 127,286.

The attached sheet shows a snapshot of our current estimate as at 14th August 2019. Since the Academic Year 2018/19 is now closed there are no further credits to start.

The forecast figure of 128,212 credits is circa 0.7% above target.

4. Risk Analysis

The Credit position for 2018/19 will be audited in early October. Until that audit takes place, the credits are not finalised. It is however extremely unlikely that there will be any unforeseen movement in our estimates.

5. Legal Implications

There are no specific legal implications relating to this paper.

6. Financial Implications

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

7. Regional Outcome Agreement Implications

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

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

N/A

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	9,233	1,472	713	93	669	9,134	-1%	0	-1%	0
	123 Media & Performing Arts	8,070	792	27	36	729	8,932	11%	0	11%	0
	125 Fashion, Textiles & Design	10,375	839	77	63	699	9,901	-5%	0	-5%	0
		27,678	3,103	817	192	2,097	27,967	1%	0	1%	0
130 Engineering, Computing & the Built Environment	113 Computing	9,164	1,254	256	85	918	8,753	-4%	0	-4%	0
	131 Energy & Building Services	6,859	1,041	342	34	666	6,749	-2%	0	-2%	0
	133 Engineering	8,889	942	37	53	852	8,631	-3%	0	-3%	0
	135 Construction & Land Based Industries	6,615	764	30	58	676	7,196	9%	0	9%	0
		31,527	4,001	665	230	3,112	31,328	-1%	0	-1%	0
140 Health & Wellbeing	115 Sport, Tourism & Hospitality	10,775	984	26	92	866	10,863	1%	0	1%	0
	141 Early Years & Social Care	12,378	1,265	199	97	975	11,999	-3%	0	-3%	0
	145 Health & Life Sciences	10,352	1,093	277	65	755	10,304	0%	0	0%	0
	149 Hair, Beauty & Complementary Therapies	6,184	535	0	45	490	5,757	-7%	0	-7%	0
		39,689	3,877	502	299	3,086	38,923	-2%	0	-2%	0
160 Access & Continuing Learning	161 ESOL	10,612	2,665	10	299	2,357	12,136	14%	0	14%	0
	165 Additional Support for Learning	4,681	555	12	34	509	4,349	-7%	0	-7%	0
	167 Employability Skills	5,711	2,982	12	284	2,686	6,148	8%	0	8%	0
	169 General Education	8,209	620	2	63	556	7,361	-10%	0	-10%	0
		29,213	6,822	36	680	6,108	29,994	3%	0	3%	0
Total		128,107	17,803	2,020	1,401	14,403	128,212	0.1%	0	0%	0
	SFC Target Credits	127,286 (Core 120,556 + ESF 6,303 +additional 427)						0.7%			
	Current Credit Estimate + Credits to Start						128,212	0.7%			
	Current Credits Estimate + Credits to Start + Credits Not Enrolled						128,212	0.7%			

Price Group	Credits Estimate	Credits To Start	Credits Not Enrolled
1	16,169	0	0
2	70,732	0	0
3	24,353	0	0
4	2,001	0	0
5	14,957	0	0
Total	128,212	0	0

Economic Sector	Credits Estimate	Credits To Start	Credits Not Enrolled
Administration, Financial and Business Services	18,391	0	0
Creative and Cultural Industries	19,252	0	0
Energy, Engineering, Construction and Manufacturing	19,370	0	0
Food, Drink, Tourism, Hospitality and Leisure	16,508	0	0
Health, Care and Education	19,822	0	0
Land-Based Industries	2,787	0	0
Life and Chemical Sciences	6,640	0	0
Transition and Supported Learning	25,443	0	0
Total	128,212	0	0