GLASGOW CLYDE COLLEGE

The next Meeting of the Board of Management will be held on Wednesday 11th December 2019 in Seminar Room 4, Cardonald Campus.

AGENDA

19.90	Welcome and Apologies		D Newall
19.91	Declaration of Interests		D Newall
19.92	Determination of Other Business		D Newall
19.93	Minute of the Board Meeting on 25th October 2019	P	D Newall
19.94	Matters Arising – Action Grid	P	D Newall

Items for Discussion/Approval

19.95	Administrative and Academic Staff Restructure	V	J Thomson/ B Hughes
19.96	Progress of Funding Applications to GCEF	V	J Vincent
19.97	Update on 2019/20 Financial Position – Financial Report to October and Forecast Outturn	P	T Elliott
19.98	Report on Going Concern	P	T Elliott
19.99	Annual Report by Audit Committee to Board of Management	P	J Thomson
19.100	Annual Financial Statements for year ending 31 July 2019	P	T Elliott
19.101	2018-19 Annual Audit Report from the External Auditor and Letter of Representation	P	T Elliott
19.102	Regional Outcome Agreement Development update	V	B Hughes
19.103	Catering Contract	P	J Thomson
19.104	Capital Masterplan Update	P	J Thomson
19.105	Glasgow Clyde College Financial Regulations – Delegation of Authority	P	T Elliott

Standing Items

19.106	Chair's Report	V	D Newall
19.107	Principal's Report	V	J Vincent
19.108	Student President's Report	P	A Szilassy

19.109	**Minutes of Committee Meetings**		
	i. Organisational Development, 7 October	P	S Heindinger
	ii. Learning & Teaching, 13 November	P	G McGuinness
	iii. Audit, 27 November	V	D Watt
	iv. Finance & Resources, 4 December	V	R Fraser

Items for Noting/Formal Approval *

19.110	Modern Slavery Statement 2018/19	P	J Thomson
19.111	Strategic Risk Register update	P	J Thomson
19.112	Credits Projection 2019/20	P	B Hughes
19.113	Governance Update	P	D Newall

Continual Improvement

19.114	Equalities Impact Assessment on Decisions Made	D Newall
19.115	Review of Papers (including Disclosable Status)	All
19.116	Any Other Business	D Newall

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

BOARD OF MANAGMENT MEETING

Date of Meeting	11th December 2019
Paper Title	Annual Report from Audit Committee to the Board of Management
Agenda Item	19.99
Paper Number	19.99A1 , 19.99A2
Responsible Officer	D Watt, Chair of the Audit Committee
Status	Disclosable
Action	For Discussion

1   **REPORT PURPOSE**

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

2.   RECOMMENDATION

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

3.   BACKGROUND

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

3.2   The report summarises the business covered by the Audit Committee during the period of 1 August 2018 up until 27 November 2019, which was the final Committee prior to the financial statements being approved by the Board of Management.

4.   RISK ANALYSIS

There are no specific risk implications in this paper.

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

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

6. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

BOARD OF MANAGEMENT

ANNUAL REPORT FROM THE AUDIT COMMITTEE TO THE BOARD OF MANAGEMENT

A   Administrative Matters

The Audit Committee of Glasgow Clyde College met six times during the period from the start of the 2018/19 financial year up to the date of signing of the 2018/19 financial statements with meetings held in October and November 2018, and March, May, October and November of 2019.

B   Remit and Membership of Committee

The remit of the Audit Committee, as approved by the Board of Management, is attached to this report. One of the points in the remit is reviewing the College's compliance with the Code of Good Governance for Scotland's Colleges and advising the Board of Management on this. As part of the remit, it states that the Committee shall satisfy itself that other Board committees provide assurance to the Board, as appropriate, on their governance related activities. A new assurance framework was prepared in November 2018 and which has been updated for November 2019 and this is attached to this report from the Committee.

The membership of the Audit Committee for the period 1 August 2018 to the date of signing of the financial statements was as follows:

David Watt, Chair
Keith Rosser
Clare Walker
Fiona Robinson (from August 2018 to June 2019)
Michael Payne
Aranka Szilassy (from August 2019)

C   Internal Audit

The internal audit service for Glasgow Clyde College during the financial period 2018/19 was provided by Henderson Loggie. They were reappointed for a period of three years (extendable for a further twelve months) from 2017/18 following a tendering exercise.

For the financial period 1 August 2018 to 31 July 2019 there were eight internal audit reports completed which were reports on the following areas:
- Student Recruitment and Retention;
- Student Welfare – Duty of Care;
- Partnership Working (including Regional Engagement;
- Budgetary Control;
- Systems Development/ Implementation;

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- Performance Reporting/KPIs;
- ESF Funding; and
- Health and Safety.

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

In addition to the above the internal auditor prepares an annual Follow Up Review report to review the progress on implementation of prior recommendations.

The Internal Audit Annual Report for 2018/19 was considered by the Audit Committee of Glasgow Clyde College at its meeting in November. Within the annual report, Henderson Loggie's opinion was that the College has adequate and effective arrangements for risk management, control and governance and that proper arrangements are in place to promote and secure value for money. Their opinion has been arrived at taking into consideration the work they have undertaken during 2018/19 and the previous years since initial appointment.

D   External Audit

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

Scott Moncrieff outlined the scope of their audit in their external audit plan for the financial period ending 31 July 2019, which they presented to the Audit Committee at its meeting in May. The main elements of their work were summarised as a review of financial sustainability *(which is an increasingly important focus with the sector and for the College)*, financial management, governance and transparency, and value for money.

Following the conclusion of their external audit of the financial statements for 2018/19, Scott Moncrieff produced an External Audit Management Report to those charged with Governance (which is stated in that report as the Audit Committee) and the Auditor General for Scotland. Their report has been drawn up in accordance with the Code of Practice issued by Audit Scotland.

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

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

In addition, the external audit report includes Appendices covering the Respective Responsibilities of the College and the Auditor, Follow Up of Prior Year Recommendations of which there were four and updates were given on these (which are summarised below). There were no new recommendations in 2018/19.

The relevant sections of the report and the detailed recommendations and management responses contained in the external audit report for the financial period 2018/19 were reviewed by the Audit Committee at its November meeting.

In their management letter for the period ended 31 July 2019 the external auditor was satisfied that the financial statements represent a true and fair view of the financial position of the College for the period ended 31 July 2019 and on the regularity of transactions.

Scott Moncrieff's overall conclusion from their external audit and as included within their independent auditor's report in the financial statements are:

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

The report also states that they are satisfied that there are no matters which they are required to report by exception.

Scott Moncrieff also indicated that they received draft financial statements and supporting papers in line with their agreed audit timetable and stated that their thanks go to all staff for their assistance throughout the audit.

Their report contained four recommendations from 2017/18 and no new recommendations for 2018/19. The 2017/18 recommendations related to the following areas:-
  i.   Journals with no descriptions and controls;
 ii.   Annual declaration of interests returns;
iii.   Employee contracts retention periods; and
 iv.   Long-term financial sustainability.

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The first three of these have now been concluded

There has been a management response given in respect of the Financial Sustainability. There has been a significant amount of activity in this area during the year both in terms of College Senior Management and in reporting through Committees and the Board of Management.

There was discussion at the early stages and at the conclusion of the external audit with the external auditor on the long-term financial sustainability of the College, which is based on the five-year forecast in the Financial Forecast Return (FFR) and the future deficit position. It was emphasised that this has been discussed extensively during the year and the Board had tasked the College's management with preparing a detailed five year financial plan to address this through a combination of seeking additional funding, income growth, and planned cost reductions, although this will be very challenging particularly given that the vast majority of the College cost base is staff costs.

The Commercial Growth Plan will require to be closely monitored by the College Senior Leadership Team and Faculty Teams and will be reported through the College Finance and Resources Committee each quarter. In the event that the growth targets and/or the related margins are not achieved, the College will have to take additional action to reduce staff and non-staff costs within the relevant academic year in order to offset any lost contribution from such growth. Similarly failure to achieve sufficient savings as a result of the planned restructuring process will result in the College having to take further action to reduce costs in order to remain financially sustainable in the short to medium term which would have to again consider further costs reductions.

E   Risk Management and Corporate Governance

The Audit Committee as part of its remit keeps under review the College's internal control and risk management systems and receives updates on Glasgow Clyde College's risk management processes. The College had in place for the financial period 2018/19 a risk management process with the College's Strategic Risk Register being reviewed at each Audit Committee meeting and reviewed quarterly at the full Board of Management meeting.

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

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

An internal audit review was completed by Henderson Loggie on Corporate Governance in July 2017, which was a detailed desktop review against all the principles and provisions within the Code of Good Governance for Scotland's Colleges. Henderson Loggie concluded that there was satisfactory assurance in this area with seven recommendations made plus some improvement points. These actions points have now all been implemented by the College within suitable timescales.

F   Value for Money

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

G   Going Concern

For the going concern assessment, the College needs to be viewed as being an entity which will continue in business for the foreseeable future. The responsibilities of those charged with governance include the going concern assessment, which is carried out by management and reviewed by auditors, and the foreseeable future is deemed to be twelve months from the date of signing the College's financial statements.

One addition this year was a specific report on going concern which links to the issue of financial sustainability as highlighted above. This report was submitted to the Audit Committee at its November meeting and is included with the Board December papers for their consideration. With this report and following discussion the Committee is satisfied that the College is a going concern based on the 2018/19 financial statements following the external audit review of these financial statements.

H   Conclusion

The Audit Committee is satisfied as to the adequacy and effectiveness of the Glasgow Clyde College's internal financial and management systems as reviewed by internal audit and external audit for the financial period 2018/19.

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

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

REMIT OF THE AUDIT COMMITTEE

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

REMIT

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

INTERNAL CONTROL

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

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

INTERNAL AUDIT

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

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

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

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

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

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

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

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

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

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

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

EXTERNAL AUDIT

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

Reviewing the External Audit Annual Plan.

To consider the fee parameters within the external audit plan.

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

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

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

Reviewing the statement of Corporate Governance.

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

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

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

VALUE FOR MONEY

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

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

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

RISK MANAGEMENT

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

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

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

BOARD OF MANAGEMENT

GOVERNANCE AND COMPLIANCE

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

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

Act in accordance with the whistle blowing policy.

Undertake a regular self-evaluation of the Committee.

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

Liaise as appropriate with the Finance and Resources Committee.

MEMBERSHIP

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

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

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

QUORUM

The quorum set by the Committee is three members.

Assurance Framework for the Audit Committee at November 2019

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

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

The purpose of this paper is to provide an assurance framework covering the work of the other Committees during the year 2018/19 in providing corporate governance assurance to the Board in their specific areas and in line with their remits which are included at the end of this report.

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

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

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

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

Learning and Teaching Committee

The Learning and Teaching Committee met three times during the financial year 2018/19 with meetings in November, February and May. The reports as presented to these meetings have been grouped under five key governance areas of the remit of the Learning and Teaching Committee as follows to assure that Committee is meeting its range of College governance controls:-

1) **Achieving the Portfolio and Credits Targets**
   FES Audit Final Credits (November)
   Credit 2018/19 Progress Update (November)
   Student Funding (November)
   STEM Assured Re-accreditation (November)
   Schools Activity Update (February)
   Planning Cycle – Portfolio Development (February)
   Regional Outcome Agreement Update (February)
   Regional Outcome Agreement 19/20 Update (May)
   Student Withdrawals 2018/19 (February)
   Credits 2018/19 Progress Update (February, May)
   January Programmes Update (February)
   Applications 2019/20 Programmes (May)

2) **Reports from Student Board members relevant to their experience of learning and teaching**
   Student President/ Vice President Report (November, February, May)
   Student Experience Report (November)
   Early Student Satisfaction survey (November)
   Report on Student Election process and inclusion (November)

3) **College Performance Indicators, Quality and Self Evaluation**
   GCC PI data 2017/18 early analysis (November)
   Enhancement Plan Themes/ Priorities (November)
   Education Scotland 2018/19 (November)
   SFC College Leaver Destinations 16/17 (November)
   External Awarding Body Annual Report (November)
   Learner Experience Update and Report (February, May)
   SFC PI Publication Data (February)
   Enhancement Plan Progress Report (February)
   Analysis of Learner Withdrawal (May)
   Student Focus Groups Update (May)
   Learning Teaching and Assessment Strategy Development (May)
   Internal Audit Report – Student Recruitment and Retention (May)
   Internal Audit Report – Student Welfare – Duty of Care (May)

4) **Cross-College activities that impact on learning and teaching**
   Community Planning / Integrated Grant Fund (May)

5) **General Learning and Teaching Committee Governance matters**
   Regional Learning and Teaching Committee (May)

Organisational Development Committee

The Organisational Development Committee met three times during the financial year 2018/19 with meetings in September, February and June. The reports as presented to these meetings have been grouped under eight key governance areas of the remit of the Organisational Development Committee as follows to assure that Committee is meeting its range of College governance controls:

1) **Consider policy and strategy in relation to staff governance, human resources, staff wellbeing and health and safety matters**
   Assistant Principal HR Report (September, February and June)
   OD Report (June)
   Progress on HR Procedures Harmonisation (September, February, June in AP HR report)
   Support Staff Job Evaluation Report (June)

2) **Formulate the Board's People Strategy and monitor to ensure targets are met**
   Key Performance Indicators Report (September, February, June)
   Learning and Development Report (September, February)
   Recruitment, Retention and Staffing Profile (September, June)
   Scottish Funding Council Annual Staffing Return (February)
   Gender Pay Gap Report (June)
   Internal Audit – Systems Development (June)

3) **Review staff engagement**
   Staff Engagement Survey Update and Actions (September, February)

4) **To ensure compliance with relevant legislative or professional requirements relating to the employment of staff**
   Health and Safety Report (September, February, June)

5) **Monitoring against HR and OD related targets**
   Attendance Management Quarterly Reports (September, February, June)
   Attendance Management – work related stress and mental health (June)
   Internal Audit – Budgetary Controls (June)

6) **Receive reports of meetings of the Joint Consultation and Negotiation Committees**
   Note of Support and Teaching JCNC Meetings (November, February, June)

7) **Determine the parameters for remuneration and conditions of service not covered by national bargaining**
   No longer applicable. Remaining role covered by Remuneration Committee

8) **General Organisational Development Governance Matters**
   No review of Committee remit during this period – Completed at the end of 2017/18

Finance and Resources Committee

The Finance and Resources Committee met four times during the financial year 2018/19 with meetings in September, December, March and May. The reports as presented to these meetings have been grouped under six key governance areas of the remit of the Finance and Resources Committee as follows to assure that Committee is meeting its range of College governance controls:

1) **To ensure the maintenance of a robust long-term financial strategy**
   Draft Five Year Update (incl. pensions position) - Presentation (March)
   Draft Revenue Budget for 2019/20 (May)
   Financial Forecast Return draft Five Year Plan 2019/24 (May)
   College Strategic Risk Register – Financial Risks (May)

2) **To ensure the capital masterplan is aligned with the College's estates strategy**
   Estates Update (September, December, March)
   Presentation from Gardiner & Theobald and BDP on Estates Review (May)
   Estates Update incl. Strategy Progress (May)

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

   Quarterly Financial Report – Year to Date & Forecast to July (December, March, May)
   2018/19 Cash Flow Forecast (September, other quarter ends included in above report)
   Draft Primary Financial Statements for Year ending 31 July (September)
   Draft Financial Statements for year ending 31 July (December)
   Procurement Update (September, December, March, May)
   Student Support Funds Report (September)

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

   Commercial & External Funding Update (September, December, March, May)

5) **To monitor expenditure against the agreed capital masterplan**
   Capital Expenditure & Masterplan Update (September, December, March, May)

6) **Other Committee Governance Related Activities**
   Remit of Committee (September)
   Letter to Principals from Scottish Funding Council (September)
   SFC Indicative Funding Allocation for 2019/20 (March)
   Glasgow Clyde Education Foundation Update (September, December, March, May)

Appendix 1 – Remits of Other College Committees

REMIT OF LEARNING AND TEACHING COMMITTEE

The functions listed here are delegated by the Board to the Learning and Teaching Committee.

REMIT	To provide assurance to the Board that all activities related to achieving excellence in learning,teaching and assessment are effective and support the overall strategic direction of the College. To fulfil this function, the Committee will:
	• Be kept appraised of those aspects of the external and internal environments that affect the portfolio and learning experience of our students and how the College proposes to respond;
	• monitor the College's achievement of its portfolio target and oversee relevant external reporting;
	• monitor and advise on College performance indicators, self-evaluation outcomes, benchmarking and external verification feedback;
	• be kept appraised of proposed improvements to the learning experience of our students and offer constructive challenge;
	• consider cross-College activities that impact on learning and teaching such as overall approach to learning and teaching, eLearning, community learning, additional support for learning To be kept appraised of opportunities and uptake of staff training and development and the contribution it makes to improving learning and teaching ;
	• Consider the cross-college activities that impact on quality and development of learning, teaching and assessment throughout the college
	• receive reports from Student Board Members and representatives from the student body relevant to their experience of learning and teaching;
	• where required take appropriate action in all matters pertaining to student affairs, including welfare and discipline and student appeals;
	• make recommendations to the Board on major policy matters but have devolved powers to deal with time urgent matters, seeking the Chairman of the Board's approval where appropriate; and

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

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

QUORUM   The quorum set by the Committee is three members.

REMIT OF ORGANISATIONAL DEVELOPMENT COMMITTEE

The functions listed here are delegated by the Board to the Organisational Development Committee

ORGANISATIONAL DEVELOPMENT COMMITTEE	
REMIT	To consider policy and strategy in relation to staff governance including equality and diversity issues, human resource, staff governance, staff well-being and health and safety matters. To determine the parameters within which the remuneration and conditions of service of all employees. This excludes the Principal and Senior Management and others agreed through national bargaining. To ensure the authority delegated to the Principal by the Board to reach a satisfactory conclusion on remuneration and conditions of service lies within those parameters. To formulate the Board's People Strategy and monitor this to ensure targets are being met. To ensure compliance with relevant legislative or professional requirements relating to the employment of staff. To receive reports of meetings of the Joint Consultation and Negotiation Committees and to consider any matters arising which may require to be raised at and discussed with the Board. To review staff engagement. To consider how HR and OD related targets, including those contained within the College Development Plan and the balanced scorecard are monitored and reported upon. To make recommendations to the Board on major policy matters but with devolved powers to deal with time urgent matters, seeking the Chair of the Board's approval where appropriate.
MEMBERSHIP	The membership of the Committee is six members of the Board of Management one of whom is the Principal and Chief Executive. The Committee should be chaired by a Board Member, other than the Chair of the Board. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. The Board reviews the membership every four years. The Secretary to the Board, Assistant Principal HR and the Head of HR attend the Committee as advisers. The Committee meets three times per year.
QUORUM	The quorum set by the Committee is three members.

REMIT OF FINANCE AND RESOURCES COMMITTEE

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

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

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

To fulfil this function the Committee will

Make recommendations to the Board of Management on:

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

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

MEMBERSHIP

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

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

QUORUM

The quorum set by the Committee is three members.

REMIT OF REMUNERATION COMMITTEE

The functions listed here are delegated by the Board to the Remuneration Committee.

REMIT	To be responsible for reviewing and determining salary and terms and conditions of appointment of all Senior Management including the Principal and Chief Executive within an agreed funding envelope. To adopt and maintain a process consistent with the Code of Good Governance and to be responsible for ensuring that process is followed.
	To formulate the College's Senior Management Pay Policy including at Principal's level, and to review that policy annually, recommending any changes to the Board.
	To report back to the Board on decisions made by the Remuneration Committee with enough detail to assure the Board that the Senior Management Pay Policy has been followed.
	To ensure a clear process is in place to set and agree personal performance measures for the Principal and the other members of the Senior Management Team. In assessing the performance of the Principal, views will be sought from the staff and student communities.
	To advise the board on the terms of any severance schemes made available to staff or the terms of any individual settlement agreements, if required.
MEMBERSHIP	The membership of the Committee is the Chair of the Board and four other members, excluding the Principal and the staff and student representatives. The four other members will be the Chairs of the Audit, Finance and Resources, Learning and Teaching and Organisational Development Committees. The Vice Chair of the Board of Management shall be the Chair of this Committee. The Chair of the Board must not be the Chair of the Committee. If there are vacancies, due to the ineligibility of a Committee Chair to take up membership, the Board will appoint replacement members.
FREQUENCY OF MEETINGS	The Committee shall normally meet twice per academic year.
QUORUM	The quorum set by the Committee is three members.

During 2018/19 the Remuneration Committee met once in April 2019 to consider the Principal's Performance and Professional Development, Senior Leadership Pay Award and Review of Senior Staff Pay Policy.

REMIT OF NOMINATIONS COMMITTEE

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

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

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

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

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

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

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

MEETINGS

1. The Nominations Committee will meet formally once each year in February or March and otherwise as required.
2. The business of the Nominations Committee shall be reported to the next available Board of Management meeting.

MEMBERSHIP

1. The membership of the Committee is five members of the Board of Management. The Committee will be chaired by the Chair of the Board of Management. The Board may appoint a Vice Chair of the Committee having regard to succession.
2. The clerk to the Board, Assistant Principal of Organisational Development and the Head of HR may attend the Committee as appropriate.
3. The Appointments Panel will comprise two members of the Nominations Committee and an Independent Person to be appointed for that purpose in accordance with Ministerial Guidance.

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

QUORUM

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

   During 2018/19 the Nominations Committee met once in April 2019 to consider: Presentation by the CEO from Changing the Chemistry which a consideration on wider diversity on the Board and it considered Board membership – Vacancies, Recruitment and Extension of Terms of Office.

Appendix 2 - Assurance Map

As part of this Assurance Framework going forward the College plans to develop and Assurance Map which will look at the three lines of assurance process against key areas.

An initial discussion has been held with the Audit Committee Chair and it is proposed to create the College's Assurance Map based on two key documents which the areas covered by the Financial Memorandum and the fifteen areas with the Certificate of Assurance which the College signs off on each year for sending to GCRB, and SFC.

A broad planned template for this is shown below:-

Financial Memorandum Area	1st Line of assurance – management assurance from first line or business operational areas	2nd Line of assurance – oversight of management activity separate from those responsible for it but still College based	3rd Line of assurance – independent and more objective assurance including internal audit and external bodies
Area 1			
Area 2			
Etc.			
Certificate of Assurance Area	1st Line of assurance	2nd Line of assurance	3rd Line of assurance
Area 1			
Area 2			
Etc.			

This will be populated and submitted to the next Committee.

BOARD OF MANAGEMENT MEETING

Date of Meeting	11 December 2019
Paper Title	Catering Services Update
Agenda Item	19.103
Papers	19.103
Responsible Officer	Janet Thomson, Vice Principal: Resources and College Development
Status	Disclosable
Action	For discussion

1. REPORT PURPOSE

1.1 This paper provides an update to the Board of Management on the catering services and tender process.

2. BACKGROUND

2.1 The current catering services are currently provided by an in-house team at Cardonald campus and are provided on an outsourced basis at Anniesland and Langside campuses. The current contractor is Sodexho and this contract expires at the end of July 2020 after the initial three year contract which has been extended to the full five years of the possible contract.

2.2 The contract needs to be revised as under procurement rules the financial value of the services require the College to undergo a full scale contracts exercise at the OJEU level. The College has commenced work to prepare for the tender process for catering services.

2.3 The College has considered how to take the catering services forward and what the future service provision should be. The turnover at each of the campuses for 2018/19 was as follows :-

    Anniesland - £454k
    Cardonald - £566k
    Langside - £208k

2.4 There are a range of issues which have been considered in the future options for the catering services including future staff costs, efficiencies and management requirements. Changes in the service could require higher levels of costs and potential increases in workload in HR.

2.5 There is a small surplus for the Cardonald campus and there is a return for the other two campuses. The service is different at each of the three campuses based on competition in the surrounding area.

2.6 Following consideration of all the factors and the backdrop of the current financial situation and industrial relations, it is proposed to continue with the status quo i.e. outsourced services at Anniesland and Langside campuses and an in-house service at Cardonald campus.

2.7 The proposal is to undertake a contract process for the future catering service from August 2020. It is proposed to discuss the future contract as a potential joint contract with Glasgow Kelvin College who are also working with the same renewal date.

2.8 The College has Living Wage Accreditation and all the College's employees are paid the Living Wage. The situation in respect of contractors bidding for the work will be considered through the tender process.

3. RISK ANALYSIS

There are no specific risks associated with this paper.

4. LEGAL IMPLICATIONS

There are no specific legal implications associated with this paper.

5. FINANCIAL IMPLICATIONS

There are financial implications associated with this paper in the catering services contract.

6. REGIONAL OUTCOME AGREEMENT IMPLICATIONS

The College will work across the Region with Glasgow Kelvin College for a potentially combined catering contract.

7. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

BOARD OF MANAGEMENT MEETING

Date of Meeting	11 December 2019
Paper Title	Capital Masterplan Update
Agenda Item	19.104
Paper Number	19.104A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Approval

1   REPORT PURPOSE

1.1   This report provides the Capital Masterplan update for the College for the three years 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	Total
Life cycle maintenance	£629,127	£892,848	£566,342	£1,915,000
Very high priority maintenance	£1,023,000	N/A	£600,000	£1,623,000
	£1,652,127	£892,848	£1,166,342	£3,538,000

3.2   The total funding for very high priority estates maintenance for Glasgow Clyde College for 19/20 is £1.023M which was intended to be 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 was previously forecast as £1.14M based on estimates from the condition survey of 2014 uprated for fees, VAT, etc. and an estimate from an adviser on the flat roof costs.

3.3   The tenders for these three sets of works have now been returned and the value of the tenders is quite a bit lower than originally anticipated. The updated cost as received through the tender process is now £718k and these values are now shown on the attached updated capital masterplan on lines 4 to 6.

3.4   The funding allocation to GCRB is due to be expended by end March 2020 and the College has requested that the balance of funding for 19/20 between that originally allocated for these three projects and the estimated updated costs, i.e. balance of £305k, be used by the College for alternative projects which are the next high priority maintenance areas for the College. This will be discussed at the GCRB Performance and Resources Committee on 18th December. These projects would be the boiler and heating plant at the Mary Stuart and Litehouse building which is at the end of its functioning life and needs replaced, and lighting replacements at Cardonald to provide more efficient and effective lighting with the balance of the total.

3.5   The capital masterplan has also been updated to show the planned projects through to 2021/22 and reflects the four project areas agreed to be taken forward at the October Board Development Day and following the Estates review work completed by Gardiner and Theobald and BDP. The College intend to bid to GCEF to fund these projects over the plan period.

3.6   The project for the Student Space previous "Extension" at Anniesland is being reviewed to assess whether there is any potential internal space which can be used which would reduce costs significantly, and the Mary Stuart and Litehouse building external works and internal refurbishment project is yet to be fully costed hence this is only included as an estimate at this stage.

3.7 The updated plan also reflects an estimate for high priority maintenance after April 2020 and it is anticipated that there are likely to be some works required at each of the three campuses over these two years given that the campuses at Anniesland and Langside are now around ten years old.

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.

Glasgow Clyde College
Capital Masterplan Update as at 3rd December 2019

Priority	Project Description - Capital Projects	Funded by	2019/20 Capital Projects Plan as approved at June Board of Management	2019/20 Capital Projects Plan Updated for December Board Meeting	2020/21 Capital Projects Plan Updated for December Board Meeting	2021/22 Capital Projects Plan	Total 3 year Capital Projects plan 19/20 to 21/22	Comments
1	Cardonald Campus Lifts project final stages	Foundation Approved	£150,000	£150,000	Completed	Completed	£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. Final stage retentions and lift lobby redecorations.
2	Boiler/pipework installation at Cardonald. (Completed)	SFC/GCRB very high priority works capital funding	£235,000	£235,000	Completed	Completed	£235,000	Replacement of boilers. Third boiler at Cardonald plus nursery pipework. Total project value £270k. Project now completed.
3	Mary Stuart Building Cladding Replacement (Completed)	SFC/GCRB very high priority works capital funding	£379,000	£439,000	Completed	Completed	£439,000	Cladding panels/curtain walling replacement. Replacement completed summer 2019. Total project value was an estimate of £399k however tender returned was a total of £439k which was already a value engineered option.
4	Cardonald Chiller Plant and Air Handling Units replacement	SFC/GCRB very high priority works capital funding	£880,000	£447,000	Completed	Completed	£447,000	Chiller plant and AHU across Cardonald campus Tower building. Previous estimate based on condition survey in 2014. Tender now received and lower than original estimate. Seeking to use balance of GCRB 19/20 allocation for roof project and next stage of high priority works for the College.
5	Disabled access lifts at Cardonald	SFC/GCRB very high priority works capital funding	£220,000	£133,000	Completed	Completed	£133,000	Several disabled access lifts in the Tower building and Business Centre due for replacement. Previous estimate based on condition survey in 2014. Tender now received and lower than original estimate. Seeking to use balance of GCRB 19/20 allocation for next stage of high priority works for the College.
6	Replacement of flat roof area at Cardonald	SFC/GCRB very high priority works capital funding or life cycle maintenance	£40,000	£138,000	Completed	Completed	£138,000	Cost estimate for replacement of one remaining flat roof area at Cardonald. Tender now received and higher than original estimate. Seeking to use balance from other high priority projects to fund difference.
7	Condition Survey Estimates of Works. Previously approved plan had specific projects for 19/20. Now updated to show balance for 19/20 GCRB allocation which would be used for next stage of high priority works up to total high priority allocation from GCRB for 19/20. Future years are estimated.	TBC. Proposed use of balance of 19/20 SFC/GCRB very high priority works capital funding allocation	Shown as specific projects 4 to 6 above	£305,000	£1,200,000	£1,200,000	£2,705,000	Figures from previously approved plan at the Board in June 2019 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.
8	Lifecycle maintenance for works	Foundation funded in year 1	£250,000	£80,000	£170,000	£0	£250,000	Lifecycle maintenance works. Projects being undertaken on a prioritised basis following planning discussions with all faculties and units. Any future works would have to be part of a bid to GCEF or SFC high priority maintenance.
9	Student Space Extension at Anniesland. Now moved to 20/21 project and seeking lower cost solution within current building footprint. Cost to be re-estimated.	TBC. Proposed future GCEF Bid	£528,000	N/A	£528,000	Completed	£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. Moved to future year and reviewing costs.
10	Environment Upgrades at the Cardonald Campus as per Gardiner and Theobald/BDP Review	Proposed GCEF bid	N/A	N/A	£625,000	Completed	£625,000	Project to improve the area around the campus with the change to have one combined entrance using the College link corridor between the two buildings, removal of fencing, improved landscaping and general enhancements. This would make the campus more welcoming and rationalise external circulation. The cost for this proposal is estimated at £625k
11	Two Floors Reshaped in Cardonald Campus Tower to provide modern flexible learning spaces. Lift area core refurbishment project.	Proposed GCEF bid	N/A	N/A	N/A	£850,000	£850,000	Proposal for two of the eight teaching floor levels (of levels 3 to 10) are redesigned where two classrooms opposite the lifts would be removed and the area around the lift lobby opened out to provide a flexible open space for learning, study, circulation, or social space. The cost per floor is estimated at £425k including Fixtures Fittings and Equipment (FFE).
12	Upgrade of Mary Stuart Building Internal Areas and Improvement to External space for that building and the Litehouse. Estimate at this stage.	Proposed GCEF bid	N/A	N/A	N/A	£750,000	£750,000	Planned improvements to internal of the Mary Stuart Building and to improve the external area outside the Mary Stuart building and the Litehouse, including improved signage. Estimate only at this stage.
	Capital Masterplan 19/20 projects total		**£2,682,000**	**£1,927,000**	**£2,523,000**	**£1,200,000**	**£5,650,000**	

BOARD MEETING

Date of Meeting	11.12.2019
Paper Title	GCCSA Update
Agenda Item	19.108
Paper Number	19.108
Responsible Officer	Dr Aranka Szilassy
Status	Disclosable
Action	For noting

1. Report Purpose

The purpose of this report is to provide to the Board of Management with an update of GCCSA activities.

2. Recommendations

For noting

3. Communications

3.1. The Executive Management Team Meetings

The EMT meets with GCCSA team every 6 weeks to discuss plans and takes things forward throughout the academic year. The next meeting will take place on 19th December.

3.2. Class Rep Meetings

Class rep meetings have been booked between now and May 2020, and will be run cross campus every second month by Sabbatical officers. We have already sent out collated feedbacks from our first meeting to the relevant departments like Library, Canteens, Student Advice, Student Funding and also, our president Aranka took feedback to the Learning & Teaching Committee. The second Class Rep meetings of the year will be held in December and the plans for these meetings are to include staff

from E-Learning and gain comments and feedback from students regarding that provision and the DELTA project and also we invited staff of the Research and Development Programme. We believe it is important to let the class representatives know that there is a project in the college which is trying to take an overview on how the college can best support student success, particularly in relation to student retention and attainment and class reps can make suggestions on how the college can more effectively support student success and any factors they believe are important in making them more or less likely to drop out of a course or not be successful on a course.

3.3. Student Voice

Student Voice was developed as part of GCCSA looking for an effective method to ensure that the student voice was heard and listened to by the College in addition to the existing Class Representative System. Our first Student Voice meetings were held in November and 13 students attended the meetings cross campus. During these meetings, GCCSA introduced the Student Voice documentation for our new process, we asked students to provide words or sentences in relation to what they think the 'GCCSA VALUES' should be. Mhairi Boyd, the Manager of the DELTA Project, explained aims and progress which will lead to new approaches to learning and teaching through enhanced digital skills and a new VLE system will be implemented to support this. We gathered feedback around students thoughts on the current system/what they want from the new one/any accessibility issues people may face with a system. All three sessions were really useful for both Mhairi in relation to her project and the GCCSA team too. At the end of the meetings we asked students for ideas, topics or people they would like included in future Student Voice meetings. Regarding students ideas, we will consider these when looking into who to invite along to the next meetings.

3.4. Meetings GCCSA are involved in:

- Board of Management Meetings
- Board Committees Meetings

- IDEA Group Meetings
- H&S Campus Forums
- College`s Committees Meetings
- Executive Team Meetings
- Healthy Working College Group
- Faculty Meetings

3.5. Regional Representation:

- GCRB Meetings
- GCRB Committees Meetings
- GCRSE Meetings
- Glasgow Student Forum
- NUS Conferences and events
- SPARQs Education Officers Network, conferences and events

4. Activities

Since the last Board Meeting, GCCSA organised the following activities and campaign cross campus:

4.1. Show Racism the Red Card/Wear Red Day

GCCSA held stalls cross campus encouraging staff and students to show racism the red card. In addition to this we also encourage people to wear red in support of the campaign. The stalls allowed information to be shared with students/staff and cross campus engagement with GCCSA and the campaign.

4.2. Do the right thing: make work fair for young people

We had online social media campaign around this linking in with Citizen Advice to raise awareness for young people of their rights at work and empowering them to take action when they rights aren't being upheld.

4.3. Hate Crime Awareness Week

In October, during Hate Crime Awareness week GCCSA organised Hate Crime Awareness sessions at each campus in partnership with Police Scotland. 40 students attended these session cross campuses and received training. GCCSA also had stalls cross campus alongside Police Scotland encouraging students and staff to pledge against Hate Crime and providing information and support.

4.4. Cigarette Swap Day

GCCSA held Swap Shop's with NHS Quit Your Way, which were a great success cross campus. Staff and students were encourage to swap a cigarette for a treat and there was information and support on stall about how to stop smoking. Over the three days we engaged with around 100 students and staff.

4.5. Children in Need Week

GCCSA supported Children In Need by hosting stalls at each campus selling badges and also collecting donations. This was a great way to engage with students and staff and also to fundraise for a charitable cause. We also encouraged students and staff to wear yellow into campus during the week to show their support.

4.6. Food Bank 'Big Sort Event'

GCCSA went along with one of the Prince`s Trust class from Langside and some of the Senior Leadership team to help out the South East Food Bank Glasgow on 26th November. The team volunteered at this event to sort out all the food donations for this organisation`s Food Bank at Elim Church, Govanhill. GCCSA was involved with this charity last year as well and we would like to continue to help in this wonderful cause to keep strong links within the community.

4.7. GBV – 16 Days of Action

GCCSA is participating in the White Ribbon Campaign. Our Vice President Sulaiman has become an ambassador and he with help to lead the team to work towards achieving White Ribbon status. This will involve a variety of activity throughout the

year. We already have a working group set up with staff in order to plan and share ideas. In connection with this we also took part in the **16 Days of Action** which runs from 25th November and finishes on 10th December. During this period we invited many organisations including Police Scotland and Glasgow & Clyde Rape Crisis Centre to the college to raise awareness about Gender Based Violence. We attended the launch of Fearless Glasgow and the Rosey Project Zine Launch Event. Our in College activity has seen us visit classes to speak about violence against women, hold stalls cross campus to get support from students and staff and to provide information. We are also collecting pledges from students and staff to support this campaign and have had a great number of pledges and support cross campus already.

4.8. Christmas Markets

GCCSA have arranged Christmas Market this year, the first week of December, these events were student focused with the majority of stalls being hosted by student led projects such as Christmas baking, Christmas hamper, Christmas decoration and many more but also, we invited external organisations to provide products for students and staff. GCCSA ran a stall in support of Save The Children which involved a `Guess the name of the Elf` game and the prize was tickets for the Irn-Bru Carnival at the end of the year in Glasgow which are donated by the company. This is a great event to engage with students and staff cross campus before the festive break.

4.9. Clubs and Societies

GCCSA encourages students to set up their own Clubs and Societies every year and we have students who is running for the following clubs:

- Basketball Club - Cardonald
- Sign Language Club - Cardonald
- Language Exchange Club – all campuses
- IT Support Club – Langside
- Gaming Club – Langside
- Netball Club – Anniesland
- Make Up Club – Anniesland

4.10 Cycling Events

Our Cycling officer, Stefano Caddedu is working with the Estate Department and progress is being made the new shelters we have funding for. We will continue to keep update the Board on this case and Stefano recently attended SLT to present an overview of work and plans. Stefano has also ran Cycling Events at Cardonald and Langside which included DR Bikes, Bike Marking and a Lock Swap. We hope to also have an event at Anniesland arranged for in the near future.

4.11. Upcoming Events/Campaigns

We will continue to engage with students and promote campaigns and activity. This will include until February:

- ➢ Mental Health Campaign
- ➢ Wellbeing Week in January
- ➢ Food Bank Sort Event in January
- ➢ Row Britannia Challenge January to March
- ➢ LGBT+ month in February
- ➢ Second Clean Up Day in February
- ➢ **Stop.Think.Consider** Campaign

5. Risk Analysis

There are no risk analysis identified.

6. Legal Implications

There are no legal implications identified.

7. Financial Implications

There are no financial implications identified.

8. Regional Outcome Agreement Implications

Priorities, support regional priorities

BOARD OF MANAGEMENT MEETING

Date of Meeting	11 December 2019
Paper Title	Modern Slavery and Human Trafficking Statement 2018/19
Agenda Item	19.110
Papers	19.110A
Responsible Officer	Janet Thomson, Vice Principal: Resources and College Development
Status	Disclosable
Action	For approval

1. REPORT PURPOSE

1.1 The purpose of this paper is to submit to the Board of Management for approval the Modern Slavery and Human Trafficking Statement 2018/19.

2. BACKGROUND

2.1 Under the Modern Slavery Act 2015 the College is required to publish a Modern Slavery and Human Trafficking Statement on an annual basis. This statement requires the approval of the Board of Management. The changes since the 2017/18 statement are shown on the attached via track changes. There is a section in the statement which states the steps which have been taken during 2018/19 and the plans for the future.

2.2 Members are invited to approve the 2018/19 Modern Slavery and Human Trafficking Statement as attached to this paper. Once approved this statement will be published on the College website in order to align with the timescales outlined in the related guidance.

3. RISK ANALYSIS

There are no specific risks associated with this paper.

4. LEGAL IMPLICATIONS

There are no specific legal implications associated with this paper.

5. FINANCIAL IMPLICATIONS

There are no specific financial implications associated with this paper.

6. REGIONAL OUTCOME AGREEMENT IMPLICATIONS

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

7.   HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

Modern Slavery Statement – Glasgow Clyde College website

2018/19 Financial Year

Introduction

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

Glasgow Clyde College recognises that it has a responsibility to take a robust approach to slavery and human trafficking. This statement sets out the College's actions and commitment to understanding potential Modern Slavery risks related to its activities and to minimise the risk of slavery and human trafficking in its supply chains.

This statement is made in connection with section 54(1) of the Modern Slavery Act 2015 and sets out the steps the College has taken and will take in relation to slavery and human trafficking.

The College is committed to ensuring that modern slavery and human trafficking is not taking place in any part of its operation within the College and its supply chain. We are committed to protecting and respecting human rights across the College's activities, and will take reasonable and appropriate steps to influence others to ensure slavery and human trafficking is not taking place, where it is possible to do so.

Supply Chain Expenditure

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

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

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

Our Procedures on Slavery and Human Trafficking

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

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

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

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

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

The college, through a prioritisation exercise, has identified a small number of suppliers in the category areas of Estates and IT, and will encourage such suppliers to sign up to Sustain to assess their compliance.

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

Steps taken in 18/19

- The College has inserted a clause within its General Terms and Conditions in relation to Modern Slavery. This outlines the obligations of the supplier in contracting with the College. It extends to due diligence procedures being in place for sub-contractors to that supplier. It references the requirement for suppliers to comply with all applicable anti-slavery and human trafficking laws, statutes, regulations and codes (including the Modern Slavery Act 2015).

<u>Our Plans for the Future</u>

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

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

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

- Identify and assess potential risk areas in our supply chains.

- Mitigate the risk of slavery and human trafficking occurring in our supply chains

- Monitor potential risk areas in our supply chains.

- Protect whistle blowers and report unethical conduct.

- Where possible, build long-standing relationships with our supply chains to ensure these entities have and follow suitable anti-slavery and human trafficking policies and processes.

The role of responsible procurement champion for the Glasgow Regional Procurement Team has been allocated to the Procurement Manager at Glasgow Clyde College. Their responsibility will be to drive implementation of the Sustainable Procurement Policy. The Sustainable Procurement Policy requires that consideration is given to the environmental, social, legislative and economic consequences for design, materials used, manufacturing methods, logistics and disposal of any procurement decisions.

APUC has undertaken a refresh of the prioritisation exercise on all collaborative framework agreements which they lead on, to identify areas where Modern Slavery may be occurring and to take appropriate action to ensure that these framework agreements exclude the use of modern slavery practices. Procurement at the College continues to promote the use of these framework agreements within the institution and as such we can be confident that our supply chain has been analysed when contracting under these agreements. We will look to increase reliance on these collaborative frameworks which will reinforce the compliance with our policies.

Where possible, within our own tenders/contracts, we will continue to address areas of concern for modern slavery directly in the tendering process through minimum standards, specification and contract management.

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

Jon Vincent
Principal
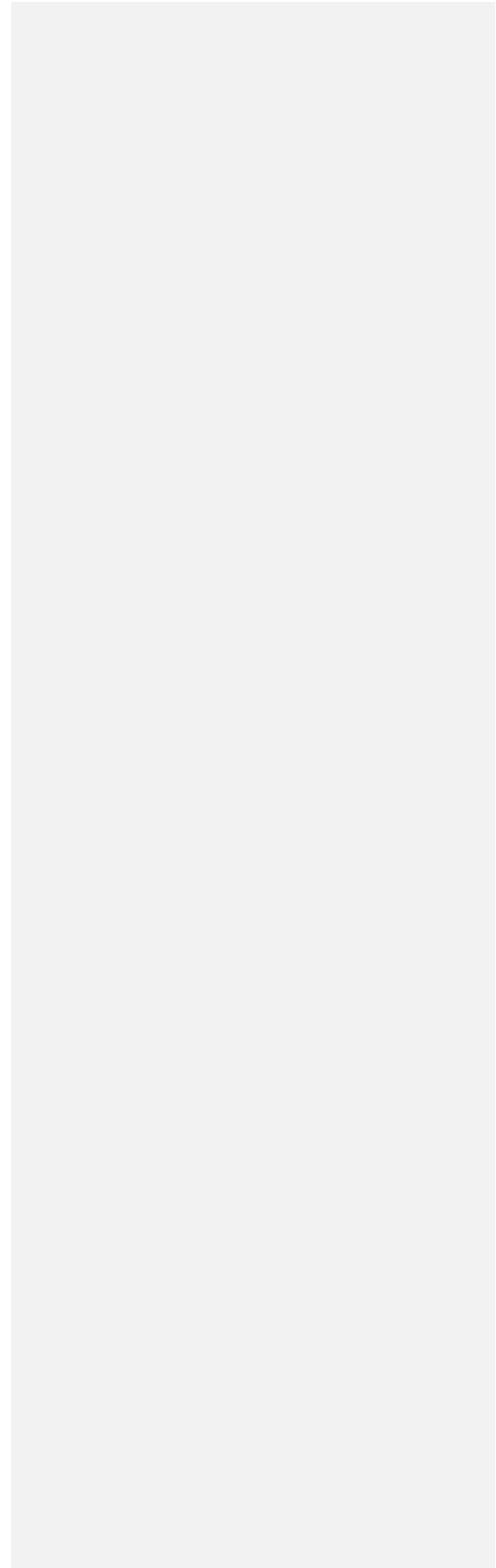
BOARD OF MANAGEMENT

Date of Meeting	11 December 2019
Paper Title	Strategic Risk Register Update
Agenda Item	19.111
Paper Number	19.111A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Noting

1   REPORT PURPOSE

1.1   This report considers the College's Strategic Risk Register which is updated regularly and reported to the Board of Management on a quarterly basis.

2   RECOMMENDATION

2.1   Board Members are invited to note this paper.

3   BACKGROUND

3.1   The College's Strategic Risk Register is attached as at 3rd December 2019. The Strategic Risk Register is updated regularly and considered at least quarterly by College senior management. There are two changes to the Strategic Risk Register since it was last reported to the Board of Management at its October meeting. The updates to the risk scorings and mitigating action are highlighted in red.

3.2   The first change is an increase in the organisational risk of negative impact on employee relations where the probability of this risk has been increased from a 2 to a 3 hence and overall score of 15. This is due to the planned restructures and the need for future staff cost savings.

3.3   The second change is an increase in the organisational risk of failure to achieve acceptably high standard quality of teaching delivery and support for students and suitable student experience where the probability of this risk has been increased from a 3 to a 4 hence and overall score of 12. This is due again to the impacts of changes through restructures and the need for future staff cost savings and potential business change.

3.4   There are 15 risks on the College Strategic Risk Register six of which are
        financial risks which are shown on the first page of the Register and are risks
        F1 to F6. There are three are three financial risks scoring as high risk after
        mitigating actions which are Failure to achieve surplus targets for commercial
        activity, Failure to reduce College cost base on managed basis to meet
        requirements of the five year financial forecast, and Potential for refusal of
        SFC to fund VS (as assumed in 2019/20 agreed budget. The College is
        monitoring each of these risks on an ongoing basis and taking all relevant
        actions to help to mitigate them as far as possible.

4   RISK ANALYSIS

4.1   The College Strategic Risk Register is a key part of the College's risk
        management framework.

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

5.1   The College is required to have a risk register as part of the Financial
        Memorandum and the financial implications are detailed within the financial
        risks section of the College Strategic Risk Register.

6   Has An Equality Impact Assessment been carried out?

6.1   N/A

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

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 3rd December 2019

Score Before Mitigating Actions | Score After Mitigating Actions

Financial Risks

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	Risk Score at last report	Risk Increasing/ Decreasing/ No Change
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	F1	Medium	20	No change
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	F2	Medium	20	No change
F3	Potential for refusal of SFC to fund VS (as assumed in 2019/20 agreed budget)	Financial/ Organisational	Goal 4 - Ensuring operational effectiveness and efficiency	Principal /Vice Principals	4	5	20	i) Detailed five year financial plan prepared and FFR which show recovery after VS is funded and hence present case to SFC. ii) Discussions within Glasgow Colleges regional Board to share approach iii) Cost reduction plan being implemented which requires reduction in staff levels and significant cuts in non-staff budgets across the College where possible iv) Ensure stated teaching activity targets are met to meet SFC requirements.	3	5	15	F3	Short	15	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	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	F5	Medium	8	No change
F6	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	F6	Long	8	No change

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER

Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee

as at 3rd December 2019

Risk Ref	New Risk Description	Risk Category	Link to Development Plan Goal	Risk Owner	Probability (Before)	Impact (Before)	Risk Score (Before)	Mitigating Actions	Probability (After)	Impact (After)	Risk Score (After)	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
					Score Before Mitigating Actions				Score After Mitigating Actions						
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. vii) Ensure transparency of consultation process to maximise opportunities for enhanced communications with Trade Unions	3	5	15	O2	Short	10	Increasing; potential negative impact due to launch of academic restructure
O2	**Failure of College operational processes/ systems /ICT infrastructure (including risk of fraud and potential cyber attack)**	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. Need to ensure key systems not impacted by financially challenging budget in 2019/20. 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	O1	Medium	12	No change
O3	**Failure to achieve acceptably high standard quality of teaching delivery and support for students and suitable student experience**	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 vi) Make efficiencies in business processes to deliver quality of services vii) Monitor feedback from student focus groups on student experience viii) Enhance the monitoring of a range of KPI data on an ongoing basis to quickly identify any emerging negative trends in student performance.	4	3	12	O3	Medium	9	Increasing; potential negative impact due to launch of academic restructure
O4	**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 vi) Need to manage to retain appropriate staff through challenge of restructures	2	4	8	O4	Medium	8	No change
O5	**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 project now completed.	2	4	8	O5	Medium	8	No Change
O6	**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 2019/20 for very high priority items allocated by GCRB to College although there are logistical issues in spending the funds within the timeframe. ii) Work with GCRB and SFC to ensure fully informed of estates requirements. iii) Estates Strategy Review being completed by Gardiner & Theobald & BDP. iv) Need to plan within very tight resources due to financially challenging budget for 2019/20 and items will be rephased as required. v)Langside residences lease assignation and guarantee document completed.	3	3	9	O6	Long	9	No change

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
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 3rd December 2019			
					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	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 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	G3	Medium	4	No Change

BOARD MEETING

Date of Meeting	11 December 2019
Paper Title	Credits Projection 19/20
Agenda Item	19.112
Paper Number	19.112
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 2019/20.

2. Recommendations

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

3. Background

The college's activity target for session 2019/20, as agreed in the Regional Outcome Agreement, is 126,764 Credits, comprising 120,566 Core Credits plus 6,208 ESF Credits. This is slightly lower than last year's target (126,859) due to a very small reduction in ESF Credits.

As can be seen in the attached sheet, shown in the "Current Credits Estimate" column, the position at 2 December 2019 is a forecast position on track to achieve 127,349 Credits by the year-end. This would represent an achievement of 0.5% above our target. By comparison, the corresponding report to the Board at the December meeting of 2018 showed the forecast delivery to be 0.2% above our target at that time.

The Credit monitor report is analysed at every meeting of the Senior Leadership Team and also the fortnightly meetings of the Curriculum Assistant Principals [CAPs]. It is evident that achieving the target is becoming more difficult each year and that the regular monitoring of our Credit forecasts is absolutely vital. This allows us to adjust and re-balance activity in-year. Whilst we have seen a drop in overall applications for our courses, only a small number of courses are actually cancelled due to low numbers. Most courses offer more places than are outlined in the portfolio, as we know that some students, having accepted a place on a course, will fail to take up that place for one reason or another. This can create a situation where courses under-enrol against their target but are still viable to run.

Our January start courses are currently enrolling and they provide the bulk of our Credits still to start. Additionally, ESOL is an area that recruits throughout the year and is an area that makes a significant contribution to our overall target figure.

4. Risk Analysis

At the time of writing, the "qualifying date" for the majority of our August start programmes has already passed [1st November 2019]. This means that a significant portion of our Credits are now "safe". An additional section has been added to our monitoring report that allows us to examine any Credits at Risk. Typically, these would include students who are shown as being live in the system but, in fact, may not have attended beyond the qualifying date.

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

Credits Monitoring Report AY2019-2020 - College Summary   Snapshot at 02/12/2019

Faculty	School	Frozen Credit Target at 1/10/19	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	8,918	717	89	68	563	7,939	-11%	653	-4%	0
	123 Media & Performing Arts	8,477	751	26	29	696	8,641	2%	309	6%	0
	125 Fashion, Textiles & Design	10,828	783	69	54	663	9,899	-9%	291	-6%	0
		28,223	2,251	184	151	1,922	26,479	-6%	1,253	-2%	0
130 Engineering, Computing & the Built Environment	113 Computing	8,078	944	88	86	776	7,986	-1%	160	1%	54
	131 Energy & Building Services	6,707	664	24	38	603	6,387	-5%	753	7%	0
	133 Engineering	9,066	941	0	38	903	7,985	-12%	0	-12%	0
	135 Construction & Land Based Industries	7,216	651	7	43	602	7,178	-1%	479	7%	0
		31,067	3,200	119	205	2,884	29,536	-5%	1,393	0%	54
140 Health & Wellbeing	115 Sport, Tourism & Hospitality	10,813	842	10	93	740	9,508	-12%	1,288	0%	16
	141 Early Years & Social Care	12,159	1,160	172	75	920	11,610	-5%	161	-3%	0
	145 Health & Life Sciences	10,084	884	118	69	700	9,755	-3%	175	-2%	0
	149 Hair, Beauty & Complementary Therapies	6,245	464	0	43	421	4,876	-22%	642	-13%	0
		39,301	3,350	300	280	2,781	35,748	-9%	2,266	-3%	16
160 Access & Continuing Learning	161 ESOL	11,156	1,701	12	110	1,579	9,516	-15%	2,665	12%	0
	165 Additional Support for Learning	4,617	574	0	19	555	4,917	6%	0	6%	0
	167 Employability Skills	5,522	1,503	3	132	1,370	2,821	-49%	2,844	5%	7
	169 General Education	8,183	618	0	79	539	7,566	-8%	268	-4%	0
		29,478	4,396	15	340	4,043	24,820	-16%	5,777	5%	7
Total		128,069	13,197	618	976	11,630	116,583	-9.0%	10,689	-1%	78
	SFC Target Credits	126,764 (Core 120,556 + ESF 6,208)						-8.0%			
	Current Credit Estimate + Credits to Start						127,272	0.4%			
	Current Credits Estimate + Credits to Start + Credits Not Enrolled						127,349	0.5%			

Price Group	Credits Estimate	Credits To Start	Credits Not Enrolled
1	15,523	742	7
2	65,993	4,453	70
3	22,932	1,647	0
4	2,322	0	0
5	9,814	3,846	0
Total	116,583	10,689	78

Economic Sector	Credits Estimate	Credits To Start	Credits Not Enrolled
Administration, Financial and Business Services	16,861	491	54
Creative and Cultural Industries	19,209	624	0
Energy, Engineering, Construction and Manufacturing	17,793	1,209	0
Food, Drink, Tourism, Hospitality and Leisure	14,250	1,930	16
Health, Care and Education	19,318	483	0
Land-Based Industries	3,088	0	0
Life and Chemical Sciences	6,049	175	0
Transition and Supported Learning	20,016	5,777	7
Total	116,583	10,689	78

Credit Movement History

Credit Risk

BOARD OF MANAGEMENT

Date of Meeting	11 December 2019
Paper Title	Governance Update
Agenda Item	19.113
Responsible Officer	Chair
Status	Disclosable
Action	For Approval

1   REPORT PURPOSE

This paper reports on: Board and Committee membership; the appointment of a new Clerk to the Board; the Board's Development Plan; and the Externally-facilitated review of Board effectiveness.

2   RECOMMENDATION

The Board is asked to

-      approve the appointment of Runa McNamara as a member of the Learning & Teaching Committee (3.2 below);

-      note the other sections of the report.

3   BOARD MEMBERSHIP

3.1   At its meeting on 28 October, GCRB approved the appointment of Runa McNamara and Alan O'Donnell to membership of the Glasgow Clyde College Board of Management. In each case the appointment is for four years commencing November 2019.

3.2   The Chair has discussed Committee membership with Runa and Alan. It is recommended that Runa be appointed to serve on Learning & Teaching Committee, where her extensive experience of further education delivery and management will be valuable. At this point, Alan is not being recommended

for a Committee appointment. Instead, he will take the opportunity to attend each of the committees over the course of the next year.

3.3   Nominations Committee will meet early in 2020, reporting to the Board on 18 March.   There are several Board members whose current terms of office expire in July 2020. The Chair has consulted with the relevant members to find out if they are willing to serve a second term. The Committee will consider in each case whether to recommend reappointment.

3.4   The College awaits guidance on the implementation of the Scottish Government's decision to introduce two new trade union-nominated Board members. It is expected implementation will be in time for the start of Session 2020/21 and will involve raising the maximum size of the Board from 18 to 20 members.

4   CLERK TO THE BOARD

Christine McConnell has been appointed Clerk to the Board of Management, commencing on 26 November. Christine is a lawyer with extensive experience of governance. On behalf of the Board I would like to welcome Christine to Glasgow Clyde College. We all look forward to working with her.

5   BOARD SELF-EVALUATION AND DEVELOPMENT PLAN

The Code of Good Governance requires the Board to undertake an annual self-evaluation, leading to the approval of a Board Development Plan. The outcome of the self-evaluation and the contents of the Development Plan are reported to GCRB.

The Board concluded a self-evaluation exercise at its meeting on 25 October, noting matters that had arisen in discussion between the Chair and Board members and agreeing on the points that should be included in a new Board Development Plan. Following the meeting, the Chair drafted a Development Plan, which was then edited to reflect comments from Board members. The final version of the plan, which has now been submitted to GCRB, is attached.

The Development Plan will appear on future Board agendas so that progress can be monitored.

6   EXTERNALLY-FACILITATED EFFECTIVENESS REVIEW

In addition to its annual self-evaluation, the Code of Good Governance states that, every three years, the Board should conduct a review of its effectiveness, supported by an external facilitator. The last such review took place in the Spring of 2017. The Colleges Scotland Good Governance Steering Group has advised that the next review should be completed before the end of 2020. A proposal for conducting this review will be brought to the Board in March.

7   RISK ANALYSIS, LEGAL IMPLICATIONS, FINANCIAL IMPLICATIONS, REGIONAL OUTCOME AGREEMENT IMPLICATIONS, EQUALITY IMPACT ASSESSMENT

n/a

Glasgow Clyde College

Board Development Plan 2019/20

The Development Plan has been prepared to reflect matters discussed at the Board meeting on 25 October 2019. This followed individual discussions between the Chair and each Board member. Progress in implementing the Plan will be reviewed by the Board in March 2020 and October 2020.

Skills and Experience

1. The Board relies heavily on the considerable experience of its Committee chairs. A succession plan will be developed with a view to ensuring strong future leadership for each Committee.

   [Action: Nominations Committee, June 2020]

Induction

2. New Board members and a new Clerk will be recruited in 2019/20. An effective induction programme will be prepared for all new appointees.

   [Action: Chair, Principal, November 2019]

Board Meetings

Board meetings need to focus more strongly on the important items, so as to use time more efficiently. To address this:

3. Agendas will be organised in future so that the most significant issues appear at the top of the agenda.

   [Action: Chair, Clerk, December 2019]

4. All papers will be paginated, and more effective use will be made of cover papers to highlight important matters and matters requiring a Board decision.

   [Action: Senior Leadership Team members, Clerk, December 2019]

5. When Committee minutes are reported to the Board, they will have a cover paper which identifies items of importance for the Board.

   [Action: Clerk, Committee Chairs, December 2019]

6. Oral introductions to Board papers will be brief, and focused on the key points.

[Action: Senior Leadership Team members, Chair, December 2019]

Board Business

7. In the course of the year, the Board will prioritise its time so as to give sufficient weight to issues of strategic importance. These will include:

    -   addressing financial sustainability

    -   establishing a suite of high-level KPIs that will accompany the new strategic plan and will assist the Board in monitoring the College's performance

[Action: Chair, Clerk, June 2020]

8. An annual schedule of business will be prepared to help manage the Board's time effectively across the business year.

[Action: Clerk, March 2020]

Committees

9. The Board will review the terms of reference of each of its Committees.

[Action: Clerk, June 2020]

Communications

10. The Board webpages will be updated.

[Action: Clerk, March 2020]

DN, 7.11.19