GLASGOW CLYDE COLLEGE

BOARD OF MANAGEMENT

28 OCTOBER 2020

The next meeting of the Board of Management will be held on Wednesday 28 October 2020 at 4.30 pm.

The meeting will be held remotely due to Covid–19 restrictions.

A G E N D A

20.46	Welcome and Apologies		D Newall
20.47	Determination of Other Business		D Newall
20.48	Declarations of Interest		D Newall
20.49	Minutes of Previous Meetings –		D Newall
	• 10 June 2020	P	
	• Board Update meeting -2 September 2020	P	
20.50	Matters Arising – Action Grid	P	D Newall
20.51	Schedule of Work	P	D Newall

Items for Discussion

20.52	2019/20 Draft Primary Financial Statements	P	T Elliott
20.53	2020/21 Budget and 2021/22 to 2022/23 Financial Plan Update	P	T Elliott
20.54	Update on Funding Applications to GCEF	P	J Thomson
20.55	Strategic Risk Register	P	J Thomson
20.56	Audit Scotland –Covid 19 Guide for Audit and Risk Committees	P	J Vincent
20.57	Update on Role of Support Staff- IT / Student Support Staff	V	J Thomson/ D Marshall/ L McGaw
20.58	Governance Update	P	CMcConnell
20.59	2019/20 Modern Slavery Statement	P	T Elliott

Standing Items

20.60	Chair's Report	V	D Newall
20.61	Principal's Report	P	J Vincent
20.62	Student Association President's Report	P	S Rasmussen

Minutes of Committee Meetings

20.63	Organisational Development Committee 16th September 2020	P	S Heidinger
20.64	Audit Committee- 30 September 2020	P	D Watt
20.65	Remuneration Committee 6th October 2020	P	S Heidinger
20.66	Finance and Resources Committee 7th October 2020	P	D Newall

Items for Noting*/ Formal Approval

20.67	Credits – Estimate of outturn against target 2019-20	P	E Brownlie
20.68	Capital Master Plan Update	P	J Thomson
20.69	Freedom of Information Summary	P	B Hughes

20.70 Any Other Business

Date of Next Meeting: 9 December 2020,
Location to be confirmed in light of current
government restrictions

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

BOARD OF MANAGEMENT MEETING

Date of Meeting	28 October 2020
Paper Title	Glasgow Clyde Education Foundation Bids Update
Agenda Item	20.54
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Discussion

1   REPORT PURPOSE

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

2   RECOMMENDATION

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

3   BACKGROUND

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

3.2   Glasgow Clyde Education Foundation's charitable objectives as listed on OSCR are as follows:-

"through grant giving (with a view that the organisation will grow its own funds to generate additional income for its beneficiaries) to enhance the learning experience for students, potential students and the communities (including by supporting (financially and otherwise) community and not for profit groups and organisations operating within the communities) served by Glasgow Clyde College (a registered Scottish charity, SC021182). In furtherance of its charitable purposes, the organisation will support (a) the delivery of improved teaching accommodation, facilities, infrastructure and/or equipment; (b) the development of teaching and curriculum resources and opportunities; and (c) staff development for the staff of the Glasgow Clyde College to assist and develop the student learning experience"

3.3   A sum of £15M was transferred to the Foundation from the College in two sums between end of March 2014 and March 2015, which was the College cash backed reserves and a donation. There have been no further donations

since that time. The Foundation now has around £5.5Million remaining after allowing for all previously approved bids.

3.4   The Foundation had their most recent meeting on 18th August 2020 and their next meeting is in December. At the August meeting the Foundation approved a revenue bid for £350k for 20/21. The College intends to submit a further substantial bid to GCEF shortly which is for a two year period to aid with the College's financial sustainability and provide some assistance to allow time for the College to reshape to address the challenges of the financial plan. There is GCEF liaison group which has been set up for 21st October to discuss the bid with the current plan to request £1.8Million in 2020/21 and £500k in 2021/22 although the second year amount will be reviewed as required depending upon implementation of the financial plan.

3.5   This is in addition to previous successful revenue bids in 19/20 to the Glasgow Clyde Education Foundation for a) Staff Development, Leadership Framework and Core Values, b) Commercial Investment and c) ICT equipment. The total value of these projects is £302k for the Staff Development, Leadership Framework and Core Values bid and £745k for the commercial investment/ recovery plan and for the ICT equipment the value is £396k in year 1, and then £241k in each of the two years after that plus £28k investment in ESports equipment. The phasings of some of the expenditure on these projects a) and b) has been impacted by the COVID 19 virus and College closure, and adjusted phasings are being discussed.

3.6   Following the presentation of the College Estates Strategy projects to the January 2020 meeting of GCEF the overall approach and four projects were supported. It had been agreed that the College progress with the Environment Upgrade at Cardonald campus and bring back further details to their April meeting on this project and the Student Space plans for Anniesland in 2020 however due to the COVID 19 virus and College closure, these were postponed and following discussions at the Chairs meetings it was decided to postpone these first two projects and the remaining two projects of Mary Stuart/ Litehouse External Space and the two floors Redesign in Cardonald with the focus now more on the College revenue reshaping. The total value of those four projects was estimated at £2.75Million when the Estates Strategy work was undertaken in 2019.

3.7   Also in addition to the ICT bid approved in 3.6 above, GCEF approved £100k of an emergency fund to provide ICT equipment to students who did not have access to the necessary equipment to receive on line support for teaching and learning following the College closure through lockdown and blended learning methods being used by teaching staff. This provided a vital resource for a significant number of students.

3.8　There are two other recent changes to highlight in respect of GCEF. These are that the Foundation have updated the wording in their Donation Agreement relating to the possible use of funds, and there has been in change in the trustees on the Board with the Chair Alex Muirhead having now left the Board and the Chair position now being held by Gill Troup.

4　RISK ANALYSIS

4.1　There are risk implications for the College financial sustainability which will be addressed within the new bid to GCEF.

5　LEGAL IMPLICATIONS/FINANCIAL IMPLICATIONS/REGIONAL OUTCOME AGREEMENT IMPLICATIONS

5.1　GCEF is a separate charitable organisation and hence is a separate legal entity. The financial implications related to this paper are the funding of these agreed projects, which is important for the future financial plans for the College.

6　HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

N/A

BOARD OF MANAGEMENT MEETING

Date of Meeting	28 October 2020
Paper Title	College Strategic Risk Register / Risk Appetite
Agenda Item	20.55
Paper Number	20.55A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Discussion

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. It also seeks the Board's view on the College Risk Appetite.

2   RECOMMENDATION

2.1   Members are invited to discuss this paper.

3   BACKGROUND

3.1   The College's Strategic Risk Register is attached as at 19th October 2020.

3.2   The Risk Register is significantly impacted by the COVID 19 virus implications which is shown against the related risks in the Risk category column, The changes since last reported to the Board in June are highlighted in red. There are a number of updates which were made following a full review of the Register as at mid October.

3.3   The Risk Register has been updated to reflect the themes of the new agreed College Strategic Plan and these are also highlighted in red.

3.4   Also following discussion at the Audit Committee a new risk on data management has been added which is organisational risk O2 as shown in the attached Risk Register.

4   RISK ANALYSIS/ COLLEGE RISK APPETITE

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

4.2   In addition within the Code of Good Governance for Scotland's Colleges it states that the Board must set the Risk Appetite of the College. The College Risk Appetite across key risk activity areas was first set by the Board of Management in October 2016. This was done using the HM Treasury methodology, which was identified as a possible process by our internal auditor Henderson Loggie.

4.3   The College Risk Appetite is set across key risk activity areas and the appetite overall at the last assessment is attached. It was assessed at that point as open overall where open is defined as being willing as an organisation to consider all potential delivery options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward. There are five assessment options as shown in the attached.

4.4   At the Audit Committee in late September during discussion on the College Strategic Risk Register the point was raised regarding whether the College Risk Appetite was still assessed as open overall given the impacts of COVID 19 on the risks including on College finances. It was requested that the Appetite be considered at the October Board hence the inclusion of the Appendix here for discussion and agreement on any amended position.

4.5   The statement on Risk Appetite will be included in the College Financial Statements which will come to the December Board of Management meeting.

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. The College also submits its Risk Register to GCRB who review the Risk Registers of the three Glasgow Colleges as well as having their own Risk Register.

6   HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

6.1   N/A

					Score Before Mitigating Actions				Score After Mitigating Actions						

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER INCL. COVID 19 IMPACTS

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 19th October 2020

Risk Ref	New Risk Description	Risk Category	Link to Strategic Plan Themes	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
	Financial Risks														
F1	**Failure to achieve surplus targets for commercial activity/Failure to achieve/maintain planned levels of non-SFC income**	Financial / COVID impacts	Theme 2 and 5 - Partner of Choice and Financial Resilience through Operational Excellence	Assistant Principal International and Business Development	5	5	25	i) Previous ambitious commercial income/surplus growth plan now in recovery plan stage for 2020/21 and to rebuild for future years by each sector area based on medium and long term impacts following COVID 19 virus. ii) Regular monitoring between Business Development Unit, External Funding Unit and Faculty Management of commercial activity/non-SFC activity and future replacement activity will be identified as far as can be estimated however significant impacts likely through 2020/21 at least. iii) Pipeline of activity being re-established as much as possible based on on line or on site delivery iv) FWDF key element of total activity and expected to increase based on recent funding announcements v) Greater use of digital marketing to promote course areas as effectively as possible vi) Costing templates completed for all commercial activity. Further monitoring of in year staff costs transfers of permanent staff costs ongoing. vii) Increased engagement and marketing effort post COVID to try to maintain as much of business as possible and to open and grow new income streams e.g. for retraining. viii) Spread of activity across a range of activity areas to reduce risk of one large contract failure to overall surplus. ix) Review and develop market opportunities through business development strategy and grow new markets. x) Keep informed of constitutional change implications of Brexit and impact on non-SFC activity for the College. Involvement in College sector Brexit forum. xi) Continued work with key partners to ensure successful projects delivered and funding maintained as much as possible.	5	5	25	F1	Short	25	No change
F2	**Failure to reduce College cost base on managed basis to meet requirements of the three five year financial forecast**	Financial/ Organisational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Principal/ Vice Principals	5	5	25	i) Financial plan prepared which shows required cost reductions based on anticipated income reductions due to COVID impacts. ii) Cost reduction plan being implemented which requires reduction in staff levels and significant cuts in non-staff budgets across the College where possible. VS Reductions and academic management restructure now being implemented to later timescales. iii)Commenced Process of review of all areas to seek cost reductions, as well as seeking further efficiency through improved business processes. iv) Plan had first staff area change from 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	**Failure to achieve contracted overall teaching delivery targets for any key partner (SFC/SDS/ESF)**	Financial/ Organisational/ COVID impacts	Theme 2 and 3 - Partner of choice and Unrivalled Student Experience	Vice Principal - Curriculum & External Relations	5	4	20	i) Annually plan and deliver portfolio to required quality standards, ensuring appropriate recruitment, and improved 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) Focussed support for students to deliver student experience and to ensure stated teaching activity targets are met. iv) Closely monitor tuition fees income to assess potential post COVID impacts on income iv) Work closely with relevant partners to ensure programmes implemented as planned v) Aim to ensure annually all relevant agency (e.g. SDS) milestones and documentation requirements achieved however no has COVID impacts due to shutdown. vi) College undertake effective competitor analysis, clear branding and focused marketing to maintain effective student recruitment. Again significant COVID impacts on ongoing basis and need to consider impacts for reopening whenever that is planned.	4	4	16	F5	Short	12	Increasing
F4	**Failure to be able to fund the proposed VS scheme Potential of funding for refusal of SFC to fund for**	Financial/ Organisational	Theme 5 - Financial Resilience through Operational Excellence	Principal /Vice Principals	4	5	20	i) Detailed five year Financial plan prepared and FFR which show recovery after VS scheme and financial sustainability plan implemented is funded and overall business case being prepared. 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) If VS scheme not able to be achieved will have to move to compulsory redundancy action iv) Ensure stated teaching activity targets are met to meet SFC requirements.	3	5	15	F3	Medium	15	No change

	GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER INCL. COVID 19 IMPACTS				Score Before Mitigating Actions				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 19th October 2020						
											Score After Mitigating Actions						
Risk Ref	New Risk Description	Risk Category	Link to Strategic Plan Themes	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
F5	Adverse Funding changes in 2019/20 2020/21(SFC/SDS/ESF)	Financial / COVID Impacts	Theme 5 - Financial Resilience through Operational Excellence	Principal/ Vice Principals	4	5	20	i) Financial plans developed by College Senior Leadership and monitored within framework of available activity 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 2020/21 2019/20 being monitored with on line activity where possible. ii) Continue to aim to inform and influence funding allocations through Principals' Forum, Glasgow Colleges Regional Board, MSPs, and other appropriate bodies. Initial SFC funding allocation for 2020/21 confirmed. announced. iii) Work with Colleges Scotland and Scotland's Colleges Partnership on lobbying regarding impact on ESF funding and development of future alternative resources. Closely monitor ESF delivery levels and suitable record keeping. iv) Projects progressed to address priority items as per College Capital masterplan based on affordability and potential for applications to Foundation v) College had been working to achieve Flexible Workforce Development Fund target levels for 2019/20 however this was now impacted by COVID 19 arrangements and number of the related areas now moved to on line delivery shutdown.		3	4	12	F4	Short	12	No change

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Organisational Risks															
O1	Failure of College operational processes/ systems /ICT infrastructure including risk of cyber attack or fraud	Organisational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	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. Many systems cloud based and using remote desktop for staff to access files while home working. Delivered laptops and wireless devices to staff and students who need them during shutdown period. 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		4	4	16	O1	Medium	16	No Change
O2	Failure in any area of College data management processes	Organisational/ Reputational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Vice Principal Resources & College Development & Vice Principal- Curriculum & External Relations		4	5	20	i) Ongoing monitoring by ICT of any potential systems being targetted ii) ICT backup procedures and Disaster Recovery planning iii) Data protection officer in place who has set up processes for the College for any potential data breaches. iv) Document retention scheme in place for all key record types v) Member of JISC Information Security service which provides information on data management and any sectoral updates. vi) ICT backup procedures and Disaster Recovery planning.]Penetration testing exercise completed. Cyber essentials plus status achieved. vii) Web filtering technology in place		4	4	16	O1	Medium	new	new
O3	Failure to achieve acceptably high standard quality of teaching delivery and support for students and suitable student experience	Organisational/ Financial/ COVID impacts	Theme 1 & 3 - Inspirational Learning & Teaching & Unrivalled Student Experience	Vice Principal - Curriculum & External Relations		5	5	25	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. Lots of activity has been undertaken by quality with course teams on new arrangements for assessment during College closure. iii) Heads of Curriculum and Unit Managers monitor quality and delivery of service during year and follow up on any issues. College staff training programme and E learning team support staff in new blended learning needs and updating course materials. 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	4	16	O2	Medium	16	No change
O4	Negative impact on employee relations (e.g. national bargaining, industrial action, local consultation)	Organisational / Reputational	Theme 4 - Employer of Choice	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) COVID 19 related communication sent regularly to all staff from the Principal and union involvement in risk assessment discussions 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	O3	Short	15	No change. Academic management structure timing delayed except for VS leavers.
O5	High Impact Disaster for College e.g. fire, long term power loss	Organisational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	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 however under COVID will need to assess claim options.		3	4	12	O4	Medium	12	No change

					Score Before Mitigating Actions					Score After Mitigating Actions						

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as at 19th October 2020

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O6	Failure to achieve a sustainable fit for purpose College estate	Organisational/ Financial	Theme 1 & 5 - Inspirational Learning & Teaching& Financial Resilience through Operational Excellence	Vice Principal - Resources & College Development	4	4	16	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 completed iv) Need to plan within very tight resources due to financially challenging budget for 2019/20 and items will be rephased as required. v) Plans being worked on for use of the estates high priority maintenance funding vi) Monitor use of College estate as result of COVID impacts and updated cleaning regime in place.	3	3	9	O5	Long	g	No change
O7	Failure to recruit and retain an appropriately skilled and effective workforce	Organisational/ Reputational	Theme 1 & 4 - Inspirational Learning & Teaching & Employer of Choice	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) Managers work with their staff to consider any enhancements to skillsets and access to training e.g. webinars. General risk across staff in new levels of home working. vi) Need to manage to retain appropriate staff through challenge of restructures	2	4	8	O6	Medium	8	No change

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					Score Before Mitigating Actions					Score After Mitigating Actions						
Risk Ref	New Risk Description	Risk Category	Link to Strategic Plan Themes	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
Governance Risks															
G1	**Failure to meet all legislative and regulatory requirements and/or recommended guidance**	Governance/ Reputational/ COVID 19 Impacts	Theme 2, 4 & 5 - Partner of choice, Employer of Choice, & Financial Resilience through Operational Excellence	Principal/ Clerk to the Board	4	5	20	i) Work within roles, responsibilities and legal implications of Legislation and associated related guidance. ii) 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. iii) Close involvement in ongoing discussions on COVID 19 implications with SFC and representative forums to contribute towards sector input to seek support for current and future resultant challenges 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) Quality audit process in place and new DELTA project delivering greater levels of Blended learning with staff viii) Seek legal advice as required. ix) Data Protection Officer in place to advise on General Data Protection Regulation/ Data Protection matters.	3	4	12	G1	Medium	16	Decreased
G2	**Failure to comply with Health and Safety and Safeguarding requirements**	Organisational/ COVID Impacts	Theme 1 & 5 - Inspirational Learning & Teaching& Financial Resilience through Operational Excellence	Assistant Principal HR	3	5	15	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) Safeguarding officers and safeguarding forum on each campus iii) Project Board and working groups ongoing Significant challenge for post COVID and what operating arrangements will be in place. iv) Health and Safety Officers working across the three campuses and ensure annual cycle of health and safety audits are completed v) Regular reporting on Health and Safety to Organisational Development Committee as part of their remit requirements vi) Full review of Health and Safety Policy and Procedures being undertaken	3	4	12	G2	Short	12	No change
G3	**Failure to recruit, train and retain an appropriately experienced Board of Management**	Governance	Theme 1, 2, 3, 4 & 5 - inspirational Learning & Teaching, Partner of Choice, Unrivalled Student Experience, Employer of Choice, & Financial Resilience through Operational Excellence	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) Board effectiveness review completed and being updated iv) Induction provided for all new Board members. v) Ensure Board undertake an ongoing programme of training to meet CPD needs. vi) Board member handbook in place and an annual review/update to be undertaken.	2	3	6	G3	Medium	6	No change

College Risk Appetite – Classification by Risk Activity Area

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

BOARD OF MANAGEMENT MEETING

Date of Meeting	28 October 2020
Paper Title	Governance Update
Agenda Item	20.58
Papers	20.58
Responsible Officer	Christine McConnell, Clerk to The Board of Management
Status	Disclosable
Action	For Discussion

1 REPORT PURPOSE

1.1 This paper provides the Board with an update on relevant governance related issues. The Board is provided with information on the following matters and is asked to take the various actions as referred to below: -

- Review of Standing Orders and Scheme of Delegation;
- Board Development Plan;
- Committee Membership;
- Recruitment of Board members;
- Board members' development and appraisals;
- GCEF appointments.

2 RECOMMENDATIONS

The Board is invited to:

(1) Ask the Nominations Committee to review the Scheme of Delegation and Standing Orders;

(2) Ask the Nominations Committee to produce a draft Board development plan for consideration at 9th December 2020 Board meeting;

(3) Approve the revised Committee memberships as shown in Appendix 3;

(4) Note the position regarding recruitment of new Board members;

(5) Note the position regarding Board member appraisals;

(6) Note the position regarding GCEF appointments.

3 REPORT

There are a number of matters which the Board should consider as part of a good governance framework. This paper addresses those issues and asks that the Board takes next steps as required.

3.1 Review of Scheme of Delegation and Standing Orders

In accordance with the Board's Articles of Governance, and generally as a matter of good governance, the Board should keep the Scheme of Delegation and Standing Orders under review to ensure they remain appropriate.

It is recommended that the Board ask the Nominations Committee to consider the Scheme of Delegation and the Standing Orders at its next meeting on 4th November and to provide a report to the Board at its meeting on 9th December 2020.

3.2   Board Development Plan

At its away day on 25 October 2019, the Board produced a Board Development Plan. The Board noted progress on the implementation of the plan at its meeting on 18th March as shown in Appendix 1.

A further review is scheduled for October 2020. Many of the actions have been completed and adopted by the Board as business as usual. The Board therefore should now consider refreshing the plan/ producing a new plan for the session 20/21 to enable it to focus its priorities.

Given the current meeting restrictions which make a whole Board discussion more difficult, it is proposed that the Nominations Committee review progress and, if deemed appropriate, produce a fresh draft plan at its meeting on 4th November for discussion/approval at the Board meeting on 9th December 2020.

Board members are asked to provide the Clerk with details of any matters they wish to form part of the Nominations Committee discussions by 31st October 2020.

3.3   Board and Committee Membership

As part of its governance framework, the Board delegates a number of its functions to various Committees. Each Committee operates within a defined Remit. Committee remits have recently been reviewed and updated as appropriate with the exception of the Nominations Committee which will consider its remit at its meeting on 4th November 2020 and report to the next Board.

Committee membership has also been reviewed following discussions with Board members. The Board is asked to approve the revised Committee membership as shown in Appendix 2.

3.3.1   Student Representation

In accordance with the Election Rules and Procedures contained within Appendix 2 of the College's Articles of Governance, the GCC Students' Association has nominated Sissa D Rasmussen, Student President, and Kacper Kacica, Student Vice President to sit on the Board. The Board welcomes Sissa and Kacper to the Board who will sit on Committees as noted in Appendix 2.

3.3.2   Learning and Teaching Committee

Alan O'Donnell has agreed to join the Learning and Teaching Committee, bringing the total membership number to 7. The Committee's remit provides that 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. Alan's appointment is therefore in accordance with the Remit

3.3.3   Nominations Committee

Clare Walker and Alan O'Donnell have agreed to join the Nominations Committee, filling two existing vacancies. This brings the Committee membership to 5 which is in line with its remit.

3.4   Recruitment of Board members

As approved by the Board at its meeting on 10th June 2020, an advert for two new Board members was published through a number of channels with a closing date of 7th July 2020. Only two applications were received, and, after consideration by the Chair in consultation with David Watt, Audit Committee Chair, it was decided not to proceed with an appointment at that time. It is thought that the restrictions in place due to Covid-19 impacted adversely on the level of applications.

There are therefore still two vacancies on the Board and in particular on the Finance and Resources Committee. The Board is asked to note that the vacancies have been re-advertised and a further update will be provided to the Board at its next meeting.

3.5 Board Members- Development and Appraisals
3.5.1 Board Chair
In accordance with the Code of Good Governance for Scotland's Colleges, Sandra Heidinger as Vice Chair and Senior Independent member has completed an appraisal of the Board Chair's performance over the year to August 2020. The appraisal was completed after collecting feedback through discussions with Board members and College staff. The Vice Chair has discussed the feedback received with the Chair and is satisfied that the Chair's performance meets, and indeed exceeds, the level required to carry out the role. The Vice- Chair has also discussed and agreed performance objectives for the Chair for the period to August 2021. The Vice- Chair is satisfied that the objectives agreed are focussed, clear and targeted and, provide sufficient challenge for the Chair to achieve during the forthcoming session.
3.5.2 Committee Chairs
Feedback has been obtained from all Committee members on the respective Chair's performance. The feedback has been discussed between the Board Chair and each Committee Chair and any areas of development have been explored. The Chair is satisfied that each Committee Chair is performing to agreed performance levels.
3.5.3 Board Members
In addition to appraisal of Chairs, the Board must ensure all board members are subject to annual appraisal. To this end, the Chair of the Board has held one-to- one sessions with each Board member to assess performance and identify any areas where further support may be beneficial.

3.6 Glasgow Colleges Education Foundation Appointments
As the Board is aware, the Glasgow Colleges Education Foundation (GCEF) is seeking nominations for trustees in line with an agreed protocol. Applications have been submitted to the Clerk and will be considered by the Nominations Committee at its meeting on 4th November 2020.

4. RISK ANALYSIS

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

5. LEGAL IMPLICATIONS
There are no specific legal implications associated with this paper.

6.   **FINANCIAL IMPLICATIONS**

There are no specific financial implications associated with this paper.

7.   **REGIONAL OUTCOME AGREEMENT IMPLICATIONS**

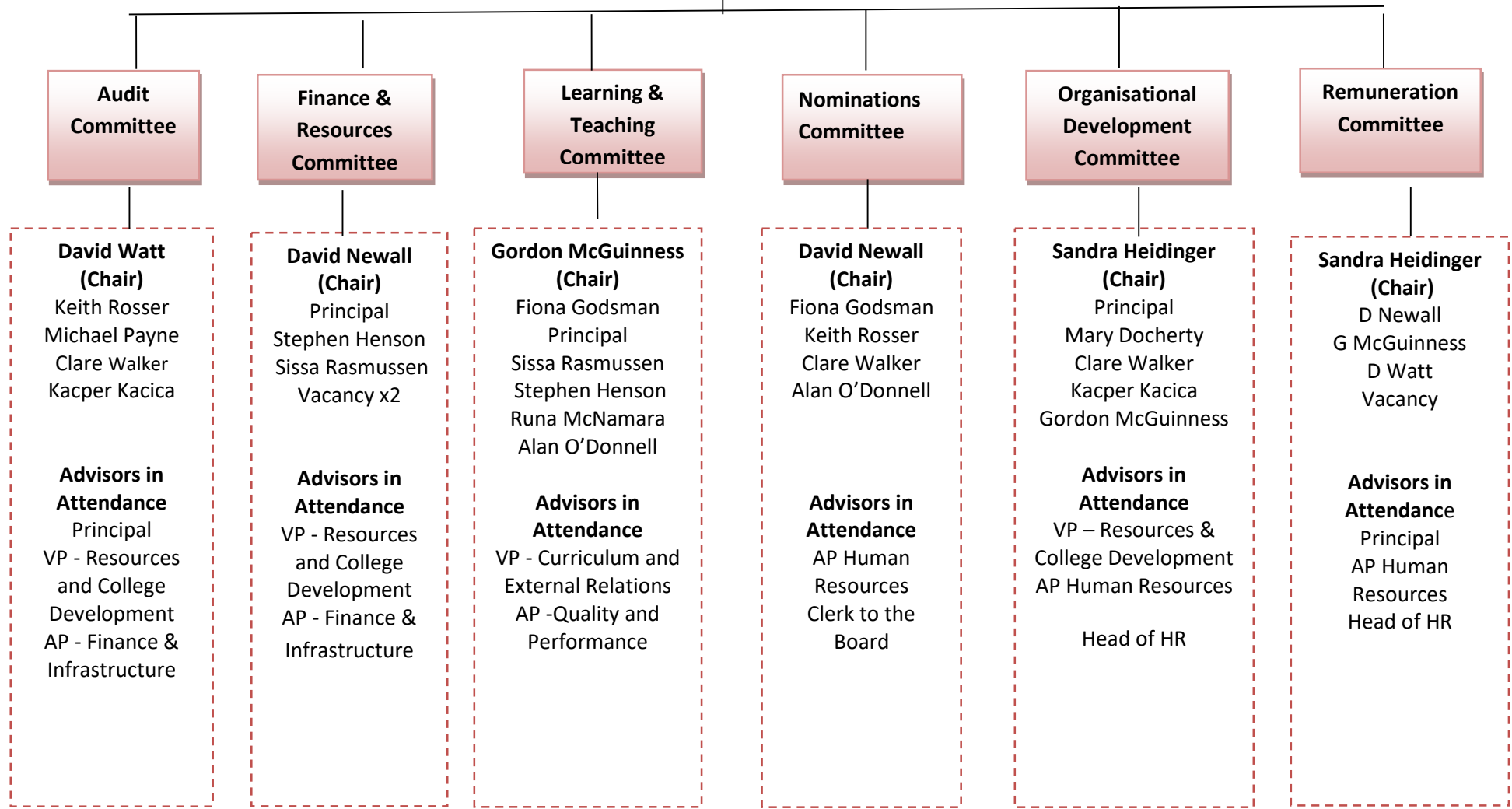**8.**   **HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT**

N/A

BOARD DEVELOPMENT PLAN UPDATE **APPENDIX 1**

Action Number	Action Area	Description	Owner	Date	Comments
	Skills and Experience	The Board relies heavily on the considerable experience of its Committee Chairs.			
1		A succession plan will be developed with a view to ensuring strong future leadership.	Nominations Committee	June 2020	Nominations Committee discussed at its meeting on 20th February 2020. The Committee suggested a recruitment initiative and a phased tenure of Committee Chairs be introduced to facilitate a smooth succession.
	Induction	New Board members and a new Clerk will be recruited in 2019/20.			
2		An effective induction programme will be prepared for all new appointees.	Chair/ Principal	November 2019	Board Induction day was held in November attended by new Clerk and 4 new Board Members. This exercise will be repeated in future years.
	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,	Chair/ Clerk	December 2019	Clerk and Chair review agenda in advance of each meeting to ensure sufficient time and focus is given to more important issues.
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	Senior Leadership Team / Clerk	December 2019	Clerk now ensures papers are paginated; Senior Leadership Team have been reminded of need to ensure cover paper are focussed on decisions for Board
5		When Committee minutes are reported to the Board, they will have a cover paper which identifies items of importance for the Board	Clerk / Committee Chairs	December 2019	Minutes for March Board have cover papers
6		Oral Introductions to Board papers will be brief and focused on the key points.	SLT / Chair	December 2019	Chair will remind SLT of this at all meetings
	Board Business	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:-			

7 (i)		Addressing financial sustainability	Chair/Clerk	June 2020	
(ii)		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	Chair/Clerk	June 2020	On 18th March agenda
8		An effective Schedule of business will be prepared to help manage the Board's time across the business year.	Clerk	March 2020	On 18th March agenda
	Committees				
9		The Board will review the Terms of Reference of each of its Committees	Clerk	June 2020	On agenda 18th March 2020
	Communications				
10		The Board webpages will be updated	Clerk	March 2020	Minutes have been added to website, new Board members and Register of Interests added. Work is ongoing to update individual's biographies.

GLASGOW CLYDE COLLEGE
BOARD OF MANAGEMENT

Audit Committee

David Watt (Chair)
Keith Rosser
Michael Payne
Clare Walker
Kacper Kacica

Advisors in Attendance
Principal
VP - Resources and College Development
AP - Finance & Infrastructure

Finance & Resources Committee

David Newall (Chair)
Principal
Stephen Henson
Sissa Rasmussen
Vacancy x2

Advisors in Attendance
VP - Resources and College Development
AP - Finance & Infrastructure

Learning & Teaching Committee

Gordon McGuinness (Chair)
Fiona Godsman
Principal
Sissa Rasmussen
Stephen Henson
Runa McNamara
Alan O'Donnell

Advisors in Attendance
VP - Curriculum and External Relations
AP -Quality and Performance

Nominations Committee

David Newall (Chair)
Fiona Godsman
Keith Rosser
Clare Walker
Alan O'Donnell

Advisors in Attendance
AP Human Resources
Clerk to the Board

Organisational Development Committee

Sandra Heidinger (Chair)
Principal
Mary Docherty
Clare Walker
Kacper Kacica
Gordon McGuinness

Advisors in Attendance
VP – Resources & College Development
AP Human Resources

Head of HR

Remuneration Committee

Sandra Heidinger (Chair)
D Newall
G McGuinness
D Watt
Vacancy

Advisors in Attendance
Principal
AP Human Resources
Head of HR

BOARD MEETING

Date of Meeting	28th October 2020
Paper Title	GCCSA Update
Agenda Item	20.62
Paper Number	20.62
Responsible Officer	Sissa D Rasmussen
Status	Disclosable
Action	For noting

1. Report Purpose

The purpose of this report is to inform the Board about the work and progress of the Student Association (GCCSA)

2. Recommendations

The Board is recommended to note the paper and ask questions if relevant.

3. Update

3.1 New Team

Vice Presidents:

Kacper Kacica
Business
kkacica@glasgowclyde.ac.uk
Member of the Board

Motwakil Muhammed
ESOL
mmuhammed@glasgowclyde.ac.uk

Carol Small
Fashion and Textiles
csmall2@glasgowclyde.ac.uk

3.2 Events and Activities

- Drop in sessions and Class Visits
- Virtual Freshers'
- European Language Day
- Black History Month
    - Hate Crime Awareness
    - Wear Red Day
- Mental Health Day
- Healthy Body Healthy Mind
    - New Criteria in place
- Basic IT Skills sessions (in development)
- Online Festive Market (in development)

3.3 Class Representatives

Due to the circumstances, we have had to change the way we do our Class Rep system. This year, to accommodate virtual learning, the training is now in two parts online.

The first part is a module on Canvas, that the students can go through in their own time. The second part module is a training session, with a SPARQS trainer. Both of these modules are created by SPARQS.

We have 296 students registered on our Class Rep system.

235 students are enrolled on the Online module.

At the time of writing, 60 students have been through the online sessions with a trainer. This is the maximum amount of people who can have taken them so far, as the sessions are limited to 20 students, and only 3 have been completed. These sessions are ongoing.

These numbers do not include ASL or ESOL students, as we liaise directly with those departments, and have separate tailored training for these students. We are still in the process of arranging this.

When the training has finished, we will evaluate the process.

3.4   Student Life

We are doing our best to engage with students, and receive feedback from them.

The college currently has an Early Impressions Survey out, which we were consulted on before it went out, and we are eagerly awaiting the results.

We are planning on using the new Canvas, to our advantage, including setting up polls/questions, to get feedback on certain aspects from the students.

We have also encouraged students/class reps, to set up chats/groups so that the class can communicate together out with classrooms/calls.

One of the most important focus points to us is Mental Health. This year more than ever. We have a range of resources available which we regularly promote. These include:

- TogetherAll
- The Mental Health Helpline
- Counsellor Videos

3.5 Social Media

We have 1469 followers on Facebook – this an increase of over 100 since September.

We have 258 followers on Instagram, and 709 followers on Twitter.[1]

We are currently working on a campaign with marketing to increase our followers.

GCCSA Social Media:

Facebook: clydestudentassociation

Twitter: OfficialGCCSA

Instagram: glasgowclydeSA

1. **Risk Analysis**
   N/A

2. **Legal Implications**
   None

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[1] All numbers where checked on 19/10/2020

3. Financial Implications
   None

4. Regional Outcome Agreement Implications
   None

5. Has an Equality Impact Assessment been carried out
   N/A

BOARD MEETING

Date of Meeting	28 October 2020
Paper Title	Credits – Outturn against target 2019-20
Agenda Item	20.67
Paper Number	20.67
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 final outturn of Credit activity against its target for session 2019/20.

2. Recommendations

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

3. Background

The Board, and Learning and Teaching Committee, receive regular updates throughout the academic session as to the progress being made in achieving the college's credit target. For session 2019-20, the Credit claim was audited at the end of September and as a result, the college is claiming 127,896 Credits, representing 0.9% above its target of 126,764. This included Core activity of 121,458 Credits and ESF activity of 6,438 Credits, meaning that both Core and ESF targets were exceeded. The Credits were not significantly affected by the lockdown due to the COVID-19 virus, as the date on which the lockdown occurred was significantly later than the Qualifying date for claiming Credits for full-time activity that begins in August. Some community based activity could not take place because of the closure of community venues.

Early look at session 2020-21:

The college's activity target for session 2020-21 is 126,446 Credits, comprising 120,556 of Core activity and 5,890 of ESF activity. As at 19/10/20 the credit monitoring report suggests that activity is on target but, as courses generally started two weeks later this year, it is too early to make an accurate statement on this year's position. The spreadsheet that would normally accompany the Credit update has not therefore been attached at this stage and will follow at the next meeting of the Learning and Teaching Committee. The very unique circumstances that we find ourselves in this session, with very little face–to-face teaching being delivered means that, for the majority of students who have enrolled, they have not been physically

present at any of the college's campuses since the beginning of their course. This makes the accurate monitoring of their attendance position more difficult than would normally be the case and the early signs are that withdrawals from courses are ahead of where they were last year.

4. Risk Analysis

For session 2019-20, the audited Credit claim exceeds the targets agreed with GCRB and therefore income associated with both Core and ESF Credits is now secure.

As described in the paragraph above, there is less security around the position for 2020-21 than would normally be the case and the position is being monitored very closely. Students who are finding online and remote learning difficult may be more inclined to give up on their studies as none of the normal social aspects of being a student are being experienced. Moves have been taken in an attempt to mitigate this position but the learner experience is very different this year. Budget forecasts have been adjusted to incorporate the additional risk of failing to achieve the Credit target for 2020-21. Whilst SFC have indicated that they will not clawback income as a result of failing to achieve our Core activity target, such a failure would result in the clawback of income associated with ESF activity.

5. Legal Implications

There are no specific legal implications relating to this paper.

6. Financial Implications

As described in (4) above, SFC announced that colleges will not be penalised for failing to meet core activity targets in session 19/20 or 20/21. If; however, the issue of how ESF Credit related activity is measured remains a risk, there may be a financial clawback in future years.

7. Regional Outcome Agreement Implications

Given that the college exceeded both its Core and ESF activity targets, our contribution to the ROA for 2019-20 was fulfilled.

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

N/A

BOARD OF MANAGEMENT MEETING

Date of Meeting	28 October 2020
Paper Title	Capital Masterplan Update
Agenda Item	20.68
Paper Number	20.68, 20.68A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Approval

1   REPORT PURPOSE

1.1   This report provides an update on the capital masterplan which is an update on the last approved plan at the June Board of Management meeting.

2   RECOMMENDATIONS

2.1   Members are requested to discuss and approve the updated capital masterplan.

3   BACKGROUND

3.1   The Scottish Funding Council (SFC) provides capital funding to GCRB who then allocate it to the Glasgow Colleges and this funding is provided on a fiscal year basis, i.e. April to March. The Glasgow Regional capital funding allocation for Glasgow Clyde College in 2019/20 was £1.65Million, being £630k for life cycle maintenance and £1.023Million for very high priority estates maintenance and some of this allocation was carried forward to complete works in 2020/21 following College closure.

3.2   The SFC/GCRB funding for estates maintenance for 2019/20 was allocated to fund five projects as shown on the attached capital masterplan. These are Chiller Plant and Air Handling Units replacement, Disabled Access Lifts and Flat Roof and Lighting replacements all at the Cardonald campus, plus the replacement of the boiler plant at the Mary Stuart building at the Langside campus.

3.3   The initial SFC/GCRB funding for estates maintenance for 2020/21 to Glasgow Clyde College was £2.88Million which was £945k for life cycle maintenance and £1.94Million for very high priority estates maintenance.

These funds have been allocated to six project areas as shown on the attached capital masterplan (on priority lines 2 to 7 of the report). These are Lighting Replacement phase 2 at Cardonald, External Drainage & Lightning Protection at Cardonald, Mary Stuart Building Lighting & Fire Intruder Alarm Replacement, College Building Management System Replacement/ Upgrade, Anniesland Heating & Ventilation Works, and Floorcoverings Replacement.

3.4   There was a further capital allocation which was an economic recovery funding allocation and Glasgow Clyde College got additional funding from this of £599k of which £403k was high priority maintenance in the allocation. This is proposed to be used towards funding Student Space refurbishment works at Anniesland or other priority maintenance works.

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 project are highlighted within the report.

7   REGIONAL OUTCOME AGREEMENT IMPLICATIONS

7.1   The Regional Outcome Agreement implications are that each of the Colleges in Glasgow needs to have a suitable, fit-for-purpose estate and this is emphasised in discussion on any related funding allocations.

8   HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

8.1   Not applicable.

Glasgow Clyde College
Capital Masterplan Update as at 20th October 2020

Priority	Project Description - Capital Projects	Funded by	2019/20 Capital Projects Plan as approved at June Board of Management	2020/21 Capital Projects Plan as approved at June Board of Management	Total 2 year Capital Projects plan 19/20 to 20/21 at June Board	Updated 2 Year Capital Projects Plan	Comments
Completed	Boiler/pipework installation at Cardonald. (Completed)	SFC/GCRB very high priority works capital funding 18/19	£126,000	Completed	£126,000	£126,000	Replacement of boilers. Third boiler at Cardonald plus nursery pipework. Total project value £270k. Project now completed. Total expenditure spread across 18/19 and 19/20.
Completed	Mary Stuart Building Cladding Replacement (Completed)	SFC/GCRB very high priority works capital funding 18/19	£439,000	Completed	£439,000	£439,000	Cladding panels/curtain walling replacement. Replacement completed summer 2019.
19/20 project c/fwd	Cardonald Chiller Plant and Air Handling Units replacement	SFC/GCRB very high priority works capital funding 19/20	£247,000	£200,000	£447,000	£447,000	Chiller plant and AHU across Cardonald campus Tower building. Works were due to be completed by end March 2020 however had to be stopped due to College closure as a result of COVID 19.
19/20 project c/fwd	Disabled access lifts at Cardonald	SFC/GCRB very high priority works capital funding 19/20	£69,000	£64,000	£133,000	£133,000	Three disabled access lifts in the Tower building and Business Centre at Cardonald being replaced. Two of the three lifts were to be completed by end March with the third completing in April. These were delayed due to College closure as a result of COVID 19 virus.
19/20 project c/fwd	Replacement of flat roof area at Cardonald	SFC/GCRB very high priority works capital funding 19/20	£96,000	£42,000	£138,000	£138,000	Replacement of the one remaining flat roof area at Cardonald as high priority estates project. These works were affected by poor weather in Jan/Feb. Small c/fwd to 2020/21.
19/20 project c/fwd	Replacement of boiler plant at Mary Stuart /Litehouse at Langside and replacement of some lighting at the Cardonald campus	SFC/GCRB very high priority works capital funding allocation 19/20	£45,000	£260,000	£305,000	£305,000	Two projects from 19/20 estates high priority maintenance SFC/GCRB funding allocation. Carry forward due to College closure as a result of COVID 19 virus closure.
1	Cardonald Campus Lifts project final stages	Foundation Approved	£116,000	£34,000	£150,000	£150,000	Funding approved from Foundation for total three part large scale plant upgrade project. Main lifts replacement 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 being completed.
2	Cardonald Lighting Replacement - Phase 2	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£500,000	£500,000	£500,000	Second phase of lighting replacement at the Cardonald campus. The replacements are modern more efficient lighting and will result in lower utilities costs and lower maintenance costs.
3	Cardonald External Drainage & Lightning Protection	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£175,000	£175,000	£175,000	The external drainage and lightning protection equipment at the Cardonald campus are in need of replacement/upgrading.
4	Mary Stuart Building Lighting & Fire Intruder Alarm Replacement	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£260,000	£260,000	£260,000	The lighting and the fire intruder alarm system at the Mary Stuart Building in the Langside campus needs replacement/upgrading.
5	College Building Management System Replacement/Upgrade	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£145,000	£145,000	£145,000	The College Building Management System (BMS) controls the settings of all the associated estates equipment across the College and has a major impact on the efficiency of the operation of all of these. The BMS needs upgraded/replacement to enable greater use to be made of its potential benefits for the College.
6	Anniesland Heating & Ventilation Works	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£145,000	£145,000	£145,000	There are a couple of areas within the Anniesland campus where the heating and ventilation has been causing some issues. This project is to investigate these areas further and enable any potential necessary works.
7	Floorcoverings - range of replacements in each of the three campuses	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£930,000	£930,000	£717,000	There are many areas of floorcovering across the College which need to be replaced and this proposed project would complete as many of these replacements as the funding would allow. The total condition survey estimate for floorcoverings was much higher than the £717k figure shown.
Shown in lines above	Condition Survey Estimates of Works. Actual for 19/20 and plan for 20/21 shown above as specific projects. Future years will be dependent on funding.		Shown above	Shown above	Shown above	Shown above	Figures from previously approved plan with the five projects for 2019/20 shown as separate lines above. Also the proposed projects for 2020/21 have been included in projects 2 to 7 above. Possible high priority works for future years after 2020/21 included as estimate overall total which would be progressed based on affordability and available funding.
8	Lifecycle maintenance for works	Foundation funded of £250k agreed for 19/20 and c/fwd to 20/21. Future years subject to funding.	£44,000	£206,000	£250,000	£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. Funding of £250k approved by GCEF. Any further works would have to be subject to a future bid.
9	Student Space Project at Anniesland.	TBC. Possible High Priority Maintenance or possible GCEF Bid	N/A	N/A	TBC	£403,000	Limited student space at Anniesland campus compared to the other two campuses. Design prepared and costed for refurbished space.

Glasgow Clyde College
Capital Masterplan Update as at 20th October 2020

10	Environment Upgrades at the Cardonald Campus as per Gardiner and Theobald/BDP Review. Now moved to future potential project.	Possible future GCEF bid	N/A	£50,000	£50,000	N/A	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 was estimated at £625k. Now assumed future potential project.
11	Upgrade of Mary Stuart Building Internal Areas and Improvement to External space for that building and the Litehouse. Estimate at this stage.	Possible future GCEF bid	N/A	N/A	N/A	N/A	Planned improvements to internal areas 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.
12	Two Floors Reshaped in Cardonald Campus Tower to provide modern flexible learning spaces. Lift area core refurbishment project. Now moved to 2022/23 project.	Possible future GCEF bid	N/A	N/A	N/A	N/A	Proposal for two of the eight teaching floor levels (of levels 3 to 10) to be 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).
	Capital Masterplan projects total		**£1,182,000**	**£3,011,000**	**£4,193,000**	**£4,333,000**	

BOARD MEETING

Date of Meeting	28 October 2020
Paper Title	Freedom of Information Summary
Agenda Item	20.69
Paper Number	20.69 20.69A
Responsible Officer	B Hughes; Vice Principal Curriculum and External Relations
Status	Disclosable
Action	For **Noting**

1. Report Purpose

This paper provides Board members with a summary of the freedom of information requests dealt with by the college in the period 1 July 2019 to 30 June 2020.

2. Recommendations

Members are asked to **NOTE** the figures summarised in this paper.

3. Background

Each year the college receives a number of FOI requests under the Freedom of Information (Scotland) Act 2002. For many years, the Board has received an annual update on the number and range of requests received and dealt with by the college. The Scottish Information Commissioner maintains an overview of FOI requests and has the duties and powers to promote the following of good practice by public authorities. We report to the commissioner, on a quarterly basis, the number of requests that we have received in that period. Requests that fall within the scope of the Environmental Information (Scotland) Regulations 2004 [EIR] are also reported at the same time. The reporting cycle does not align directly with the College year and hence this update covers FOI requests from 01 July 2019.

The number of FOI requests reported to the commissioner in each of the quarters is shown below; numbers in brackets are for the same period in the previous four years.

01 July to 30 Sept 2019	7 (8) (26) (15) (9)
01 Oct to 31 December 2019	11 (9) (20) (15) (12)
01 Jan to 31 March 2020	7 (5) (21) (16) (9)
01 April to 30 June 2020	2 (7) (20) (13) (15)

The requests cover a range of topics including; enquiries from companies trawling for contract information; enquiries from parliamentary researchers about student numbers and enquiries from individuals about specific college matters. The attached paper gives an extract from the register as an illustration of the range of requests received.

No EIR requests were received in the year.

4. Risk Analysis

There are no specific risks relating to this summary.

5. Legal Implications

There are no specific legal implications relating to this summary.

6. Financial Implications

There are no financial implications relating to this summary.

7. Regional Outcome Agreement Implications

There are no ROA implications relating to this summary.

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

N/A

Number	Date Received	Topic
FOI Requests received from 1 July 2019 - 30 June 2020	
24	22/06/20	Staff Accessing College Buildings
23	05/05/20	Facility Time (Trade Unions)
22	31/03/20	Stress Management
21	13/03/20	Counselling Services
20	10/03/20	Managed Print Services
19	06/03/20	Annual Student Survey
18	27/02/20	CLA
17	16/01/20	Temporary Agency Spend
16	06/01/20	Policies (Various Questions)
15	12/12/19	Curriculum Managers/Head of Department
14	05/12/19	Arm's Length Foundation
13	21/11/19	Data Protection Officer
12	11/11/19	Financial/Budget Shortfall
11	11/11/19	Senior Salary Information
10	08/11/19	ICT Service Desk/IT Service Management
09	04/11/19	Sale of College Assets
08	30/10/19	Trigger Warnings
07	28/10/19	GDPR and DAP 2018 Compliance
06	10/10/19	ESOL Students (UK Resident, Refugee etc)
05	24/10/19	Sanitary Products to Students and Cost to College
04	24/09/19	Winning Bidders Submission - VLE
03	09/09/19	Rent Guarantor Scheme
02	14/08/19	College Restructure and Associated Issues
01	08/08/19	IT Information – Budgets, Equipment and Software
31	24/07/19	Number of car parking spaces on all 3 campuses
30	12/0719	Permanent Contracts
29	08/07/19	Info on First Aid Provision