



BOARD OF MANAGEMENT

9 DECEMBER 2020
4.30pm

The next Meeting of the Board of Management will be held on Wednesday 9th December 2020 at 4.30pm. The meeting will be held remotely due to COVID-19 restrictions.

AGENDA

20.70	Welcome and Apologies		D Newall
20.71	Declaration of Interests		D Newall
20.72	Determination of Other Business		D Newall
20.73	Minute of the Board Meeting on 28 October 2020	P	D Newall
20.74	Matters Arising – Action Grid	P	D Newall
Items for Discussion/Approval			
20.75	External Effectiveness Review	V	C Munro
20.76	Financial Sustainability Update	P	J Vincent
20.77	SFC Review of coherent provision and sustainability:-	P	D Newall/ J Vincent
	• Draft response to GCRB consultation		
	• Open discussion		
20.78	Annual Report by Audit Committee to Board of Management	P	J Thomson
20.79	Governance Update/Board Development Plan	P	C McConnell
Standing Financial Items			
20.80	2019-20 Annual Audit Report from the External Auditor and Letter of Representation	P	T Elliott
20.81	Annual Financial Statements for year ending 31 July 2020	P	T Elliott
Other Standing Items			
20.82	Chair's Report	V	D Newall
20.83	Principal's Report	P	J Vincent
20.84	Student President's Report	P	S D Rasmussen
Minutes of Committee Meetings			
20.85	i. Draft Nominations Committee, 4 November 2020	P	D Newall
20.86	ii. Draft Learning & Teaching, 11 November 2020	P	G McGuinness
20.87	iii. Draft Audit Committee, 23 November 2020	P	D Watt
20.88	iv. Draft Finance & Resources Committee, 25 November 2020	P	D Newall
Items for Noting/Formal Approval *			
20.89	Update on 2020/21 Financial Position – Financial Report to October and Forecast Outturn	P	T Elliott
20.90	Capital Masterplan Update	P	J Thomson
20.91	Strategic Risk Register update	P	J Thomson
20.92	Credits Projection 2020/21	P	B Hughes
20.93	Board Schedule of Work	P	C McConnell
Any other business			D Newall

DATE OF NEXT MEETING 24 March 2021

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

BOARD OF MANAGEMENT MEETING

Date of Meeting	9 th December 2020
Paper Title	Annual Report from Audit Committee to the Board of Management
Agenda Item	20.78
Paper Number	20.78A1 , 20.78A2
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 2019 up until 23 November 2020, 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

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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 2019/20 financial year up to the date of signing of the 2019/20 financial statements with meetings held in October and November 2019, and February, May, September and November of 2020.

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. There is an assurance framework which shows the reports for each Committee during the 2019/20 year against their remits to provide this assurance which is attached.

The membership of the Audit Committee for the period 1 August 2019 to the date of signing of the financial statements was as follows:

David Watt, Chair
Michael Payne
Keith Rosser
Clare Walker
Aranka Szilassy (from August 2019 to June 2020)
Kacper Kacica (from August 2020)

C Internal Audit

The internal audit service for Glasgow Clyde College during the financial period 2019/20 was provided by Henderson Loggie. They were appointed for a period of three years from 2017/18 following a tendering process and this has now been extended for a further twelve months to the end of 2020/21.

For the financial period 1 August 2019 to 31 July 2020 there were six internal audit reports completed on agreed areas which were reports on the following areas:

- Publicity and Communications;
- Quality;
- Staff Recruitment and Retention / Staff Development;
- Cash and Bank / Treasury Management;

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- IT Network Arrangements; and
- Equalities

In addition to the above the internal auditor undertook the following annual reviews :-

- Follow Up Review report to review the progress on implementation of prior recommendations
- SFC Credits Audit
- Bursary, Childcare and Hardship funds Audit
- Education Maintenance Allowance Audit

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 the Audit Committee on an ongoing basis to ensure all recommendations are fully implemented.

Also the internal auditor was asked to undertake a special investigation report during 2019/20 which was allocated five days of audit time in the year. The findings of this report were included as an action in the rolling audit action plan.

The Internal Audit Annual Report for 2019/20 was considered by the Audit Committee at its meeting in November 2020. 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 undertook during 2019/20 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.

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Scott Moncrieff outlined the scope of their audit in their external audit plan for the financial period ending 31 July 2020, which they presented to the Audit Committee at its meeting in May. The key elements in the wider scope of their audit work were summarised as a review of financial sustainability which is an increasingly important focus for them within 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 2019/20, Scott Moncrieff produced an External Audit Management Report to those charged with Governance (which is stated in that report as the Audit Committee) and the Auditor General for Scotland. Their report has been drawn up in accordance with the Code of Practice issued by Audit Scotland.

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

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

In addition, the external audit report includes an Appendix covering the Respective Responsibilities of the College and the Auditor.

The relevant sections of the report and the detailed recommendations and management responses contained in the external audit report for the financial period 2019/20 were reviewed by the Audit Committee at its November meeting.

There is one area highlighted in the report from Scott Moncrieff as a significant audit risk which is in respect of Financial Sustainability under the wider scope element of their audit. It is recognised that this is a challenge for the College and for the sector which has been made worse by the impacts of COVID 19. It has been discussed within the period of the audit that 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 and in the development of the three year financial plan for the College for 2020/21 to 2022/23. This will however continue to be a challenge for the College as it needs to deliver its financial plan with significant restructuring to achieve financial savings.

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In their management letter for the period ended 31 July 2020 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 2020 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.

There has been discussion with the external auditor on the long-term financial sustainability of the College, which is based on the Financial Forecast Return (FFR) and the College's three year financial forecast. It was emphasised that this has been discussed extensively during the year and the Board have considered the College's financial plan to address this which has been approved and includes a combination of planned cost reductions in staff costs and non-staff costs as well as seeking funding in 2020/21 and 2021/22 from the Glasgow Clyde Education Foundation.

The Financial Plan will require to be closely monitored by the College Senior Leadership Team and the quarterly monitoring of the management accounts will provide the updated position against plan to the College Finance and Resources Committee. If the College does not achieve sufficient savings as a result of the planned restructuring process then this will require the College to take further action to reduce costs in order to remain financially sustainable in the short to medium term.

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 2019/20 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.

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

An external review of the Board's effectiveness was completed by Polley Solutions in March 2017 and this concluded that the College meets its obligations under the Code of Good Governance for Scotland's Colleges and, in a number of areas, demonstrates high standards of governance. A further external review is being undertaken in 2020/21.

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 and there were seven recommendations and some improvement points which were all implemented by the College.

F Value for Money

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

G Going Concern

For the going concern assessment, the College needs to be viewed as being an entity which will continue in business for the foreseeable future. The responsibilities of those charged with governance include the going concern assessment, which is carried out by management and reviewed by auditors, and the foreseeable future is deemed to be twelve months from the date of signing the College's financial statements. The Audit Committee received a report on key accounting judgements at its November meeting which included consideration of the College as a going concern.

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 2019/20.



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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.

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REMIT OF THE AUDIT COMMITTEE

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

REMIT

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

INTERNAL CONTROL

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

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

INTERNAL AUDIT

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

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

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

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

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

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

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

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

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

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

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

EXTERNAL AUDIT

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

Reviewing the External Audit Annual Plan.

To consider the fee parameters within the external audit plan.

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

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

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

Reviewing the statement of Corporate Governance.

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

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

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

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VALUE FOR MONEY

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

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

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

RISK MANAGEMENT

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

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

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

GOVERNANCE AND COMPLIANCE

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

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

Act in accordance with the whistle blowing policy.

Undertake a regular self-evaluation of the Committee.

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

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Liaise as appropriate with the Finance and Resources Committee.

MEMBERSHIP

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

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

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

QUORUM

The quorum set by the Committee is three members.

Assurance Framework for the Audit Committee

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

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

The purpose of this paper is to provide an assurance framework covering the work of the other Committees during the year 2019/20 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 the three Committees of Learning and Teaching, Organisational Development and Finance and Resources in turn through the 2019/20 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. The other two Committees of Remuneration and Nominations meet when required usually a couple of times per year depending on business for their consideration.

As part of this Assurance Framework the College has developed an Assurance Mapping which considers the three levels of assurance against each of the areas of the Certificate of Assurance and the Financial Memorandum with GCRB. The College Assurance Map is attached.

Learning and Teaching Committee

The Learning and Teaching Committee met three times during the financial year 2019/20 with meetings in November, February and June. The reports as presented to these meetings have been grouped under key governance areas of the remit of the Learning and Teaching Committee as follows to assure that the Committee is meeting its range of College governance controls:-

1) Be kept apprised 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

Learner Experience Update and Report (November, February, June)
College Leaver Destinations 2017/18 (November)
COVID-19 Update (June)
Innovation during Lockdown (June)

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

Credits 2018/19 Progress Update (November)
Credits 2019/20 Progress Update (February)
January Start Courses 2020 Update (February)

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

Performance Indicator data 2018/19 (November)
External Verification Annual Report 2018/19 (November)
Early Impressions GCC Student Satisfaction survey October 2019 (November)
Student Satisfaction Results 2018/19 (November)
SFC National Performance Indication Publication Data (February)
Enhancement Plan Progress Report (February)
PI Warehouse (February)
Internal Audit Report on Quality (June)

4) Be kept apprised of proposed improvements to the learning experience of our students and offer constructive challenges

Update on Research and Development Programme (November)

5) Consider cross College activities that impact on learning and teaching. To be kept apprised of opportunities and uptake of opportunities and uptake of staff training and development and the contribution it makes to improving learning and teaching.

Covered by reports under other headings

6) Consider the cross College activities that impact on quality and development of learning, teaching and assessment throughout the College

AY 2019/20 Arrangements for Assessment/ Certification (June)
Arrangements for AY 2020/21 (June)
Delivering Excellence in Learning, Teaching and Assessment (DELTA) Project Update (February, June)

- 7) **Receive reports from Student Board Members and representatives from the student body relevant to their experience of learning and teaching**
Student President Report (November, February, June)

- 8) **Where required take appropriate action in all matters pertaining to student affairs, including welfare and discipline and student appeals**
Not applicable in 2019/20.

- 9) **General Learning and Teaching Committee Governance matters**
Strategic KPIs (June)
Terms of Reference (June)

Organisational Development Committee

The Organisational Development Committee met three times during the financial year 2019/20 with meetings in October, January and April. The reports as presented to these meetings have been grouped under seven 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 Reports (October, January and April)
Organisational Development Reports (October, January and April)
Internal Audit Report on Health & Safety (October)
- 2) Formulate the Board's People Strategy and monitor to ensure targets are met**
Committee KPI reports (October, January, April)
Annual People report (October, January)
- 3) Review staff engagement**
Employee Engagement Survey Update (October)
- 4) To ensure compliance with relevant legislative or professional requirements relating to the employment of staff**
Health and Safety Reports (October, January, April)
- 5) Monitoring against HR and OD related targets**
Key Performance Indicators Report (October, January, April)
Attendance Management Quarterly & Annual Reports (October, January, April)
Work related stress and mental health (October)
- 6) Receive reports of meetings of the Joint Consultation and Negotiation Committees**
Note of Support and Teaching JCNC Meetings (October, January, April)
- 7) General Organisational Development Committee Governance Matters**
Strategic KPIs (April)
Remit of Committee (April)
COVID 19 Update (April)

Finance and Resources Committee

The Finance and Resources Committee met four times during the financial year 2019/20 with meetings in October, 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 Plan Update - Presentation (March)
 - 2019/20 Revenue Budget Update (October)
 - Draft 2019 SFC Financial Forecast Return (October)
 - College Strategic Risk Register – Financial Risks (October, December, March, May)
 - Restructuring Update (March)
 - Draft Revenue Budget for 2020/21 (May)
 - Financial Forecast Return (May)

- 2) To ensure the capital masterplan is aligned with the College's estates strategy**
 - Estates Update (October, December, March, May)

- 3) To monitor financial performance on a regular basis**
 - 19/20 Budget Update (October)
 - Quarterly Financial Report – Year to Date & Forecast to July (December, March, May)
 - 2019/20 Cash Flow Forecast (October, other quarter ends included in above report)
 - Draft Primary Financial Statements for Year ending 31 July (October)
 - Draft Financial Statements for year ending 31 July (December)
 - Procurement Update (October, December, March, May)

- 4) To review the performance against target of commercial activities**
 - Commercial & External Funding Update (October, December, March, May)
 - Commercial Recovery Plan (May)

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

- 6) Other Committee Governance Related Activities**
 - Glasgow Clyde Education Foundation Update (October, December, March, May)
 - College Financial Regulations (December)
 - SFC Indicative Funding Allocation for 2020/21 (March)
 - COVID-19 Financial Implications (May)
 - Strategic KPIs (May)
 - Terms of Reference of Committee (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 apprised 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 apprised 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 apprised of opportunities and uptake of staff training and development and the contribution it makes to improving learning and teaching ;
- Consider the cross-college activities that impact on quality and development of learning, teaching and assessment throughout the college
- receive reports from Student Board Members and representatives from the student body relevant to their experience of learning and teaching;
- where required take appropriate action in all matters pertaining to student affairs, including welfare and discipline and student appeals;
- make recommendations to the Board on major policy matters but have devolved powers to deal with time urgent matters,

seeking the Chairman of the Board's approval where appropriate; and

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

MEMBERSHIP The membership of the Committee is a minimum of six members of the Board of Management, of which one will be the Student Member plus the Principal and staff representative. The Committee should be chaired by a Board Member, other than the Chairman of the Board. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. The Board reviews the membership every four years. The Vice Principal, Curriculum and External Relations, the Assistant Principal for Student Experience, the Assistant Principal for Quality and Performance, the Secretary to the Board and from time-to-time a representative from the Curriculum Assistant Principals attend the Committee as advisers. The Committee meets 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	<p>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.</p> <p>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.</p> <p>To formulate the Board's People Strategy and monitor this to ensure targets are being met.</p> <p>To ensure compliance with relevant legislative or professional requirements relating to the employment of staff.</p> <p>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.</p> <p>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.</p> <p>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.</p>
MEMBERSHIP	<p>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.</p>
QUORUM	<p>The quorum set by the Committee is three members.</p>

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	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
	<p>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.</p>
MEMBERSHIP	<p>The membership of the Committee is the Chair of the Board and four other members, excluding the Principal and the staff and student representatives.</p> <p>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.</p> <p>If there are vacancies, due to the ineligibility of a Committee Chair to take up membership, the Board will appoint replacement members.</p>
FREQUENCY OF MEETINGS	<p>The Committee shall normally meet twice per academic year.</p>
QUORUM	<p>The quorum set by the Committee is three members.</p>

During 2019/20 the Remuneration Committee met once in March 2020 to consider the Principal's Performance and Professional Development, and the Senior Leadership Pay Award.

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 2019/20 the Nominations Committee met once in April 2020 to consider Board membership – Vacancies, Recruitment and Extension of Terms of Office.

BOARD OF MANAGEMENT MEETING

Date of Meeting	9 December 2020
Paper Title	Governance Update
Agenda Item	20.79
Papers	20.79A
Responsible Officer	Christine McConnell, Clerk to The Board of Management
Status	Disclosable
Action	For Discussion/Approval

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: -

- Approval of Articles of Governance, Standing Orders and Scheme of Delegation;
- Board Development Plan;
- Nominations Committee Remit;
- Recruitment of Board members;
- GCEF appointments.

2 RECOMMENDATIONS/ ACTIONS

The Board is invited to:

1. Approve the Articles of Governance incorporating the Scheme of Delegation and Standing Order circulated with the Agenda;
2. Discuss the draft Board Development Plan contained in Appendix 1 and approve with any required changes;
3. Approve the revised Nominations Committee remit as contained in Appendix 2;
4. Note the position as regards Board recruitment; and
5. Approve the appointments to the Glasgow Clyde Education Foundation as detailed in paragraph 3.5 below.

3 REPORT

There are a number of matters that 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 Articles of Governance- Scheme of Delegation and Standing Orders

In accordance with the Code of Good Governance, and generally as a matter of good governance, the Board should keep its Articles of Governance incorporating the

Scheme of Delegation and Standing Orders under review to ensure they remain appropriate.

At its last meeting on 28 October 2020, the Board asked the Nominations to consider the Scheme of Delegation and the Standing Orders and report to the Board. The Nominations Committee considered the documents at that meeting, and after discussion, agreed that no changes were required. The Nominations Committee recommended that, unless any changes are required by regulation, policies or guidance the Articles of Governance should be reviewed every 3 years. The Articles, Scheme of Delegation and Standing orders have been circulated to the Board with the agenda. The Board is asked to approve the Articles of Governance as circulated.

3.2 Board Development Plan

As requested by the Board, the Nominations Committee discussed the Board Development Plan at its meeting on 4th November 2020. The Committee agreed that it was appropriate to prepare a new plan for the session 2020/21 and agreed the draft plan as Appendix 1.

The Board is asked to discuss the content of the draft plan and approve as part of the Board's strategy for this session.

3.3 Nominations Committee Remit

As part of its governance framework, the Board delegates some powers to Committees. With the exception of the Nominations Committee, each Committee has reviewed its remit and all have been approved by the Board at its previous meeting. The Nominations Committee considered its remit at its meeting on 4th November 2020 and recommended the changes as shown in tracking on Appendix 2. The Board is asked to approve the revised remit.

3.4 Recruitment of Board members

On 2nd December 2020, a selection panel comprising David Newall, Fiona Godsmann, David Watt and Candy Munro met with four candidates from an application pool of seven. A verbal update will be provided at the Board.

3.5 Glasgow Clyde College Education Foundation – Appointment of Trustees

At its meeting on 4th November 2020, the Nominations Committee agreed that, having regard to the conflicts within the Committee, the Chair should speak to each candidate and make recommendations on appointment to the non- conflicted Committee members.

Following the Committee meeting, the Chair spoke to each candidate, and recommended that :-

1. with effect from 1 January 2021, Clare Walker will succeed Keith Rosser as a Trustee; and
2. with effect from 1 August 2021, Runa McNamara will succeed Fiona Godsmann.

The new appointments will be for a period of 3 years, unless the appointee's term on the Board of Management expires earlier or the appointee resigns.

The Board is asked to record its thanks to Keith and Fiona for their work with GCEF to date and to approve these appointments.

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

ACTION AREA	WHAT WE WILL DO	HOW WE WILL MEASURE SUCCESS		PROGRESS
BOARD MEMBERS				
Ensure that new members are appointed with appropriate skills and experience to complement existing Board members	Undertake an open recruitment process for new Board members with expertise in financial management	Board members appointed by end of year	New Board members competent and confident to succeed as Committee chairs at least one year before the end of the current chairs' terms of office.	
Ensure that new members are given sufficient induction to allow them to quickly contribute to the effectiveness of the Board	Continue to build on the Induction Process as developed over the course of 2019/20; Learn from experience of recent new members	A fit for purpose Induction Pack ready for use by new members in session 2021/22		
MEETING MANAGEMENT				
Ensure Board Papers are focussed and accessible for Board members.	Review standard Board Paper format	Feedback from Board members recognises improvements		
	Work with those presenting papers to ensure papers contain appropriate information in accessible format;			

Ensure Board time is prioritised on strategic discussion	Work with those presenting papers to limit time spent on introducing papers, to make space for strategic discussion.	Feedback from Board members and Chair recognises improvements.	
COMMUNICATIONS			
Ensure that the Board is confident that it is kept apprised of developments both in the College and the wider environment which could impact on the strategic direction of the Board or the College's financial standing.	Suite of communications to be developed to include regular updates from Principal;		
Ensure that the Board is kept aware of the culture/ morale within both the teaching and support staff within the College in light of challenging teaching environment due to the Covid-19 pandemic.	OD Committee to report to Board specifically on staff wellbeing initiatives and on any feedback from staff surveys.	Positive results from staff feedback surveys	
MONITORING			
Ensure that the College's strategic plan remains relevant and that there is a clear programme of reporting against agreed KPIs.	Take forward the work done in Session 2019/20 to identify a suite of KPIs which provide the Board with information targeted to areas of strategic importance	The programme of KPI reporting is included in Board agendas as required	

MINUTE OF NOMINATIONS COMMITTEE

4 NOVEMBER 2020

APPENDIX 1

NOMINATIONS COMMITTEE

REMIT OF COMMITTEE

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

REMIT

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 any such appointment 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.
5. To consider the governance framework within which the Board of Management operates and make any recommendations for change to the Board of Management for approval;
- 5-6. To consider applications for appointments as Trustee to the Glasgow Clyde Education Foundation and to make recommendations for appointments to the Board of Management.

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 not more than 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. Any selection panel which is involved in the recruitment process for Board Members will include two members of the Nominations Committee and an Independent Person to be appointed for that purpose. The panel may also include any other Board Member with relevant skills and experience.~~
- ~~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.~~
- ~~4.3.~~ By invitation of the Chair, ~~external others advisers~~ may attend the Committee to provide ~~specialist~~ advice and information to assist the Committee in its deliberations. Individuals attending on this basis may not vote on any decision made by the Committee.

QUORUM

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

BOARD OF MANAGEMENT

Date of Meeting	9 December 2020
Paper Title	PRINCIPAL'S REPORT
Agenda Item	20.83
Paper Number	20.83
Responsible Officer	Jon Vincent
Status	Disclosable
Action	For Noting

1 REPORT PURPOSE

- 1.1 This report provides Board members with an overview of the key internal and external developments occurring between October and November 2020 which are of relevance to the operation of the College.

2 RECOMMENDATION

- 2.1 The Board of Management are requested to note the content of this report.

3 INTERNAL ENVIRONMENT

3.1 COVID-19 Update

- 3.1.1 On 17 November 2020, the First Minister announced that Glasgow, all with ten other Local Authority areas would be designated as Level Four with effect from 18:00 hours on Friday 20 November 2020. The guidance forthcoming from the Scottish Government regarding the expectations of college operations subject to Level Four restrictions was 'restricted blended learning' which is defined as:

- 3.1.2 *"Learning and teaching will be online with an exception for the delivery of critical and time-sensitive learning, assessments and work placements that cannot be delivered remotely or postponed. Critical in-person student well-being and study support services can continue. Additional risk assessment and mitigation measures."*

- 3.1.3 Prior to the First Ministers announcement all three campuses had been open and being used to undertaking face-to-face teaching and provide support for students. The number of classes taking place each day was being strictly controlled to avoid over-crowding in communal areas and thus campus occupation levels are circa 10-20% each day.

- 3.1.4 As a consequence of the Level Four restrictions a great number of classes have been moved to remote delivery and only those classes which fulfil the definition 'critical and time sensitive' are taking place on campus. Consequently, campus occupation levels are now circa 5-8% each day. In addition, levels of support staff being required to work on campus have also been reduced.
- 3.1.5 Across the estate strict COVID-19 restrictions are in place and levels of compliance among staff and students remains good.
- 3.1.6 As of the date of this report we have we have had 15 members of staff and 29 students test positive since the start of term. It is important to note that staff and students who do not attend campus are included in these figures. In all cases we have worked closely with Health Protection Scotland to ensure effective management and, to date, we have no reported 'outbreaks' on campus.

3.2 **Student COVID Testing Arrangements**

- 3.2.1 College students who are living in halls of residence or in private lettings are required by the Scottish Government to undergo COVID testing prior to travelling home for the Christmas vacation period. In his letter to students on 18 November 2020 the Minister for Further Education, Higher Education and Science, stated that:
- 3.2.2 *"We strongly recommend you take up the offer of a COVID-19 test using a lateral flow device before you return home – even if you are not showing any symptoms – to help reduce the risk to your family and community."*
- 3.2.3 Details on how colleges can support their students to access to the aforementioned testing has been limited. However, we have partnered with Strathclyde University to allow our students access to testing.

3.3 **Digital Exclusion**

- 3.3.1 Ensuring that our students have access to appropriate digital devices and connectivity to support their studies during the pandemic has been the Colleges' biggest challenge. Despite the issue of 'digital exclusion' being widely acknowledge and understood coherent strategies to address it have been few and far between. Thus far, the College has distributed over 800 devices (eg laptops, tablets etc) to our most disadvantaged students. In addition, the College has also provided connectivity to a further 250 students with internet connectivity. A further 431 laptops purchased using funds provided by the SFC are expected to be delivered in December.
- 3.3.2 To ensure that students who do not have access to a device or do not have a suitable place to work at home, our libraries on each campus have remained open to provide study spaces.
- 3.3.3 Connecting Scotland is a Scottish Government initiative set up in response to the coronavirus pandemic to provide support to people who are digitally

excluded and on low incomes. The Programme works through public sector and third sector organisations who are already working with these people to reach them and provide support. Glasgow Clyde College successfully bid for funding and received support from the Scottish Council for Voluntary Organisations to pass on to eligible Service Users.

3.3.4 Phase 2 of the programme focused upon Care Experienced Learners and Households with Children. The College prioritised access to Chromebooks and connectivity – a mobile Wi-Fi device (Mi-Fi) with unlimited data for 24 months – within the bid. Glasgow Clyde College applied for 123 Chromebooks and 353 connectivity dongles. As the programme was significantly over-subscribed, the College was awarded 50 Chromebooks and 50 Connectivity dongles for service users. As successful bidders, the College will receive access to training and support to allow a group of staff to act as ‘Digital Champions’ to support Service Users to use the internet confidently and safely.

3.4 **Digital Poverty and BAME Learner Research**

3.4.1 Glasgow Clyde College has been invited by the Joint Information Systems Committee (JISC) to participate in a UK wide research project which is considering the impact of digital and data poverty and whether there is a disproportional impact on BAME learners in FE and Skills compared with other demographics.

3.4.2 The College is one of six participating in this research project and the only Scottish college.

3.5 **College Christmas Charity Campaign**

3.5.1 The College has announced that it will be supporting Glasgow’s Spirit of Christmas charity this year in support of their Children’s Gift campaign. The charity is in its seventh year of supporting local children affected by hardship or living in poverty and acts as a conduit to provide support for eighty-five smaller charities and community groups. The College has selected the following three charities that are located near to each campus:

- Aberlour Glasgow Southside
- Children 1st Glasgow
- Dumbarton Road Corridor

3.5.2 Members of College staff are being encourage to either give Christmas gifts or donate cash.

3.6 **College Enters Into Partnership with Launch Foods**

3.6.1 Board member, Mary Docherty, highlighted to the College that local charity Launch Food were in desperate need of accommodation. Launch had found themselves without a production kitchen due to their lease being brought to a premature end. The College has intervened and offered the Anniesland campus commercial production kitchens on a fixed term basis to allow Launch to continue their fantastic work, helping to combat food poverty for the children of Glasgow.

3.6.2 Launch Foods has been providing free, healthy, nutritious food to primary school kids within Glasgow at the end of the school day since 2017. Last year, working with eight schools, Launch provided 70,000 meals and over the next twelve months the expect to exceed 100,000 meals. Launch Foods is a registered charity which does not receive Government support for its work.

4 EXTERNAL ENVIRONMENT

4.1 Independent Commission into the College of the Future

4.1.2 The Independent Commission into the College of the Future has published 'The College of the Future: The UK-wide final report', described as 'a rallying cry for radical and decisive action', enabling colleges to be part of a more joined-up, all-age education and skills system. The aim was 'to set out a new vision for colleges' in all four UK nations. Eleven UK-wide recommendations include the following three priorities:

- Upskill people by enabling everyone to learn throughout their lives with a statutory right to lifelong learning – with equity across student finance and support for further education and higher education, and an entitlement in each nation to all SCQF level 6 equivalent qualifications.
- Back business, drive innovation and address skills gaps by establishing a unique service for employers at their local colleges.
- Overhaul, rebalance and integrate the post-16 education and skills system in each nation, addressing unproductive competition between institutions.

4.1.3 Separate reports for each of the four nations, with specific recommendations will be published in December 2020.

4.2 College Development Network – Our Digital Ambition for Scotland's Colleges

4.2.1 The College Development Network in partnership with Colleges Scotland and JISC have developed and published 'Our Digital Ambition for Scotland's Colleges'. The Ambition covers the following five key areas which are: strategy and direction; network infrastructure, systems and data; teaching, learning and assessment; capability; and partnership, collaboration and engagement.

4.2.2 The Ambition is that Scotland's colleges will:

- Encourage innovation and research informed practice to ensure inclusive, accessible approaches and digital pedagogies to enhance the learner's experience.
- Integrate digital technology into delivery of learning and assessment and support systems.
- Equip learners and staff with digital capabilities, pedagogy and confidence needed.
- Ensure learners are digitally well educated, skills and able to contribute to society.

4.3 Expansion of Flexible Workforce Development Fund

- 4.3.1 More employers across Scotland can now apply for funding to provide upskilling and reskilling opportunities for their existing staff.
- 4.3.2 The Flexible Workforce Development Fund (FWDF) helps businesses continue to invest in their workforce and is available for all of Scotland's employers who are subject to the UK Government's Apprenticeship Levy. For the first time, the fund will now be available for both levy payers and SMEs, across the private, public and third sectors.
- 4.3.3 In August the Scottish Government announced immediate investment in jobs to provide the foundations for a strong economic recovery from coronavirus (COVID-19). As part of this, the FWDF, which is now in its fourth year, was doubled to £20m for 2020/21, with £13 million made available through the first phase to allow colleges to provide additional support for levy paying employers.
- 4.3.4 The second phase of the fund, backed by £7 million, will also be utilised to respond directly to the impacts of the pandemic, and will open to applications 16 November 2020.
- 4.3.5 Of this, £5 million will be available to support SMEs through a college and Open University in Scotland partnership, while Skills Development Scotland will offer a new option which will test the use of private training providers for levy paying businesses who require specialist training.

5 RISK ANALYSIS

- 5.1 There are no specific risks associated with the content of this report.

6 LEGAL IMPLICATIONS/FINANCE IMPLICATIONS/REGIONAL OUTCOME AGREEMENT IMPLICATIONS

- 6.1 There are no direct legal, financial or ROA implications arising from the content of this report.

7 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

- 7.1 Not applicable.

BOARD MEETING

Date of Meeting	9 December 2020
Paper Title	Student President's Report
Agenda Item	20.84
Paper Number	20.84
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 Festive/Seasonal Projects

We have a few projects currently underway to mark the season and the end of a very ... interesting... year.

3.1.1 Festive Market

In normal times, we would be holding a big festive market, with both internal and external vendors, at each campus.

Unfortunately, this year that would not be possible.

We have, therefore, with the help of the marketing department, launched a virtual version of our festive market.

On this [page](#), student and staff can find links for vendors – many of whom are offering discounts. This is, hopefully, a good way for the students to find presents (for themselves and others) at discounted prices, while also supporting local businesses. We also realise that this time a year isn't all presents and spending money, and are therefore also using this opportunity to promote different support services.

3.1.2 Winter Wonderland

We have also teamed up with 5 other Student Associations/Unions across Scotland, to create seasonal competitions for students.

There are 8 events and a £100 voucher up for grabs at each of them.

The 5 other Participants are Abertay University Student Union, Borders College Student Association, Edinburgh Napier Student Association, Scotland's Rural College Student Association, and Fife College Student Association (who came up with the idea).

The deadline schedule looks like this:

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
30	01	02	03	04		
		The Great Winter Bake Off	Ice-olation Olympics	Creative Writing		
07	08	09	10	11		
Winter themed Hair/Makeup/Nails	Art-tic Attack	Gaming Tournament (Interactive)	Recreated Skit	Quiz (Interactive)		

(Entries can be submitted at any time before noon on the day of their deadline)

The quiz has been created by the officers of the different Student Associations/Unions and will be hosted by NUS Scotland President Matt Crilly.

3.1.3 Foodbank

We have managed to secure 150 food parcel vouchers from The Trussell Trust to be distributed amongst our most in-need students. This allows us to have a maximum of 10 per department. Heads of Curriculum are supporting us in identifying the students.

In addition, we have set up a visit to the local food bank for our Student Officers, and we will be sending out an email to be sent out to staff inviting them to donate if they wish to the Trussell Trust.

3.2 White Ribbon – 16 Days of Action

White Ribbon is a campaign/organisation that focuses on getting men to join the conversation about Gender-Based Violence and having pledged to end (including not standing by) Gender-Based Violence.

We started our work with White Ribbon last year, where Student Vice President Sulaiman Noor Ghafour headed the work.

This year, Student Vice Presidents Kacper Kacica and Motwakil Muhammed will be taking the lead on this.

Every year White Ribbon runs a campaign called 16 Days of Action, starting on 25 November (UN International Day for the Elimination of Violence against Women) until 10 December (Human Rights Day). Throughout these 16 days will be posting various useful information on our Social Media.

We are also working on ticking boxes to get White Ribbon Status, this includes having our own White Ribbon Logo, and promoting the signing of the White Ribbon pledge.

If you would like to sign the White Ribbon Pledge to never commit, condone or remain silent about violence against women in all its forms click [here](#). (Remember to link your pledge to Glasgow Clyde College)

3.3 Class Representatives

We have trained all interested Class Reps (training is voluntary, and not a necessity).

We are currently conducting/organising meetings with the Class Reps of the mainstream departments.

Some departments have a lower Class Rep presence, so we have contacted them directly, and are currently working with the department heads on how best to work with/reach these underrepresented students/areas – we are getting great support from the departments on this.

We have concluded the training and meetings with the Class Reps from the ASL (Assisted Supported Learning) department and sent the feedback on to the relevant parties.

We have just concluded our training and meetings with the Class Reps from the ESOL (English for Speakers of Other Languages) department, and the feedback has been sent on to the relevant parties.

3.4 GCRSE

The GCCSA is automatically part of the GCRSE (Glasgow Colleges Regional Student Executive) as part of the regional collaboration. The GCRSE is made up of the Student officers from each of the 3 regional colleges.

The Chair is currently the Student President of Glasgow Kelvin College (the other 2 presidents are GCRB members).

We have decided that this year we want to focus our collaborative work on environmental sustainability. In relations to this, we are currently working on an Environmental Sustainability Partnership Agreement.

3.5 Cycling Committee

As we have no cycling officer this year, the cycling and active travel committee and projects have been taken over by Student President Sissa D Rasmussen and Student Vice President Carol Small and supported by Student Association Development Officer Jodie McNair and Senior Lecturer Kyle Bettley.

A call for interested parties to join the cycling committee was sent out to staff, and a large number responded. A meeting was held and many good suggestions and subjects were brought up.

We are looking at funding opportunities – such as the cycling development fund – for future projects to improve and promote active travel including cycling.

Two new cycling shelters have been put up. A secure shelter at Cardonald – this has been launched, and people can contact reception for the code – and an open shelter at Langside by the Battlefield Road entrance. These are both a result of work from previous cycling officers and was delayed due to Covid-19.

3.6 Future

We are also working on our plans for after the New Year has been rung in.

- Join the Conversation Campaign
- LGBT Pride Month
- Language Exchange Clubs
- Mental Health Campaigns

BOARD OF MANAGEMENT MEETING

Date of Meeting	9 December 2020
Paper Title	Capital Expenditure Update against Masterplan
Agenda Item	20.90
Paper Number	20.90A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Noting

1 REPORT PURPOSE

- 1.1 This report provides an update on capital expenditure for the period from 1 April 2020 to mid November 2020 against the approved capital plan for the College.

2 RECOMMENDATIONS

- 2.1 Board members are asked to note the capital expenditure report against plan.

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.

- 3.2 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. The life cycle maintenance allocation element is utilised within the College's revenue budget for premises related expenditure.

- 3.2 The SFC/GCRB funding for very high priority estates maintenance for 2019/20 was allocated to fund five projects. These were 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. Some of this allocation was carried forward to complete works in 2020/21 following the COVID virus and College closure and these are included on the attached capital expenditure update against plan.

- 3.3 For 2020/21, the initial SFC/GCRB funding for estates maintenance to Glasgow Clyde College was £2.88Million which was £945k for life cycle maintenance and £1.94Million for very high priority estates maintenance. The very high priority estates maintenance 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. The appointed design team are progressing the tenders for these works.
- 3.4 There was a further capital allocation from SFC/GCRB for 2020/21 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. A tender for this work has been issued.
- 3.5 The capital expenditure from 1 April 2020 to mid November 2020 against capital plan is attached, which shows expenditure against the plan as approved at the October Board of Management meeting.

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 17th November 2020

Paper 20.90A

Priority	Project Description - Capital Projects	Funded by	2019/20 Capital Projects Plan c/fwd as approved at October Board of Management	2020/21 Capital Projects Plan as approved at October Board of Management
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
19/20 project c/fwd	Disabled access lifts at Cardonald	SFC/GCRB very high priority works capital funding 19/20	£69,000	£64,000
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
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
last stage project c/fwd	Cardonald Campus Lifts project final stages	Foundation Approved	£116,000	£34,000
1	Cardonald Lighting Replacement - Phase 2	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£500,000
2	Cardonald External Drainage & Lightning Protection	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£175,000
3	Mary Stuart Building Lighting & Fire Intruder Alarm Replacement	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£260,000
4	College Building Management System Replacement/Upgrade	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£145,000
5	Anniesland Heating & Ventilation Works	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£145,000
6	Floorcoverings - range of replacements in each of the three campuses	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£717,000
7	Student Space Project at Anniesland.	Economic Recovery SFC/GCRB Priority Maintenance 2020/21	N/A	£403,000
19/20 project c/fwd	Capital maintenance for works 2019/20 - Main project is Science Lab Upgrade at Langside to improve disabled access	Foundation funded of £250k agreed for 19/20 and c/fwd to 20/21.	£44,000	£206,000
Current projects 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.	Future years funding as available.	N/A	N/A
Capital Masterplan projects total			£617,000	£3,151,000

Total 2 year Capital Projects plan 19/20 c/fwd and 20/21	2020/21 Capital Expenditure April 2020 to November 2020	Comments
£447,000	£182,481	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. This project is now almost completed with some commissioning works remaining.
£133,000	£49,679	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 had some delays due to College closure as a result of COVID 19 virus. This project is now completed.
£138,000	£4,548	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 & COVID. Small c/fwd to 2020/21. This project is now completed.
£305,000	£132,172	Two projects from 19/20 estates high priority maintenance SFC/GCRB funding allocation. Tender requested completion by end March. Carried forward due to College closure as a result of COVID 19 virus closure. These projects are now completed.
£150,000	£0	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 option being reviewed for some lift lobby artworks.
£500,000	£92,850	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.
£175,000	£0	The external drainage and lightning protection equipment at the Cardonald campus are in need of replacement/upgrading.
£260,000	£0	The lighting and the fire intruder alarm system at the Mary Stuart Building in the Langside campus needs replacement/upgrading.
£145,000	£0	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.
£145,000	£0	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.
£717,000	£0	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.
£403,000	£0	Limited student space at Anniesland campus compared to the other two campuses. Design in place and supported by GCCSA. Tender issued.
£250,000	£0	Funding of £250k approved for thLifecycle maintenance works. Projects being undertaken on a prioritised basis as per specific lines in this plan. Any future works would have to be part of SFC/GCRB high priority maintenance. Funding of £250k approved by GCEF. Any further works would have to be subject to a future bid.
N/A	£0	Figures from approved plan with projects for 2019/20 and 2020/21 shown as separate lines above. Future years projects will be taken forward on a prioritised basis which would be progressed based on affordability and available funding.
£3,768,000	£461,730	

BOARD OF MANAGEMENT MEETING

Date of Meeting	9 December 2020
Paper Title	College Strategic Risk Register
Agenda Item	20.91
Paper Number	20.91A
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 30th November 2020.
- 3.2 The changes since last reported to the Board in October are highlighted in red (including the change to one of the risks now G1 as requested by the Nominations Committee).

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. 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

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 30th November 2020						
Score Before Mitigating Actions							Score After Mitigating Actions								
Risk Ref	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	<ul style="list-style-type: none"> 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 In year staff costs transfers of permanent staff costs ongoing. vii) Increased engagement and marketing effort post during 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 growing 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 year financial forecast	Financial/ Organisational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Principal/ Vice Principals	5	5	25	<ul style="list-style-type: none"> 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) 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 and variation to scheme with required agreement with GCRB and SFC. v) Application to GCEF for additional funding support from November 2020. vi) Discussion on future potential changes being taken forward including academic management restructure vii) 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	<ul style="list-style-type: none"> i) Annually plan and deliver portfolio to required quality standards, ensuring appropriate recruitment, and improved retention 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) Focused 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 v) Work closely with relevant partners to ensure programmes implemented as planned vi) Aim to ensure annually all relevant agency (e.g. SDS) milestones and documentation requirements achieved however now has COVID impacts due to shutdown vii) College undertake effective competitor analysis, clear branding and focused marketing to maintain effective student recruitment. Again significant COVID impacts on ongoing basis. 	4	4	16	F3	Short	16	No change
F4	Failure to be able to fund the proposed VS scheme	Financial/ Organisational	Theme 5 - Financial Resilience through Operational Excellence	Principal/ Vice Principals	4	5	20	<ul style="list-style-type: none"> i) Financial plan prepared and FFR which show recovery after VS scheme and financial sustainability plan implemented ii) Discussions within Glasgow Colleges Regional Board 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 v) Ensure stated teaching activity targets are met re SFC requirements. 	3	5	15	F4	Medium	15	No change
F5	Adverse Funding changes in 2020/21(SFC/SDS/ESF)	Financial / COVID Impacts	Theme 5 - Financial Resilience through Operational Excellence	Principal/ Vice Principals	4	5	20	<ul style="list-style-type: none"> 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 being monitored with blended 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. SFC funding allocation for 2020/21 confirmed. 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 Glasgow Clyde Education Foundation v) College working to achieve Flexible Workforce Development Fund target levels however this was impacted by COVID 19 arrangements and number of the related areas now moved to on line delivery. 	3	4	12	F5	Short	12	No change

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER INCL. COVID 19 IMPACTS							as at 30th November 2020								
Score Before Mitigating Actions							Score After Mitigating Actions								
Risk Ref	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
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 within available resources 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 targeted 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 viii) Homeworking guidance in place for staff	4	4	16	O2	Medium	16	No change
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 & Univalled 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) Deployment of digital resources to areas of need to assist in delivering blended learning approaches as well as the enhanced use of the VLE. vi) Development of classroom observation protocol as intimated in national bargaining vii) Make efficiencies in business processes to deliver quality of services viii) Monitor feedback from student focus groups on student experience ix) 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	O3	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) Focused work with Trade Unions, specific and regular meetings with senior management, ensuring good flow of information, and ongoing communications. ii) Regular direct communication with staff e.g. staff briefings, focus groups. iii) COVID 19 related communication sent regularly to all staff from the Principal and union involvement in risk assessment discussions iv) Representation made through Employers Association Group, Colleges Scotland, Principals Forum, and GCRB, within national bargaining process. v) Emphasis being made nationally on imperative of financial sustainability and affordability issues particularly given increased staffing costs and challenges of the Glasgow Regional context. vi) Discussion with unions on impact on College financial sustainability and organisational impacts vii) Business continuity planning used to ensure all stakeholders appropriately communicated with in any potential industrial action. viii) Ensure transparency of consultation process to maximise opportunities for enhanced communications with Trade Unions	3	5	15	O4	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	O5	Medium	12	No change

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 30th November 2020					
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Risk Ref	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
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 highlight required investment to maintain College estate . Funding 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 and items will be rephased as required. v) Plans for projects 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 clearing regime in place.	3	3	9	O6	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	O7	Medium	g	No change

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 30th November 2020						
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Governance Risks															
G1	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		4	5	20 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 for post-COVID related operating arrangements discussed at SLT. 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	5	15	G1	Short	12	Increasing
G2	Failure to meet all legislative and regulatory requirements and/or recommended guidance	Governance/ Reputational/ COVID 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 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	G2	Medium	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. 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

BOARD MEETING

Date of Meeting	09 Dec 2020
Paper Title	Credits Projection 2010/21
Agenda Item	20.93
Paper Number	20.93
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 2020/21.

2. Recommendations

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

3. Background

The current ongoing situation in relation to the COVID-19 pandemic has made the prediction of the credits for AY 2020/21 more difficult than in normal circumstances. With the vast majority of students undertaking their learning and teaching remotely, gauging student engagement is particularly challenging. Whilst attendance continues to be recorded on electronic registers, it is more difficult to judge whether the students will continue with their studies the longer we find ourselves in lockdown or with restrictions. Since Glasgow entered Tier 4 restrictions, the college moved a further number of courses, who had previously been receiving some face-to-face teaching, into a remote learning model. Some areas of the curriculum, e.g. in our Schools ASL provision, have simply been unable to form any courses at all, with the Local Authorities postponing the students' attendance at college until January at the earliest. These courses formed a part of our portfolio and would have been expected to be contributing credits towards our activity target. In some other areas, enrolments have been less than target, meaning that some classes are running but less efficiently than normal. As can be seen on the attached sheet, the current prediction is that we could come in **below** target by around 1% to 1.5%. The required date for most full-time provision that started in September is 1st November so we are relatively confident that those credits are safe for courses in that category. At the time of writing, applications for January start courses are underway although it is too early to gauge whether these courses will enrol to target.

Our credit target for 20/21 as agreed with GCRB is 126,446 Credits (core – 120,556 and ESF – 5,890). As previously highlighted, ESF credits will only count if we exceed our core credits; the current figures suggest that we will achieve our core but the ESF credits will be harder to achieve in full.

We will continue to explore every avenue to add to our credit activity by running additional provision if that is required, and by maximising the numbers in all areas of activity.

4. Risk Analysis

Constant monitoring of the credit position mitigates some of the risks around achieving our credit target but, in this current situation, communicating with students can take longer than normal and it may be that some students who should have been withdrawn from their course before 1st November are still showing as being in attendance. This would put the “safe” credits at greater risk.

5. Legal Implications

There are no specific legal implications relating to this paper.

6. Financial Implications

SFC previously 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 around how ESF Credit activity is not addressed satisfactorily, there may be a financial clawback in future years. Current budget plans reflect this situation by assuming that not all ESF will be achieved this year.

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. GCRB will, this year, have to have close regard to the extent to which each of the three Glasgow colleges has contributed towards the overall Regional targets.

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

N/A

Credits Monitoring Report AY2020-2021 - College Summary

Snapshot @ 30 November 2020

Faculty	School	Portfolio Credit Target - as at 31/8/20	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	Credits Forecast (combines real and estimated retention)	Variance on Target (based on forecast)
120 Business, Creative & Digital Industries	111 Business & Finance	9,634	792	69	147	584	7,944	-18%	1,396	-4%	0	7,940.10	-18%
	123 Media & Performing Arts	8,274	716	15	41	661	8,661	5%	0	5%	0	8,658.00	5%
	125 Fashion, Textiles & Design	10,451	842	70	65	712	9,749	-7%	291	-4%	0	9,749.00	-7%
		28,359	2,350	154	253	1,957	26,354	-7%	1,687	-1%	0	26,347	-7%
130 Engineering, Computing & the Built Environment	113 Computing	8,040	850	89	89	677	7,149	-11%	393	-7%	162	7,149.40	-11%
	131 Energy & Building Services	6,678	690	13	54	623	5,450	-18%	1,016	-4%	0	5,401.75	-19%
	133 Engineering	7,886	784	5	43	736	6,152	-22%	0	-22%	33	6,152.33	-22%
	135 Construction & Land Based Industries	8,065	638	0	52	586	6,597	-18%	445	-13%	0	6,580.26	-18%
		30,669	2,962	107	238	2,622	25,348	-17%	1,854	-12%	195	25,284	-18%
140 Health & Wellbeing	115 Sport, Tourism & Hospitality	12,165	861	10	115	736	9,098	-25%	2,173	-9%	0	9,097.75	-25%
	141 Early Years & Social Care	12,054	1,008	91	136	784	9,917	-18%	293	-16%	0	9,916.75	-18%
	145 Health & Life Sciences	10,455	886	59	95	734	10,584	1%	176	3%	0	10,583.90	1%
	149 Hair, Beauty & Complementary Therapies	6,458	461	0	73	388	4,902	-24%	512	-18%	110	4,892.82	-24%
		41,132	3,216	160	419	2,642	34,500	-16%	3,154	-9%	110	34,491	-16%
160 Access & Continuing Learning	161 ESOL	11,365	1,219	0	94	1,125	7,451	-34%	4,488	8%	0	7,450.17	-34%
	165 Additional Support for Learning	4,648	316	0	14	302	4,150	-11%	275	-5%	0	4,149.80	-11%
	167 Employability Skills	6,306	859	1	152	706	2,899	-54%	3,362	-2%	16	2,895.68	-54%
	169 General Education	9,445	722	3	88	631	9,064	-4%	153	-2%	0	9,063.75	-4%
		31,764	3,116	4	348	2,764	23,563	-26%	8,278	0%	16	23,559	-26%
Total		131,924	11,644	425	1,258	9,985	109,765	-16.8%	14,973	-6%	321	109,681	-6.2%
	SFC Target Credits	126,446 (Core 120,556 + ESF 5,890)						-13.2%					-13.5%
	Current Credit Estimate + Credits to Start						124,738	-1.4%				124,654	-1.7%
	Current Credits Estimate + Credits to Start + Credits Not Enrolled						125,058	-1.1%				124,975	-1.4%

Price Group	Credits Estimate	Credits To Start	Credits Not Enrolled
1	20,672	3,022	14
2	66,358	9,716	164
3	20,668	2,236	143
4	2,067	0	0
Total	109,765	14,973	321

Economic Sector	Credits Estimate	Credits To Start	Credits Not Enrolled
Administration, Financial and Business Services	16,197	1,467	162
Creative and Cultural Industries	19,344	474	2
Energy, Engineering, Construction and Manufacturing	15,145	1,163	33
Food, Drink, Tourism, Hospitality and Leisure	13,869	2,685	110
Health, Care and Education	17,994	1,005	0
Land-Based Industries	2,658	115	0
Life and Chemical Sciences	6,868	176	0
Transition and Supported Learning	17,690	7,888	14
Total	109,765	14,973	321

Credit Movement History

Credit Risk

Schools Credits

7-dav Credit Chanoe