GLASGOW CLYDE COLLEGE

Meeting of the Board of Management to be held on Wednesday 20 March 2024 at 4.30pm. The meeting will be held in 'The Space', Langside Campus.

AGENDA

24.01	Welcome and Apologies		D Newall
24.02	Declaration of Interests		D Newall
24.03	Determination of Other Business		D Newall
24.04	Draft Minute of the Board Meeting on 13 December 2023	P	D Newall
24.05	Matters Arising – Action Grid	P	D Newall

Items for Discussion

24.06	Credit Projection	P	J Rafferty
24.07	Scottish Budget 2024/25: Implications for Colleges	V	J Vincent
24.08	Cost Reduction Update	V	J Rafferty/T Elliott
24.09	Pension Risks paper	P	T Elliott
24.10	Respect@Clyde – Nurturing College (will include small group discussion)	P	C Glen

Standing Items

24.11	Student President's Report	P	M Tuskova
24.12	Principal's Report	P	J Vincent
24.13	Chair's Report	V	D Newall

24.14	**Draft Minutes of Previous Meetings**	
	i Nominations Committee 25 January 2024	D Newall
	ii Organisational Development 31 January 2024	S Heidinger
	iii Learning and Teaching Committee 20 February 2024	M McKenna
	iv Audit Committee 6 March 2024	D Watt
	v Finance and Resources Committee 13 March 2024	D Newall

Items for Noting/For approval*

24.15	Financial Report year to January and forecast outturn	T Elliott
24.16	Strategic Risk Register Update	J Vincent
24.17	Estates, Capital Expenditure and Masterplan Update *	T Elliott
24.18	GCEF Update	J Vincent
24.19	Governance Update (including acronym guide)*	K Mavor
24.20	Any other Business	D Newall

The items for noting will not be discussed at the meeting unless otherwise requested.

Date of next meeting 12 June 2024

NOTES OF THE MEETING OF THE BOARD OF MANAGEMENT HELD ON 20 MARCH 2023 AT 4.30pm.
The meeting was held at Langside Campus.

PRESENT:

David Newall	Chair
Fergus Brown	Board Member
Sandra Heidinger	Board Member
Andrew Jack	Board Member
Rena McAdam	Board Member
Maureen McKenna	Board Member
Runa McNamara	Board Member
Ros Micklem	Board Member
Alan O'Donnell	Board Member
Lindsey Paterson	Board Member
Michael Payne	Board Member
Stuart Porteous	Board Member
Kathleen Sweeney	Board Member
Margaret Swiderska	Board Member
Martina Tuskova	Board Member
Jon Vincent	Board Member
David Watt	Board Member

IN ATTENDANCE:

Tracy Elliott	Interim Vice Principal, Resources & College Development
John Rafferty	Deputy and Vice Principal, Curriculum and Quality Enhancement
Claire Glen	Assistant Principal, Health and Wellbeing (item 24.01 - 24.10 only)
Kirsty Mavor	Clerk to the Board (Minute Taker)

24.01   WELCOME AND APOLOGIES
The Chair welcomed everyone to the meeting.

24.02   DECLARATIONS OF INTEREST
No declarations of interest were received.

24.03   DETERMINATION OF OTHER BUSINESS
There was no other business intimated.

24.04   MINUTES OF PREVIOUS MEETING: 13 DECEMBER 2023
The minutes were approved as an accurate record of the December meeting.

24.05   MATTER ARISING: ACTION GRID

The Board noted the update on all of the actions and that a report on climate change will come to the Board by the end of the calendar year. Regular reports are considered by the Audit Committee with the Committee Chair confirming to the Board that good progress is being made.

An action from the previous meeting was noted regarding details of the College's management structure being provided to members. This action has been completed.

ITEMS FOR DISCUSSION/APPROVAL

24.06   **CREDIT PROJECTION**
J Rafferty provided the Board with an update on the College's projected position in relation to 2023/24 credit targets. A positive credit position of between +2.8% and +3.3% is currently forecast, with 96.4% of these credits being currently 'safe', as they have passed the census date. Accounting for the SFC's 2% tolerance rule, the College is currently at least 4.8% over the credits it requires to avoid any clawback for 2023/24.

This positive position is due to the College achieving strong recruitment levels with retention levels also improving. J Rafferty was also pleased to report that in-year projections suggest that attainment levels will see a noticeable improvement for 2023/24.

The Board noted that there was a risk of over-delivery and that steps were being taken to try and secure funding from other areas. It was acknowledged that the 'Come to Clyde' strategy had contributed to the success in improving recruitment and retention levels.   The Board thanked J Rafferty and his colleagues for all the work that contributed to the improved position.

24.07   **SCOTTISH   BUDGET   2024/25:   IMPLICATIONS   FOR COLLEGES**

J Vincent provided the Board with an update on the implications of the Scottish Budget for the College sector. College sector revenue was cut by approximately 8% but, after accounting for transitional funds which had already been removed, there is a 4.8% cut to the SFC revenue budget.   It is the College's understanding that there will be broadly the same money for teaching and learning with unallocated student support funds filling the gap. The financial position remains challenging with the same level of credit delivery expected to be delivered with flat cash or less and the College facing increasing costs.

24.08 **COST REDUCTION UPDATE**
T Elliott provide the Board with an update of the financial position for 2023/24 and the budget forecast for the next 5 years based on current staffing costs.

The College's 2023/24 forecast outturn position has improved to a balanced position due to a significant favourable movement of £1,775k. The forecast position reflects the fact that SFC have now confirmed that the 2021/22 ESF clawback would be significantly reduced and there will be no 2021/22 and 2022/23 SFC funding clawbacks. Also, the in-year staff costs reductions achieved by the College to date and a reduction in employers' support staff pension costs has contributed to the improved position.

Based on the assumptions of a flat cash settlement and unfunded pay awards, the College is forecasting significant year on year budget deficits going forward. The College will continue to take a risk-based approach to curriculum planning and reduce costs wherever possible with a further phase of VS currently open.

J Rafferty referred to his earlier paper confirming that the College is likely to exceed its credit target for 2023/24. The College is currently working on the following assumptions for 2024/25 (i) the credit target is likely to remain the same and (ii) the SFC's approach to credits and clawback is likely to be more forgiving. Based on this the College can confidently aim for 98% of the credit target and can be bolder in its planning based on current recruitment and retention levels. However, contingency plans will need to be built in to address any unexpected dips in performance. Curriculum efficiencies will continue to allow for further applications to be accepted under the current VS scheme.

The Board thanked both T Elliott and J Rafferty for the update. It was agreed that the Board has an obligation to consider the long-term financial sustainability of the College and whether a fundamental change to the business model is required when discussing the 2024/25 budget at the June meeting.

24.09 **PENSION RISKS PAPER**
This paper was noted by the Committee.

24.10 **RESPECT@ CLYDE – NURTURING COLLEGE**
The Board noted the paper from L McGaw providing details of the governance surrounding respect@Clyde which is a unifying project bringing together various initiatives under one framework.

Nurturing College is one of the initiatives within the respect@ Clyde framework.   C Glen presented an overview of the principles behind a Nurturing College, steps that have already been taken by the College to implement these principles and details of collaborative links that have been formed in the local community.   In small groups, the Board was asked to discuss the draft action plan which covers (i) policies, procedures and processes (ii) active leadership (iii) resources for staff development (iv) programme of staff training (v) safe spaces across the College. Each group provided feedback to C Glen on whether the draft action plan covers the main areas and what more could be done.

The Board thanked C Glen for her informative presentation.

Standing Items
24.11   STUDENT PRESIDENT'S REPORT
M Tuskova provided an update on the work GCCSA has been involved in since the December meeting.   Elections are about to take place for the next Student President team and GCCSA has held promotion stalls to encourage students to become involved. GCCSA has been encouraging students to complete an all student survey and feedback from students via class representatives continues to be sought. Overall, the feedback received relates to a wide range of areas with cost of living pressures and course related concerns being the main concerns. A Jack updated the Board on the College's involvement with Brit challenge and the success of events held at the College including over 100+ students attending a talk by Zander Murray, the first openly gay footballer to play in the premier league.

The Board thanked M Tuskova and A Jack for the helpful update   **MT** and asked if the next report could include photos of GCCSA events.

24.12   PRINCIPAL'S REPORT
J Vincent presented his report updating the Board on developments since the December meeting.   The Board's attention was drawn to paragraph 3.1 of the report which sets out the latest position on pay negotiations. The Board was provided with the background behind the recent communication to staff advising that "*your participation in ASOS may be considered a breach of contract, potentially resulting in pay deductions, which could be 100%.*"   The Board noted that the decision to issue this communication was not taken lightly and was discussed with both the Chair and Vice Chair of the Board. Also, it is consistent with the approach being taken across the College sector.

A Jack raised the point that as a student he personally is affected by ASOS action and is aware of the impact on other students who discuss concerns with him.

The Board remains concerned about the ongoing pay dispute and the impact on the College's staff and students. The Board respects the right of staff to participate in industrial action but the College has an overall responsibility to alert staff to any pay consequences that may result from ASOS or strike action. The significant impact of ASOS on the student experience and progression was recognised and the Board recorded its support for the approach being taken by the College in communicating potential pay consequences.

The Board thanked the Principal for his report and noted the other updates within it.

24.13   CHAIR'S REPORT
The Chair advised the Board that K Mavor will be leaving her role as Clerk in April and, on behalf of the Board, passed on his gratitude for all her work during her time at the College. Interim arrangements will be put in place to cover the Clerk role with recruitment to take place once the new Chair is appointed.

It was agreed that the dates for the September/October 2024 cycle of meetings should be shared with the Board. Also, a date should be penciled in for the development day subject to the new   **KM**
Chair's view on timing.

Draft minutes of Committee Meetings
24.14   NOMINATIONS COMMITTEE – 25 JANUARY 2024
The Board noted the draft minute and S Heidinger provided an update on the Chair appointment process. The College will also be recruiting for two new Board members and the advert, once published, will be shared with the Board.   **KM**

ORGANISATIONAL DEVELOPMENT COMMITTEE – 31 JANUARY 2024
The Board noted the draft minute.

LEARNING AND TEACHING COMMITTEE – 20 FEBRUARY 2024
The Board noted the draft minute.

AUDIT COMMITTEE – 6 MARCH 2024
The Board noted the draft minute.

FINANCE AND RESOURCES COMMITTEE – 13 MARCH 2024
The Board noted the draft minute with some of the detail about the College's financial position provided in T Elliott's presentation

to the Board. The Board was asked to note the paper on pension risks.

ITEMS FOR NOTING/FORMAL APPROVAL
24.15   2023/24 FINANCIAL POSITION – FINANCIAL REPORT TO JANUARY AND FORECAST OUTTURN
The Board noted the financial report with the College's financial position being covered earlier in the agenda.

24.16   STRATEGIC RISK REGISTER UPDATE
The Board noted the updated risk register which had been discussed in detail at the Audit Committee meeting.

24.17   ESTATES, CAPITAL EXPENDITURE AND MASTERPLAN UPDATE
The Board noted the two major projects for 2023/24 relating to Anniesland windows and RAAC at Cardonald campus and approved the planned programme of works for 2024/25.

24.18   GLASGOW CLYDE EDUCATION FOUNDATION UPDATE
The Board noted the update and reaffirmed the College's commitment to delivering the learning spaces project across all three campuses in the next three years.

24.19   GOVERNANCE UPDATE
K Mavor provided the Board with an update in relation to the election of Trade Union nominees to the Board. It was agreed that the Board was not yet in a position to ratify the appointment of the support staff nominee until it had been confirmed with both support staff Unions that the protocol had been followed. The Board looked forward to welcoming the Trade Union nominees to the next Board meeting.

The Board approved the proposed changes to the Committee remits.

24.20   ANY OTHER BUSINESS
There was no other business.

DATE OF NEXT MEETINGS
12 June 2024 – Langside Campus

BOARD OF MANAGEMENT MEETING

Date of Meeting	20/03/24
Paper Title	Credits Projection 23/24
Action	For Discussion
Prepared by	J Rafferty
Agenda Item	24.06
Status	Disclosable

1. PURPOSE OF THE REPORT

This paper provides members with an update on the college's projected position in respect of its credit targets for the 2023/24, as we conclude block 2 of the current session. In addition, it contains information about proposed credit planning for 24/25.

2. ACTION FOR THE BOARD

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

3. BACKGROUND INFORMATION

3.1 In December 23, following strong August enrolment and good retention, we reported a worst-case projected credit outturn of **+2.5%** and a best case of **+2.8%** over target**.**

4. CREDIT PROJECTION 2023/24

4.1 Our current credit position for session 23/24 now forecasts a positive credit position of between **+2.8%** and **+3.3%.** Of the credits currently accrued, **96.4%** are currently 'safe', as they have passed the census date where they are reckonable for funding.

4.2 With the SFC's 2% tolerance rule, this means that the college is currently at least 4.8% over the credits it requires to avoid any clawback for session 23/24.

4.3 The credit target is made of 2 categories of activity: Core Activity and Foundation Apprenticeships (FAs), although FAs are now funded from the global core credit pot. With 112,832 credits now deemed safe, the college *has now recruited and retained enough students to earn all of its SFC credits for this session.*

Credit Pots	*Target*	*Current Position*	*%age reached*
Core Credits	113,721	112,832 (safe credits)	99.2%
(of which) FAs	1300	439	33.7%
Total	*113,721*	*112,832*	*99.2%*

5. ENROLMENT, RETENTION AND ATTAINMENT

5.1 The positive credit position is a consequence of strong enrolment in both August and January and improved retention.

5.2 August recruitment was 9.9% over target and January enrolment was 13.9% over target.

5.3 Early withdrawal is averaging at only 5.8% against a target planned target of 8.5%, so is even lower than expected.

5.4 FE attainment levels of up to 80%, and HE attainment levels of up to 84.5%, are still in play. Last year we achieved levels of 59% for FE and 66% for HE, so it seems likely that even with a level of late withdrawal and partial attainment, we will land on improved pass rates compared to last year.

6. PLANNING FOR SESSION 24/25

6.1 At present there is no published credit guidance for session 24/25 but we have had to proceed with an assumed portfolio based on best possible intelligence. Having thought that perhaps the SFC would instruct a further credit reduction, we now believe that we will be asked to deliver the same credit target next year as this (i.e. 13,721.)

6.2 Given the substantial over-delivery in credits this year, we will build in a smaller buffer of around 5% to this target and aim to meet only 98% of the total, rather than 100%. This means that we can reduce the portfolio for session 24/25 from 123,000 credits to between 116,000 and 117,000 credits, so saving on delivery costs.

7. IMPACT, RISKS AND MITIGATIONS

7.1 There are no significant risks for this session implied by this paper. However, the planning for session 24/25, in the current context when credit guidance has yet to be published, could pose a risk for the college if our planning assumptions end up being significantly different from the published guidance.
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BOARD OF MANAGEMENT MEETING

Date of Meeting:	20 March 2024
Paper Title:	Respect @ Clyde
Action:	Information
Prepared by:	Lorraine McGaw, Assistant Principal: Human Resources
Agenda Item:	24.10
Status:	Disclosable

1. PURPOSE OF THE REPORT

This report aims to provide a comprehensive overview of the Respect @ Clyde project, outlining its key components and objectives.

2. ACTION FOR THE COMMITTEE

The Board of Management are asked to note the content of this report, recognising the importance of the Respect @ Clyde project in shaping the College's culture.

3. BRIEF BACKGROUND INFORMATION

3.1 **Introduction**

The Respect @ Clyde project will act as a unifying framework for various ongoing initiatives within the College, detailed in Appendix 1. These initiatives include the Equality, Diversity and Inclusion Committee, the Psychological Safety Group, the Healthy College Group, and the Nurture College Group. Each group is dedicated to fostering an inclusive and supportive environment within the College community.

The Project Board, comprising the Chairs of these groups are members of the Senior Leadership Team (SLT), is in the initial stages of formation:

- **Equality, Diversity and Inclusion Committee** - Focuses on promoting equality, diversity, and inclusion throughout the College;
- **Psychological Safety Group** - Aims to cultivate an atmosphere where individuals feel secure expressing themselves without fear of judgment;
- **Healthy College Group** - Devoted to promoting the overall health and well-being of both staff and students; and
- **Nurture College Group** - Seeks to create a welcoming, safe, and respectful environment for all staff and students. *A separate paper setting out the background to the College's nurture approach is provided and there will be a presentation on this at the Board meeting.*

The Respect @ Clyde Project Board will oversee and coordinate the efforts of these groups to maximise their impact.

3.2 *Respect @ Clyde*

The Respect Project endeavours to foster a culture of respect, inclusivity, equity, and psychological safety within the College community.   It aims to ensure that all members, including staff and students, feel valued, understood and supported regardless of their backgrounds, identities, or abilities. Additionally, the project seeks to support physical safety and establish an environment conducive to learning and personal development.

3.3   **Project Objectives**

- Foster a culture of respect, inclusivity, equity and psychological safety among College staff and students;
- Promote diversity and inclusivity awareness, understanding and empathy;
- Develop strategies to address and prevent harassment, discrimination, bias, and promote a safe reporting mechanism;
- Strengthen communication, collaboration, and trust among staff and students;
- Provide resources and support for those who have experienced discrimination, harassment or feel unsafe within the College environment;
- Develop, review and implement policies, procedures and guidelines that reinforce respect and inclusivity in the College community; and
- Offer appropriate training opportunities.

4.   SUPPORTING DOCUMENTATION/FURTHER INFORMATION

Appendix 1 – Respect @ Clyde project

5.   RISKS

No significant risks identified at this time.

**6.   ANY OTHER SIGNIFICANT IMPACT
eg STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY**

The project is expected to positively impact Equality, Diversity, and Inclusion (EDI) and enhance the overall student experience. Furthermore, it is anticipated to reduce the time and financial resources spent on staff or student discipline/grievance, thereby minimising the risk of legal challenges in these areas.

GLASGOW CLYDE COLLEGE

Respect@Clyde

Respect Project Board

Key Initiatives

Equality, Diversity & Inclusion Committee
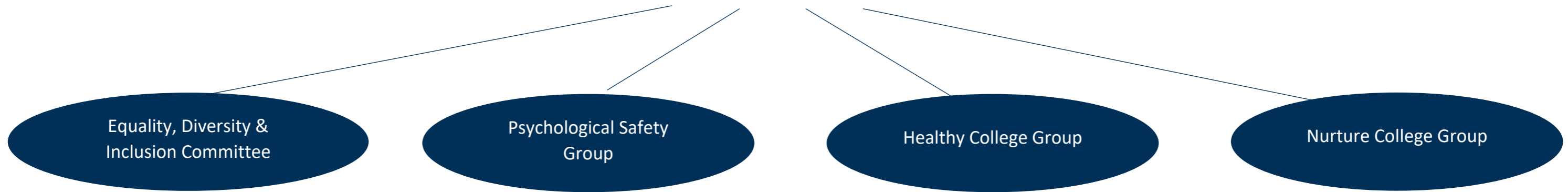
Promoting equality, diversity and inclusion within the College community

INITATIVES

- Workshops
- Awareness campaigns
- Training sessions
- Peer support groups

Psychological Safety Group

Fostering an atmosphere where individuals feel safe to express themselves without fear of judgement

INITIATIVES

- Mental health awareness programmes
- Counselling services
- Peer support groups
- Safe spaces
- Training for staff

Healthy College Group

Promoting overall health and wellbeing of staff and students

INITIATIVES

- Health campaigns
- Fitness classes
- Access to healthcare resources
- Mindfulness sessions
- Healthy lifestyle programmes

Nurture College Group

Creating a welcoming, safe and respectful environment for staff and students

INITATIVES

- Safe Spaces
- Learning and Development
- Wellbeing Activities

BOARD OF MANAGEMENT MEETING

Date of Meeting	20 March 2024
Paper Title	Nurture approach – an update
Action	Information
Prepared by	Claire Glen
Agenda Item	24.10
Status	Disclosable

1.   **PURPOSE OF THE REPORT**
     This report provides a brief background to the nurture approach that was formally launched in August 2023. Members will be presented with a progress update and draft action plan at the meeting for comment/recommendation.

2.   **ACTION FOR THE BOARD**
     With the information provided in this report and at the meeting, members are asked to provide feedback on the draft action plan and provide comment/recommendation

3.   **BRIEF BACKGROUND INFORMATION**
     Our nurture approach was formally launched in August 2023 within the following context:
     - Learning and teaching in Scotland has faced a number of significant challenges in recent years
     - Significant disruption to in-person learning as a result of the COVID pandemic
     - The intention of smooth transitions for students and staff not being fully achieved
     - The rising challenge of wellbeing and mental health being negatively affected
     - A national level of extreme financial challenge and future funding uncertainty for colleges
     - The wider impact on wellbeing and resilience within the current cost of living crisis

     What is a nurture approach?
     - A focus on how college activities, relationships and the environment are welcoming, safe and respectful for all

     Why a nurture approach?
     A nurture approach can have a positive impact on staff and student wellbeing and success:
     - Can have a positive impact on engagement in learning, teaching and assessment
     - Can lead to improved student retention and success outcomes
     - Can support the continued development of positive and effective relationships within and across college teams

     Our nurture principles:

- **1 Learning is understood developmentally**
  We recognize that every individual has different skills and experiences and learns and develops in their own unique way

- **2 The college is a safe place**
  We offer a safe physical, social and emotional environment where our staff and students should feel secure and respected

- **3 Nurture is important in developing wellbeing**
  We understand the multiple aspects of wellbeing are linked and we promote a range of self-care and resilience building activities

- **4 Language is a vital means of communication**
  We are aware that the use of language, whilst not limited to verbal expression, is important in how we build positive relationships

- **5 All behaviour is communication**
  We recognize that our behavior, whether planned or unintentional, conveys our thoughts, needs or feelings to others and may be interpreted in different ways

- **6 Transitions**
  We value and promote smooth and structured transitions for our staff and students to remove any potential barriers to learning and development

4.   SUPPORTING DOCUMENTATION/ FURTHER INFORMATION
N/A

5.   RISKS
Failing to provide a nurturing approach and experience may have a negative impact on student retention and attainment and the potential to develop staff wellbeing may not be fully realised

6.   ANY OTHER SIGNIFICANT IMPACT e.g STUDENT EXPERIENCE/ LEGAL / FINANCIAL/ EQUALITY& DIVERSITY
N/A

BOARD OF MANAGEMENT

Date of Meeting	20 March 2024
Paper Title	Student President's Report
Action	Information
Prepared by	Martina Tuskova
Agenda Item	24.11
Status	Disclosable

1.   **PURPOSE OF THE REPORT**

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

2.   **ACTION FOR THE BOARD**

Action for Board is to note the paper.

3.   **BRIEF BACKGROUND INFORMATION**

Following on is some of the activity that GCCSA have been working on so far.

GCCSA Elections

The Nominations for the GCCSA Elections 2024 / 25 are open. The GCCSA staff have hosted stalls cross campus to engage with students who may be interested and then have followed up by having meetings with students who decide they would like to run. The nominations phase is open until the end of March and then the election campaigning and voting will take place after the Spring break. This year the staff have trialled a new form for registering interest which so far seems to be a success, they have also worked with marketing to have a new page on the college website to support this. GCCSA are hopeful that we can get a good interest in our election this year and a good turn out in the voting process so that we can have a strong team again next academic year to carry on the work of the current GCCSA team and GCCSA teams of past. Future updates will be provided on this.

All Student Survey

GCCSA have been supporting the Quality Team to increase the response rate to the all student survey which launched at the start of March. GCCSA hosted three stalls cross campus encouraging students to complete the survey and being there to provide support if needed to access it, and hope to host more in the coming weeks. GCCSA have also put up a £100 voucher which will be used as a random prize draw from all those who complete the survey to help entice students to take part. We also promoted the survey at our March student feedback sessions which are highlighted below and will continue to support this until it's closing date.

Student Feedback – Drop-in's

GCCSA hosted cross campus student feedback drop-ins during March for the final time this academic year. These were promoted to class reps in the first instance but open to any student to attend. The purpose of these was to gather feedback from students about their experience and also promote the all student survey.

Feedback from the November sessions was passed onto relevant areas and we will do the same soon with the feedback from the March sessions.

Class Representative Feedback

Out with general class rep engagement GCCSA have been working with specific areas including Additional Support for Learning and Schools Liaison Class Reps, to ensure all aspects of the student voice are heard. We have sessions a planned in March to gather feedback on their overall experiences within these areas.

This academic year we piloted a new Schools Class Reps training and feedback process in partnership with Schools Liaison. This has proved successful thus far and we hope to continue to this next academic year.

Class Reps – January starts

We linked with Faculties directly to help engage with January start classes and to support the sign up of Class Reps. We have also reengaged with Student Quality in Partnership Scotland (sparqs) to provide training opportunities during March.

Active Campus Coordinator

The Active Campus Coordinator has been working on the following; continuing to support clubs which are up and running cross campus whilst aiming to get more clubs set-up, partnership working with specific student and staff groups cross campus particularly in hard to reach areas which has led to sessions being run with these groups, has been planning and running activity related to the Brit Challenge which GCCSA have annually supported as well as linking in with the other Active Campus Coordinators to share ideas, experiences and also tie in on some activity.

Some of the clubs running regularly are; ESOL Football, Basketball, Ultimate Frisbee, Indoor Cycling and Gym Access with more to come hopefully in the near future. There has also been involvement in a regional Volleyball Festival and also an event for Additional Supported Learning, bringing students together from across the region taking part in physical activity with a focus on equality and inclusion.

In addition to the active campus activity, GCCSA also have some other clubs and societies taking place. These are; Language Exchange Conversation Clubs at Cardonald and Langside plus online, a Woman's Circle at Langside, an E-Sports Society at Cardonald and ICT Student-led support cross campus.

As part of our Brit Challenge activity this year, there were three key themes with activity taking place. These themes were loneliness, disability and mental health.

Brit Challenge activity included: Men's Mental Health Walk and Talk sessions held at Langside, Boccia sessions taking place cross campus, GCC students attended a regional basketball game and GCCSA hosted an ESOL Football game.

GCCSA also invited onto campus footballer Zander Murray, who has been well publicised as openly gay. Zander presented on his personal experiences within sport to Sports & Fitness students, as well as opening this up to the wider student body to attend.

The impact of the Active Campus post is evident already across the college and we can't wait to see growth into next academic year. Having the Active Campus Coordinator set within the GCCSA has been invaluable this academic year.

Cycling Activities

The Campus Cycling Officer (CCO) started in January which was great news for GCCSA. So far, the CCO has began to engage with students and staff to build up relationships, he has been reviewing the current resources available at GCC, has created new posters to advertise his post as well as a feedback form specifically for cycling so students can get in touch via a QR code.

In addition, the CCO has also created a canvas page where all cycling and active travel related content will be held and this can be promoted to students. The CCO has picked up on an inherited project where we have funding for some lockers and has been liaising with campus staff and also the external provided to look into options and to make the most of the funding we have there.

The CCO has also engaged with specific class groups and has a trial of an external visit with a class this week to try out accessible bikes, the hope is that this is something that can be offered to other class groups in the future. In the short time, the CCO post has already shown it's value to GCCSA, with much more to come.

Future Plans

GCCSA will be doing some reflection before the Spring break on previous activity and looking to make plans for the final part of the academic year so that this officer team can finish off projects and achieve what they would like to before the end of their post. As well as being in a good place to hand over to the newly elected officer team.

4   SUPPORTING DOCUMENTATION/ FURTHER INFORMATION
   N/A

5   RISKS
   N/A

6   ANY OTHER SIGNIFICANT IMPACT e.g STUDENT EXPERIENCE/ LEGAL / FINANCIAL/ EQUALITY& DIVERSITY
   N/A

BOARD OF MANAGEMENT MEETING

Date of Meeting	20 March 2024
Paper Title	Principal's Report
Action	For Information
Prepared by	Jon Vincent, Principal and Chief Executive
Agenda Item	24.12
Status	Disclosable

1 PURPOSE OF THE REPORT

1.1 This report provides Board members with an overview of the key internal and external developments occurring between December 2023 and March 2024 which are of relevance to the operation of the College.

2 ACTION FOR THE BOARD

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

3 INTERNAL ENVIRONMENT

3.1 Local Industrial Relations

3.1.1 On 9 February 2024 the Principal wrote to members of lecturing staff advising them that participation in the latest EIS-FELA industrial action in the form of Action Short of Strike which includes a resulting boycott may be considered by the College as a breach of contract.

3.1.2 Key passages from the message are provided below:

"It is crucial to acknowledge that ASOS and particularly the 'resulting boycott' can have severe consequences for our students, impacting their qualifications and future opportunities. This includes potential hinderances to their progression and, in the case of Modern Apprentices, affecting their ability to secure pay progression. Such harm is irreversible, and the College's reputation with employers and wider stakeholders may also be affected."

"Please be aware that your participation in ASOS may be considered a breach of contract, potentially resulting in pay deductions, which could be 100%. The College does not accept 'partial performance' of your contract and would like to draw your attention to the guidance previously issued by EIS-FELA, outlining the legal context surrounding this matter."

3.1.3   The approach taken by the College is consistent with the overwhelming majority of Colleges in Scotland who issued similar messages to their lecturing staff on the same day.

3.1.4   The Glasgow Clyde branch of EIS-FELA responded in writing stating:

"Threats, such as those detailed on 8.2.24, represent an aggressive, vindictive and anti-trade union mindset and have no place in any workplace where the rights of employees are valued and respected" and *"EIS-FELA nationally is closely monitoring the behaviour of individual College employers towards members who are participating legitimately in action short of strike in consideration of an appropriate industrial and political response."*

The same response was issued by EIS-FELA branches to all participating Colleges.

3.1.5   On 4 March 2024 the local EIS-FELA branch raised a dispute with the College on the following grounds:

"EIS FELA reps at GCC branch hereby lodge a dispute against the Executive Management Team on the decision taken by them to potentially deem lecturing staff up to 100% of their pay for the issue of non-resulting. We have a legally secured mandate to participate in strike action and ASOS, of which non-resulting is one aspect. We perceive this threat to be bullying in nature and would appreciate a further meeting to discuss the letter sent to EIS FELA members on 23 Feb 2024. "

3.1.6   The College has taken legal advice regarding the message of 4 March 2024 and does not consider the dispute to be within the scope of the local Recognition & Procedures Agreement (RPA). However, the College has agreed to meet with the EIS-FELA branch executive to discuss their concerns during week commencing 11 March 2024.

3.1.7   On 8 March 2024 the Principal was notified by the EIS-FELA Branch Secretary of Glasgow Clyde College that a vote of no confidence had been successfully passed (turnout – 175, branch membership – 383, total lecturers - 516) against him and Colleges Scotland at a meeting of the Branch on 7 March 2024. The basis of the vote was not shared.

3.2   **Reinforced Autoclaved Aerated Concrete**

3.2.1   In response to a request from the Scottish Government in August 2023 the College commissioned a comprehensive survey of all buildings to establish the presence of Reinforced Autoclaved Aerated Concrete (RAAC).

3.2.2 Intrusive survey works were undertaken during August/September 2023. RAAC was only located in the ceilings of changing rooms and resistance training room in the Cardonald Campus sports complex and ceiling of the adjacent boiler house. These areas were immediately closed and remain so.

3.2.3 The College has commissioned a full structural survey to be undertaken on the areas where RAAC has been located. The survey was undertaken in Jan/Feb 2024 and the results subsequently presented to the College. In the opinion of the structural engineers the RAAC could be effectively managed in the short/medium term through remedial works that provide additional reinforcement at the end of the beams and regular monitoring. However, a longer-term solution would be to replace the room structure in the affected areas. The College professional advisors are currently considering the findings and recommendations made by the structural engineers.

3.2.4 Regular updates have been provided to the Scottish Funding Council (SFC) and Glasgow Colleges' Regional Board (GCRB).

3.3 Anniesland Campus Update

3.3.1 Phase one of a programme of window repair and replacement is underway and will now be completed by the end of April 2024 due to weather related delays. Phase one was originally expected to address a significant proportion of windows in the main block being addressed at a cost of £1.3m. However, the College was awarded an additional £640k from the SFC to allow a greater proportion of the windows to be addressed during this phase.

3.3.2 Phase two of the project which will see the remaining windows addressed throughout the Campus is currently at the design and tender phase. It is envisaged that these works will take place during the 2024/25 academic year.

3.4 Recruitment of Chief Operating Officer

3.4.1 As a consequence of the departure of Janet Thomson (Vice Principal: Resources & College Development) the structure of the Senior Leadership Team has been reviewed. The post of Chief Operating Officer has been created in replacement of Vice Principal: Resources & College Development.

3.4.2 The College advertised the Chief Operating Officer position and undertook stage one interviews. However, no candidate was felt appropriate to put forward to a final interview. The College has now re-advertised the vacancy

with some amendments to the remuneration package to reflect market conditions.

3.4.3   The role of Vice Principal: Resources & College Development is currently being undertaken on an interim basis by Tracy Elliott. Interim support has been put into place within Tracy's team to address the additional workload pressures.

3.5   Restructuring of Senior Leadership Team (SLT)

3.5.1   The College Senior Leadership Team is currently being restructured over the course of two phases. Phase one took place in autumn 2023 and was fully implemented on 8 January 2024.

3.5.2   Planning for phase two of the restructuring is currently underway and it is envisaged that the new structure will see the departure of the Assistant Principal for Quality & Performance and the deletion of this post. The workload of the Assistant Principal will be shared amongst existing postholders and will necessitate a wider realignment of management functions across the non-teaching areas of the College.

3.5.3   Details are currently being finalised on a consultation document for phase two which will be published imminently. It is planned that the SLT structure will be fully implemented in summer 2024.

3.6   Visit by the Minister of Higher and Further Education & Veterans

3.6.1   On Tuesday 5 March 2024 I was delighted to welcome Graeme Dey Minister for Higher and Further Education & Veterans to the Cardonald Campus. Mr Dey was joined by Jane Duffy (Head of Education Alignment & Apprenticeships) from the Scottish Government and Fiona Stewart from Skills Development Scotland. The visit coincided with the National Apprenticeship Week.

3.6.2   During his visit Mr Dey toured the Campus meeting students and members of staff and watching lessons. He first watched a lesson being taught by Chloe Shapiro which is part of an innovative course being delivered with the Glasgow Health & Social Care Partnership. Next, he visited Eat on Eight to meet students and then on to watch ESOL classes. Mr Dey showed a keen interest in the challenges faced by immigrants to the City who require English language skills to unlock their ability to gain employment and he met a student from Nigeria who is a qualified doctor who is keen to join the NHS as soon as his language and written skills are at an acceptable level. Thereafter, his tour took him to Restore our student-led shop on the ground floor. Mr Dey met two students who regularly work in the shop and the experience has greatly improved both their skills and confidence. Finally, he visited the Skills Centre to meet Modern

Apprentices. Mr Dey met members of staff and Apprentices in Carpentry & Joinery, Electrical Installations and Renewable Technologies. Tutor Alex Reid provided the Minister with a fascinating explanation of how Air Source Heat Pumps operate, and the challenges faced by Apprentices learning how to install and repair them.

3.6.3 Finally, the Minister and his party met with the Chairman, John Rafferty and I to discuss his tour and matters relating to the College sector. Mr Dey was characteristically open and candid about the challenges we all face and he was keen to learn about the particular issues which Glasgow Clyde College experience in our work supporting the communities of Glasgow and beyond.

3.7 *TeacherMatic* Conference at Glasgow Clyde College

3.7.1 On the 21 February 2024, the College held its first conference on Artificial Intelligence in our Innovation Hub at our Langside Campus. This conference was delivered in partnership with Peter Kilcoyne, the Managing Director of *TeacherMatic*, who presented at the event and paid for all attendees to have lunch. The conference showcased the product *TeacherMatic*, which the College is currently piloting with 150 users, but also featured contributions from Glasgow Clyde College, West Lothian College, West College Scotland, City of Glasgow College and a number of English Colleges who joined remotely. Kenji Lamb from CDN also delivered an entertaining and informative session.

3.7.2 The event was warmly received by delegates from 14 Scottish FE Colleges, with some travelling from Aberdeen and Inverness, as well as 3 Universities. The SQA also sent a delegation of 4 staff to learn how they could harness this technology to support assessment and their current HN NextGen project. The College was delighted to receive a further 20 free *TeacherMatic* licences for hosting the event, which had been arranged by our E-Learning team Niall Hardie, John McGuigan, Amy Butler and Heather Green. This event significantly raised the profile of the College as a pioneer of e-learning and Artificial Intelligence in FE.

3.8 **Menopause Friendly College**

3.8.1 The College was proud to announce its ground-breaking achievement as the first College in Scotland to receive The Menopause Friendly Accreditation. This accreditation underscores the College's commitment to fostering a supportive environment for its staff during significant life transitions. With over 60% of our workforce comprising of women, and half of them over the age of 50, addressing menopause-related challenges became imperative.

3.8.2   Recognising the importance of retaining valuable talent and acknowledging the wealth of experience they bring, the College embarked on this journey to prioritise employee wellbeing. The Menopause Friendly Accreditation, established by Henpicked: Menopause in the Workplace, serves as a testament to the College's dedication to excellence in supporting its workforce through comprehensive policies and practices.

3.8.3   The accreditation process, which evaluates six key areas including culture, policies, training, engagement, facilities, and evaluation, ensures that the College upholds the highest standards. Deborah Garlick, CEO and Founder of Henpicked: Menopause in the Workplace, commended the College for its unwavering commitment to creating a supportive and inclusive working culture. She highlighted the institution's efforts in nurturing good health, wellbeing, and inclusivity, reaffirming its position as a trailblazer in championing employee welfare.

3.9   **Head of ICT Post**

3.9.1   After nearly 15 years of service Scott Renton, Head of ICT, left Glasgow Clyde College in February to take up the post of Director of IT at City of Glasgow College.

3.9.2   The post of Head of ICT is currently being undertaken on an interim basis by Steve Bishop. Steve's substantive post is ICT Operations Manager at the college.

3.9.3   The recruitment process for a permanent appointment to the role of Head of ICT is currently underway.

3.10   **Colleges Spearhead £1.2m Project to Drive Innovation**

3.10.1   More than £1.2 million will be invested in creating six new innovation hubs at Colleges across Glasgow and the West of Scotland to help encourage innovation in local businesses. The 12-month College Local Innovation Centres (CLIC) pilot project, funded by the Innovate UK Further Education Innovation Fund, will help businesses across the Glasgow City Region gain access to comprehensive support and guidance on embedding and embracing innovation within their organisations. The hubs will support businesses in a number of sectors including health, sustainability, and digital.

3.10.2   Support will range from advisory services to hands-on assistance in adopting cutting-edge technologies, processes, and business models. It's hoped more than 200 businesses across Glasgow, Inverclyde, North and South Lanarkshire, Renfrewshire and East Renfrewshire, and West

Dunbartonshire will benefit from the project, which starts at the end of March 2024.

3.10.3 Six Colleges across the Glasgow City Region will host the innovation hubs, including:

- Centre for Digital Creativity – Glasgow Clyde College (Glasgow);
- Centre for Digital Enablement – Glasgow Kelvin College (Glasgow);
- Centre for Innovation Leadership – City of Glasgow College (Glasgow);
- Centre for Digitally Enabled Health – New College Lanarkshire (North Lanarkshire);
- Centre for Sustainable Development – South Lanarkshire College (South Lanarkshire); and
- Centre for Advanced Manufacturing – West College Scotland (Renfrewshire and West Dunbartonshire).

3.11 **Clyde's First Entrepreneur in Residence**

3.11.1 Glasgow Clyde College is delighted to introduce Baylie Adeoti, the Managing Director of Dechomai Ltd, as our first Entrepreneur in Residence (EIR). Ms Adeoti, a fervent supporter of empowering ethnic minorities and women in the field of entrepreneurship, will focus on cultivating an entrepreneurial ecosystem that specifically benefits ethnic minority communities within Glasgow Clyde College. Her mission is to empower aspiring student entrepreneurs and become a leading force that drives student enterprise development

3.11.2 Ms Adeoti brings a wealth of experience to the table. She has a proven track record of mentoring 50 entrepreneurs on their start-up journeys. At Dechomai Ltd, she spearheaded business strategy, fundraising, and sales efforts, while also demonstrating strong financial acumen through securing grants and managing budgets. Her reputation precedes her, as evidenced by her role as a Women's Enterprise Scotland Ambassador. Furthermore, she has been recognized as a Top 100 Social Entrepreneur and a NatWest 100 Female Entrepreneur to Watch.

3.11.3 The EIR programme has several goals. It aims to integrate real-world business experience directly into the College's teaching curriculum. By strengthening industry links and providing enhanced career development support for students, the program seeks to increase the impact students can make in their chosen fields upon graduation. Ultimately, the programme aspires to embed a strong entrepreneurial culture across the entire Glasgow Clyde College Campus.

3.11.4 To achieve these goals, Ms Adeoti will embark on a series of initiatives. She will begin by meeting with curriculum managers across all three campuses

to establish a collaborative foundation. Ms. Adeoti will then lead student workshops specifically designed to foster an entrepreneurial spirit among Glasgow Clyde College students. Throughout the programme, she will track student progress and measure the overall impact of the EIR programme to ensure its continued success.

4 EXTERNAL ENVIRONMENT

4.1 National Bargaining Update

4.1.1 The national industrial action which has affected Colleges is due to a dispute over pay. The EIS-FELA and support staff trade unions (UNISON, Unite and GMB) have been offered a consolidated pay rise of £5,000 over three years, which is the employers' full and final offer. The offer is still on the table despite the exceptionally difficult and deteriorating financial circumstances facing Colleges. Colleges have also confirmed that any compulsory redundancies would not be related directly to the full and final pay offer, were it to be accepted by trade unions.

4.1.2 The EIS-FELA's claim is for a consolidated, flat-rated pay rise of £8,000 over three years, on all lecturing scale points. College Employers Scotland has advised that the claim is completely unaffordable.

4.1.3 The EIS-FELA launched more industrial Action Short of Strike (ASOS), including another resulting boycott, on 12 February 2024. It also announced a national strike day would take place on 29 February 2024, with targeted strike action due to take place at three Colleges in March 2024. The priority of Colleges is to protect the interests of students, and they are determined to avoid a repeat of last year's situation regarding the resulting boycott. That is why College leaders have made it clear to staff who may participate in a new resulting boycott that this would be considered a breach of contract and could lead to pay deductions.

4.1.4 The revised pay claim from UNISON is for a three-year, consolidated pay rise of £6,500. College Employers Scotland has advised that the claim is completely unaffordable. UNISON has also requested that Year 1 is removed from the negotiation, with £2,000 paid to staff as soon as possible. However, the union has made clear that the requested payment would not settle the current pay dispute.

4.1.5 UNISON is being urged to accept the full and final pay offer after it was overwhelmingly supported by Unite and GMB members in formal ballots. Nearly two-thirds (65.4%) of Unite members voted to accept on a turnout of just over 70%. The GMB's ballot results show 100% of its members voted to accept on an 85% turnout. UNISON acceptance is required for payment of the full and final offer to college support staff.

4.1.6 UNISON joined the EIS-FELA in calling on its members to take part in a national strike day on 29 February 2024. Turnout for February's national strike day was lower than on the last national strike day on 7 September 2023. Data indicates only 29% of college support staff took part – down from 34% on 7 September 2023. Lecturer turnout was 38% compared with 47% on 7 September 2023. At Glasgow Clyde College participation was also circa -10% on previous strikes at 41% for support staff and 68% for lecturing staff.

4.1.7 Glasgow Clyde College has been identified EIS-FELA alongside Dundee & Angus College and Fife College for targeted strike action because we each have Campus in the constituencies of key Scottish Government Ministers. The next strike action by EIS-FELA at Glasgow Clyde College is scheduled for 25 and 27 March 2024.

4.2 **Flexible Workforce Development Fund (FWDF) Update**

4.2.1 On 20 December 2023 the Scottish Funding Council informed the College sector that due to significant pressures on the Scottish Government budget there was no Flexible Workforce Development Fund (FWDF) funding available for Academic Year 2023/24.

4.2.2 On 5 January 2024 the Scottish Funding Council wrote again to the sector clarifying that *'...there is also no provision for FWDF in the SG budget for AY 2024-25.'*

4.2.3 Glasgow Clyde College had been informed by GRCB to assume a budget of circa £600k for FWDF in 2023/24. As at the point of FWDF closing the College had undertaken £275k of activity in 2023/24 and it has been confirmed that the College will be paid for this.

4.2.4 The College is now working with the employers who have previously used FWDF to transfer the activity into full-cost commercial activity where-ever possible,

4.3 **Scottish Government Budget 2024/25**

4.3.1 The Scottish Government published its draft budget for 2024/25 on Tuesday 19 December 2023 and it was approved by the Scottish Parliament on 27 February 2024.

4.3.2 The Scottish Government will reduce revenue funding for the college sector, with the Budget for 2024/25 confirmed as £643.0m. This represents a reduction of £58.7m against the Budget for 2023/24 of £701.7m, equivalent to 8.4%. However, the quoted Budget for 2023/24 includes the £26m

Transitional Fund which was withdrawn by the Scottish Government before it was allocated. Thus, the actual reduction in the revenue budget for the College sector in 2024/25 is expected to be -4.8%.

4.3.3   The Scottish Government has increased current levels of capital funding for the college sector with the Budget for 2024/25 provisionally confirmed as £84.9m. This represents an increase of £2.5m, or equivalent to 3.0%, against the Budget for 2023/24. The final allocation of this funding is still to be confirmed and will be subject to further dialogue between the Scottish Government and Scottish Funding Council (SFC).

4.3.4   Key points to note from the Budget announcement include:

- Reduced investment in the SFC, from £2.01bn in 2023/24 to £1.9bn in 2024/25. SFC has seen a reduction in administration costs from £7.8m in 2023/24 to £7.6m in 2024/25;

- Investment of £202.5m in Skills Development Scotland (SDS) for 2024/25. This represents a further reduction in the overall SDS budget, having seen a reduction from £217.1m to £206.6m between the 2022/23 and 2023/24 Budgets;

- Scottish Government "to provide opportunities for people to learn and develop their skills through further and higher education and apprenticeships";

- Scottish Government to provide "vital financial support to students to support them in completing their studies in the face of significant cost of living pressures";

- Scottish Government "taking action to support our Colleges, universities and skills system with over £2.4 billion of investment, including protecting free tuition and driving forward our commitment to Widening Access";

- Students Award Agency for Scotland (SAAS) Operating Costs have seen reduction, from £13.0m in 2023/24 to £11.2m for 2024/25.

5   RISKS

5.1   The discovery of RAAC at the Cardonald Campus has led to the closure of three areas. Alternative arrangements have been put into place to mitigate the closure of the changing rooms. The resistance training area has been closed. Access to the boiler house is also closed. The Scottish Government and SFC are yet to announce any plans to manage the removal of RAAC from public buildings. The College has received the findings of investigatory

works by structural engineers and is now evaluating the options to either undertake remedial works or replace the roof structure in the affected areas.

5.2   The National Joint Negotiating Committee (NJNC) are currently negotiating the 2022/23, 2023/24 and 2024/25 lecturers and support staff pay settlements. The College has no direct involvement in this national process. Given the prevailing economic conditions and the pay settlements agreed by trade unions in other parts of the Scottish public sector, it is unlikely that the final agreement with either group of staff will be affordable to the sector and thus will necessitate further large-scale job losses. The Scottish Government have confirmed to the College sector that they have no additional funding to support the cost of a settlement. Of the four recognised Trade Unions in the Scottish College sector two have balloted their members on the offer and both have accepted it. The two largest unions (EIS-FELA and UNISON) have so far refused to ballot their members on the offer and have instead secured renewed mandates from the memberships for further industrial action.

5.3   Phase one of the restructuring of the Senior Leadership Team was implemented on 8 January 2024. Key changes were four faculties of study being consolidated into three with the Curriculum Assistant Principal and Curriculum & Quality Leader (CQL) in each Faculty gaining additional teams to manage. In addition, the International & Business Development team now led by Robert Anderson will move from the Resources & College Development team into the Curriculum & Quality team under the leadership of John Rafferty. Phase two is now in the latter stages of planning and will see corporate functions consolidated in the Resources & College Development Team under the new Chief Operating Officer post. In addition, phase two will see the post of Assistant Principal for Quality & Performance removed from the structure. The first attempt to recruit to the Chief Operating Officer post was unsuccessful and a further attempt to recruit with a revised remuneration package is currently underway. In the meantime, the Assistant Principal for Finance & Infrastructure is undertaking the VP role on an interim basis.

5.4   The decision of the Principal to inform members of teaching staff that should they choose to support Action Short of Strike (ASOS) it will be considered partial performance and may lead to deductions of pay has led to a significant erosion of local industrial relations. The Principal's decision was taken in the context of the overwhelming majority of Scottish Colleges agreeing to do likewise. In recent years EIS-FELA has repeatedly used the tactic of a resulting boycott as part of ASOS to further its industrial dispute. This tactic has serious and lasting harmful impact on college students but previously colleges have chosen not to deduct pay in these circumstances. Before taking the decision to inform staff of the College's unwillingness to accept partial performance and potential to deduct pay legal advice was

received from both the College's own legal advisors (Anderson Strathern) and advisors to College Employers Scotland.

5.5   The impact of the Scottish Government revenue budget cut for 2024/25 is currently unclear for the College sector. The Minister for Higher and Further Education Sector & Veterans has informed the sector that it should expect to receive 'the same or slightly better' revenue allocations for learning and teaching activity in 2024/25 in comparison to 2023/24. It is however unclear where the cuts in revenue funding will come from to support this claim. The Scottish Funding Council are expected to issue indicative allocations to Scottish College regions of both revenue and capital budgets in March 2024.

5.6   The unexpected announcement by the Scottish Funding Council that the Flexible Workforce Development Fund (FWDF) would be cancelled in-year places a significant challenge on the College to achieve its full commercial income targets. The Business Development Team are working to convert FWDF customers into full-cost customers. The commercial budget gap as a consequence of the removal of FWDF in 2023/24 is circa £325k.

6   ANY OTHER SIGNIFICANT IMPACT e.g STUDENT EXPERIENCE/ LEGAL/FINANCIAL/EQUALITY AND DIVERSITY

6.1   The disruption and potential costs associated with the removal and replacement of RAAC is likely to be extensive and expensive. Without additional funding from the Scottish Government to undertake these works it is likely that the College capital plans will need to be reprioritised in future years. However, initial indications from the Colleges' advisors is that remedial works may be possible to quickly make these areas safe and allow activity to return.

6.2   The cost associated with any agreed national pay award will be met through the College's existing revenue budget. The SFC or Scottish Government have stated that no additional resource will be made available to fund any pay offer.

6.3   The decision of EIS-FELA to reinstate a national resulting boycott has significant potential to impact negatively on the experience of our students if the national industrial dispute is not resolved prior to the end of the academic year.

6.4   There are no matters contained in this report which require the execution of an Equality Impact Assessment.

BOARD OF MANAGEMENT MEETING

Date of Meeting:	20 March 2024
Paper Title:	Strategic Risk Register Update
Action:	For Discussion
Prepared by:	Jon Vincent, Principal & Chief Executive
Agenda Item:	24.16
Status:	Disclosable

1. PURPOSE OF THE REPORT

1.1 This report considers the College's Strategic Risk Register which is updated regularly by the Senior Leadership Team and reported to the Audit Committee, Finance & Resources Committee and the Board of Management on a quarterly basis.

2. ACTION FOR THE BOARD OF MANAGEMENT

2.1 Board of Management members are invited to discuss this paper.

3. BRIEF BACKGROUND INFORMATION

3.1 The Strategic Risk Register is updated regularly and considered at least quarterly by College Senior Leadership Team. The Risk Register was refreshed ahead of the start of this academic year. At the Board of Management meeting on 11 October 2023 a workshop on the Risk Register was undertaken.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

4.1 **Annex 1 – 24.16A**: College's Strategic Risk Register as at 27 February 2024. Update sections are shown in red text.

There are 13 key risks in the Strategic Risk Register of which 2 (2) have a high residual risk score after mitigating actions, 7 (7) have a medium residual risk score and 4 (4) have a low residual risk score.

Note: figures provided in brackets are those presented to the previous committee meeting cycle.

4.2 The four highest risks after mitigating action in the College Strategic Risk Register are as follows:

Risk 1: Failure to manage financial sustainability through period of financial plan (Risk Score – 20, No Change)

The financial position of the College in 2023/24 and is extremely challenging due initially to the backdrop of forecast 'flat cash' revenue funding settlements over the next five years from the SFC, inflationary pressures on the prices of goods and services and unfunded pay awards through national bargaining. On 19 December 2023 the Scottish Government published its draft budget for 2024 in which the sector is forecast to receive a revenue budget cut of between -4.7% and 7.5% (details are yet to be clarified by SG).

The nature and scale of this financial challenge is not unique to Glasgow Clyde College, but urgent action is required by the College to safeguard financial stability in the short and medium terms. These issues have been extensively discussed by the Board of Management over the past eighteen months.

The 2023/24 budget approved by the Board of Management in August 2023 anticipates a £2.6m deficit at the year-end and a significant erosion of cash balances. The College subsequently identified additional savings of £885k and as such, the 2023/24 budget deficit was rebased to £1,775k with the expectation that Management would take significant and swift action to further reduce ongoing running costs whilst balancing cost reductions measures against the SFC expectation of meeting current and/or forecast teaching delivery volume targets. Following further savings, the securing of additional income and a reduction in employer pension contributions (support staff scheme) the forecast out-turn for 2023/24 is currently a balanced position.

Risk 2: Implications of National Bargaining and possible negative impact on employee relations (Risk Score – 20, No Change)

The industrial dispute between EIS-FELA and UNISON and Unite the Union over the 2022/23, 2023/24 and 2024/25 pay awards remains unresolved. So far in 2023/24 the unions have undertaken 8 days of strike action and in the case of EIS-FELA undertaken action short of strike.

On behalf of its' members College Employers Scotland (CES) issued a 'full and final' offer to settle the dispute. The offer has been accepted by GMB and Unite. So far, EIS-FELA and Unison have refused to put the offer to their members. The Scottish Government has confirmed that it is unable to provide additional monies to the sector to assist with the cost of pay awards.

Both EIS-FELA and UNISON have recently successfully balloted their members for further industrial action. EIS-FELA and Unison are holding joint strike action on 29 February 2024 and EIS-FELA have announced 25 & 27 March 2024 as targeted strike days at the College due it being in the constituency of the First Minister. In addition, EIS-FELA have a mandate for Action Short of Strike (ASOS) which includes the reintroduction of a resulting blockade. The College has taken the decision to inform lecturing staff that it is not prepared to accept partial performance any longer and will make up to 100% salary deductions for anyone participating in the resulting blockade.

Risk 8: Risk of not having culture of effective, capable leaders who are motivated and have ability to take staff with them.
(Risk Score – 16, No change)

To facilitate the exit of two key postholders (AP International & Business Development and a Curriculum & Quality Leader) the College has undertaken a realignment of the Curriculum & Quality team within the portfolio of the Deputy

Principal, John Rafferty. The realignment sees a consolidation of the four faculties of study into three. The Faculty of Business, Creative and Digital Industries is being dissolved and its Assistant Principal (Robert Anderson) is being redeployed to lead the Business and Commercial Development Team. Following consultation, the realignment was implemented on 8 January 2024.

The vacant post of Vice-Principal: Resources & College Development is currently being undertaken on an interim basis by the Assistant Principal Finance & Infrastructure, Tracy Elliott. Backfill for Tracy's substantive role is being undertaken by an internal interim appointment. In addition, a fixed term external appointment has been made to oversee the large number of estates projects that are currently ongoing.

The post of Vice Principal Resources & College Development will be replaced by a Chief Operating Officer (COO) post which is currently being recruited for. The College has been out to advert once but despite a large number of applications failed to secure interest from suitably experienced candidates. The recruitment process has been restarted.

To accommodate the departure of the Assistant Principal for Quality & Performance in summer 2024 the remaining areas of the Senior Leadership Team are also currently subject to realignment. A consultation on the proposed changes will be issued during week commencing 4 March 2024.

Risk 11: Failure to maintain and develop appropriate accessible, dynamic, flexible learning and social spaces which is fit for purpose for teaching and learning and staff working environment (Risk Score – 16, No Change)

As a result of incidents in public buildings constructed from Reinforced Autoclaved Aerated Concrete (RAAC), on 9 August 2023 the Scottish Funding Council (SFC) asked all Colleges to undertake survey work on their building to ascertain if RAAC is presented. The College commissioned its professional advisors Doig & Smith to undertake the survey work that identified the presence of RAAC in the Boiler House and parts of Sports Complex at the Cardonald Campus. These areas were immediately closed and have remained so. Further survey work by a structural engineer has been commissioned and the results are expected imminently. Early indications from the survey work appear to be that a replacement of the roof is unnecessary and remedial works will suffice to make the affected areas safe.

To date, neither the SFC or Scottish Government have communicated a plan regarding the management or removal of RAAC.

4.3   There are two risks where the residual risk score is above the College's Risk Appetite of Open which are risks 1 and 2, both being at a score of 20.

For **Risk 1** which is failure to manage financial sustainability through the period of the financial plan, this risk score was increased to be above the risk appetite following discussion at the Board of Management meetings since October 2022, and the Board have tasked College management with providing a planned approach to improving College financial sustainability including how efficiency will be improved, costs decreased, prioritising the most successful areas of the curriculum over others, and developing any further revenue streams. This is being reported upon at each Finance and Resources Committee and an update given to each Board meeting as well as a target for savings being set and reported on to the Chair.

For **Risk 2** which is related to implications of national bargaining and possible negative impact on employee relations there is a limit to what the College can control in relation to this risk given it is as a result of a national process however the College fully engages with College Employers Scotland, College Principals' Group and HR College Group discussions, and communicates both formally and informally with the unions and staff.

5.   RISKS

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

5.2   The College is required to have a Risk Register as part of the Financial Memorandum and the risks cause and potential consequences are shown within the College Strategic Risk Register.

6.   ANY OTHER SIGNIFICANT IMPACT
         eg STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY

6.1   Each of the risks in the College Strategic Risk Register reflect the current assessment of the key areas of College activity across the risks in delivering the Strategic Plan which include student experience, legal, financial, and equality and diversity matters.

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER (Updated 6/3/24)

Risks linked to the five strategic plan themes

As at- 17/09/2023 - Risk Appetite "Open"

Key for Risk Appetite Residual Score Comparison:
1-6 = Averse, 7-9 =Minimalist, 10-14 = Cautious,
15-19 = Open, 20-25 = Hungry

Risk Ref	Risk Description - Risk Cause	Potential Consequences	Probability	Impact	Risk Score	Mitigating Actions (Monitored by SLT)	Probability	Impact	Risk Score	Score compared to College risk appetite (see key)	Link to Strategic Theme(s)	Risk Owner	Links to KPIs	Previous score at last report to	Increasing/ Decreasing/ No Change
1	Failure to manage College financial sustainability through period of financial plan	Financial sustainability Inability to meet obligations Inability to remain going concern Reputational risk Legal implications Not complying with SPFM Strained relationship with GCRB and SFC Pressures from national bargaining terms and conditions implications Implications for staffing	5	5	25	i) Revenue budget for 2023/24 and future years' financial plan have been updated although not able to achieve break even and continuing the seek to achieve significant staff reductions. 2023/24 updated forecast outturn now outlines a balanced position, however forecasts from 2024/25 onwards continue to indicate deficits due to flat cash funding and pay/non pay inflation. ii) Financial plans developed by College Senior Leadership Team for reduced credits activity and monitored within framework of available activity through Glasgow Regional plans for funding for teaching, student support funds and capital. Portfolio planning key element of cost base and monitored on ongoing basis iii) Cost reduction plans continue to be implemented with reduction in staff levels and significant cuts in non-staff budgets across the College. iv) Process of review of all areas to seek cost reductions, as well as seeking further efficiency through improved business processes.	4	5	20	Higher than Risk Appetite.	5 - Financial Resilience through Operational Excellence	Principal/ Deputy Principal & Vice Principal	Annual operating position		20 No Change
2	Implications of national bargaining and possible negative impact on employee relations	Reputational risks Poor industrial relations Potential service disruption through removal of labour e.g. strikes, action short of strike Loss of goodwill The ongoing Action Short of Strike (ASOS) initiated by lecturing staff and the College's stance against partial performance is expected to heighten tension within employee relations throughout the duration of the action	5	5	25	i) Engagement with national process. Representation made through College Employers Scotland, Colleges Scotland, Principals Forum, and GCRB, within national bargaining process. ii) Emphasis made on imperative of financial sustainability and affordability issues particularly given increased staffing costs and flat cash SFC funding. iii) Relationships locally to maintain and build communications on national negotiations. Focussed work with Trade Unions, specific and regular meetings with senior management, ensuring good flow of information, and ongoing communications on any national matters iv) Effective clear, consistent communications in College with unions and with wider stakeholders and related message management v) Ensure proper consultation and early engagement on any local changes vi) Business continuity planning used to ensure all stakeholders appropriately communicated with in any potential industrial action vii) Engage with awarding bodies on any potential service changes

ASOS - Transparent Communication: Ensure clear and consistent communication between College management and staff regarding the College's position on partial performance. Transparency can help alleviate misunderstandings and reduce tension. | 5 | 4 | 20 | Higher than Risk Appetite. As this relates to a national process there is a limit on mitigating actions possible, hence residual score still higher than risk appetite. | 4 - Employer of choice 5 - Financial Resilience through Operational Excellence | Principal/ Assistant Principal HR | Annual operating position | | 20 No Change |
3	Failure to achieve SFC credits target and clawback of funding	Reputational risk with SFC, GCRB Financial risk Not meeting needs of community and employers	2	5	10	i) Maintain the 10% reduction credits and plan for a further 5% reduction for Session 24/25. Focus on achieving new credits targets with staff reductions being implemented. ii) Work within 2% tolerance of new credits target. Model impact of new census date and improved early retention. Build smaller drop out rates into portfolio planning. iii) Systematic monitoring of credits levels throughout the year using live dashboards. iv) More efficient deployment of human and physical resources to deliver the core curriculum and commercial delivery.	1	3	3	Lower than Risk Appetite	3 - Unrivalled Student Experience 5 - Financial Resilience through Operational Excellence	Deputy Principal	Credits target measure		16 Decreasing
4	High Impact Business Continuity incident for College e.g. cyber attack and/or insufficient investment in ICT infrastructure, pandemic, fire, long term power loss, power rationing	Business interruption Impact on ability to meet future obligations Impact on student outcomes Legal implications Data protection issues Potential loss of essential data	4	5	20	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) Business interruption insurance and cyber security insurance in place. iv) Systems/services cloud based and using VPN/remote desktop for staff to access systems while home working. v) Infrastructure designed not to have single points of failure with all campuses operating a sophisticated dual-core network topology. vi) Member of HE/FE Shared Technology and Information Services (HEFESTIS) which provides support to secure against cyber attack and regular ICT network penetration testing undertaken by external bodies. vii) ICT backup procedures and Disaster Recovery planning. Cyber essentials+ status maintained. viii) Fraud response plan in place ix) The College will continue to invest in ICT infrastructure within relevant budgetary constraints.	3	5	15	As per Risk Appetite	5 - Financial Resilience through Operational Excellence	Vice Principal - Resources & College Development	Health and Safety KPIs		15 No Change
5	Failure to achieve the College Climate Change Action Plan and carbon reduction targets	Environmental impacts Financial impacts Failure to meet needs of customer base through carbon training/ carbon literacy Reputational risk Stakeholder relationships	5	5	25	i) College Climate Change Action Plan in place ii) Carbon reduction target set over life of the climate change plan iii) College Climate Change group established and meets regularly iv) Glasgow Clyde College signed up to Race to Net Zero pledge v) Carbon emissions data monitored by campus on quarterly basis vi) Plans being developed to reduce utilities consumption through enhanced monitoring and targeted investment vii) Carbon literacy training for staff and students to be rolled out by December 2023 viii) Canvas climate change/sustainability courses are now embedded in all courses. ix) Membership of Regional Green Team x) Annual Participation in Global Goals teach In xi) Energy Efficiency Grant Scheme Pre-Capital application for maximum funding of £60k submitted in October 2023. Funding approved Dec23 and feasilibility study in progress and scheduled for completion by Mar24.	3	3	9	Lower than Risk Appetite	1 - Inspirational Learning and Teaching 5 - Financial Resilience through Operational Excellence	Vice Principal Resources & College Development	Sustainability KPIs measure		9 No Change

Risk Ref	Risk Description - Risk Cause	Potential Consequences	Probability	Impact	Risk Score	Mitigating Actions (Monitored by SLT)	Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Link to Strategic Theme(s)	Risk Owner	Links to KPIs (to be completed for future reporting)	Previous score at last report to Board	Increasing/ Decreasing
6	Failure to deliver full range of support for all staff including for their health and well being.	Absenteeism Impact on student experience Impact on quality of service Low staff motivation Possible backfill costs Reputational risk	3	4	12	i) Modules on wellness available to staff via the VLE ii) Sessions held during staff development days iii) Employee assistance programme iv) Support for work life balance arrangements v) Commitment to blended working vi) College Healthy Working Lives Group and related activities for staff vii) Occupational health reviews viii) Creation of some staff networks being considered ix) Active campus officer commencing in September x) College Help At Hand service for staff xi) Monitoring of absences and their causes xii) Monitoring of staff workloads	3	3	9	Lower than Risk Appetite	3 - Unrivalled Student Experience 4 - Employer of choice 5 - Financial Resilience through Operational Excellence	Assistant Principal HR	Health and Wellbeing and Training KPIs measures	9	No change
7	Not achieving target levels of student success through retention, attainment and progression	Low pass rates Impact of action short of strike on measuring attainment Reputational risk Sustainability risk through low internal progression Financial risk e.g. Modern Apprenticeships Employer relationship risk	4	4	16	i) Effective use of data to monitor student attendance and attainment ii) Implementation of more effective interventions on attainment focussing on partial attainment generally and 4 worst performing subject areas specifically. iii) Providing effective advice and guidance for students iv) Providing effective monitoring of evaluation measures by course teams v) Provision of highly inspiring and engaging learning and teaching approaches developed through the use of Teachermatic AI systems. vi) Provision of formative and summative assessment approaches vii) Effective student feedback mechanisms viii) Digital access to learning and teaching materials to support learning through use of Canvas	3	3	9	Lower than Risk Appetite	1 - Inspirational Learning & Teaching 3 - Unrivalled Student Experience	Deputy Principal	Student Experience KPIs	9	No change
8	Risk of not having culture of effective, capable leaders who are motivated and have ability to take staff with them. In addition, phase one realignment of SLT which reduces from 4 Faculties to 3 and sees exit of current AP - International & Business Development postholder	Not developing College leadership skills Not delivering on strategic themes Failure to deliver on values Potential legal action Reputational risk Loss of key expertise Lack of scrutiny across strategic areas of the College Failure to achieve College mission and vision Tension arising from necessary actions to address College financial challenges	3	5	15	i) CPD for managers and leaders at all levels of the organisation ii) Leaders well sighted on any issues and escalate them if required iii) College Leadership Charter and Leadership Framework in place iv) Personal Development Review/Plan process for all College managers and their staff v) Effective modelling of leadership styles vi) Provision of advice and training to encourage resilient leaders vii) College networks to create sense of community viii) Appropriately qualified, skilled and experienced staff in key positions ix) Support for managers through FE & HE sponsorship x) Satisfied that have appropriate health, safety and safeguarding arrangements in place xi) Effective Board members who are engaged with the College xii) SLT realignment phase 1 consultation undertaken and feedback taken on board. New structure will be closely monitored.	4	4	16	As per Risk Appetite	3 - Unrivalled Student Experience 4 - Employer of choice 5 - Financial Resilience through Operational Excellence	Assistant Principal HR	Development & Training and Staff Recruitment & Retention KPIs	9	No change
9	Failure to recruit, retain and maintain effective and skilled leaders, teaching and support staff who are motivated and engaged	Retention and attainment Failure to achieve ROA targets Unfilled vacancies leading to workload issues for others Inability to deliver core services	3	4	12	i) Identifying and strengthening the key staff skills that are based on evidence, practice, and employment driven skills and in terms of future needs ii) Ensuring that we have the curriculum, leadership, expertise, resources, space and time for staff to develop these skills iii) Delivery of a professional pathway and professional development iv) Bespoke comprehensive programme for CMs support & research & dev programme v) College Strategic Theme of Employer of choice with attractive overall terms and conditions e.g. pension schemes, work life balance vi) Further & higher education sponsorship programme vii) Learning development days for staff viii) DELTA developing ELearning skills for staff to deliver effective on line learning & teaching ix) Learning and teaching strategy in place with key development areas x) Ensure all new teaching staff undertake appropriate induction xi) Plan to implement effective peer observation and sharing of practice xii) Review particular curriculum areas where market forces may impact on staff retention	3	3	9	Lower than Risk Appetite	1 - Inspirational Learning & Teaching 3 - Unrivalled Student Experience 4 - Employer of Choice	Assistant Principal Quality & Performance, Assistant Principal HR	Development & Training and Staff Recruitment & Retention KPIs	6	No change
10	Failure to provide a smooth effective pre-entry experience for College students and in College student experience	Low student recruitment Poor student experience Reputational risks Retention and attainment impacts Loss of students to other providers Failure to deliver ROA targets	4	4	16	i) Ensure faculty staff get right students on right subject area at the right level ii) Responsive and timely admissions, student funding, and student information and welfare services through effective onboarding iii) Providing students with appropriate digital support through onboarding iv) Providing student support funding services including discretionary and hardship funding based on individual economic circumstances v) Ensure awareness of financial and pastoral support for students vi) Ensuring that students meet the minimum entry requirements and skills levels for courses and those skills will then be developed as they progress through their course vii) Quality and accuracy of marketing materials providing information to students to make right course choices. Effective and accurate communication to students prior to course during keep warm phase and through onboarding process viii) Systematically generate, analyse and action meaningful student feedback through course teams and GCCSA	2	3	6	Lower than Risk Appetite	2 - Partner of choice 3 - Unrivalled student experience	Assistant Principal Quality & Performance, Curriculum Assistant Principals	Student Experience ns Student Performance KPIs	6	No change
11	Failure to maintain and develop appropriate accessible, dynamic, flexible learning and social spaces which are fit for purpose for teaching and learning and staff working environment. On-going investigations are taking place into the existence of RAAC at the Cardonald campus.	Failure to recruit Retention impacts Reputational risk Less content students and staff	4	4	16	i) Provision of inspiring spaces for study and socialising. Learning spaces project planned although funding reduced and project deferred. ii) Maintenance of the physical environment iii) Capital masterplan in place and related to need/estates condition survey. SFC funding for very high priority items allocated by GCRB to College plus additional 2023/24 allocation from SFC iv) Provision of attractive well maintained flexible indoor and outdoor spaces v) Work with GCRB, SFC and GCEF to ensure fully informed estates investment vi) Provision of appropriate locations for independent study vii) Work with GCCSA in developing and promoting use of student spaces viii) Explore potential for range of stakeholders to utilise College campus facilities ix) Survey works are ongoing in respect of RAAC identified at the Cardonald campus, relevant areas have been closed until necessary remedial works can be completed. Feb24 intrusive survey report indicates possibility of remedial works being installation of metal plates so reroofing may not be required. Structural engineers will review report and develop the remedial action required.	4	4	16	As per Risk Appetite	1 - Inspirational Learning & Teaching 3 - Unrivalled Student Experience	Vice Principal - Resources & College Development	Student Experience KPIs	4	No change

			Risk Score Before Mitigating Actions				Risk Score After Mitigating Actions								
Risk Ref	Risk Description - Risk Cause	Potential Consequences	Probability	Impact	Risk Score	Mitigating Actions (Monitored by SLT)	Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Link to Strategic Theme(s)	Risk Owner	Links to KPIs (to be completed for future reporting)	Previous score at last report to Board	Increasing/ Decreasing	
12	Failure to ensure the College is delivering the right curriculum portfolio to meet students and employers demand, and economic needs	Not meeting credit target Low retention Reputational risk Negative impact on College finances Not achieve College financial plan Not maintain financial sustainability Diminishing relevance of commercial course areas Failing to meet the needs of the economy Failure to meet ROA targets	3	4	12	i) Closer alignment of portfolio to Labour Market Information. ii) Annual review of portfolio also to ensure an accessible and inclusive curriculum (including Digital Skills, Sustainability awareness and Meta Skills) iii) Facilitating a quality culture within course teams focused on evaluation and improvement. iv) Raise commercial awareness with faculty staff and greater involvement of permanent staff in commercial delivery. v) Revised commercial income/ surplus plan for 22/23 to 24/25 vi) Effective digital marketing used with analytics to drive promotion of commercial courses vii) Maintain strong partnership working with universities to increase articulation opportunities for students and commercial opportunities for the college. viii) Maintain strong partnership working with schools to align vocational offer with changes in student aspirations. ix) Deliver a responsive apprenticeship and upskilling and reskilling course portfolio that can pivot in response to a changing landscape of funding opportunities. x) Effective working with disadvantaged communities in relation to curriculum design xi) Monitor feedback from students, employers and other stakeholders on student experience.	2	2	4	Lower than Risk Appetite	1 - Inspirational Learning & Teaching 2 - Partner of Choice 5 - Financial resilience through operational excellence	Deputy Principal	Student Performance KPIs	4	Decreasing	
13	Failure to have data available to effectively inform operational and strategic decision making	Poor management decision making Inefficient and ineffective operations Failure to achieve financial sustainability Failure to meet ROA targets Unresponsive to trends Reactive rather than proactive Poor horizon scanning ability Reputational risk	3	4	12	i) Accurate and timely reporting mechanisms for key business systems ii) Integration of data from multiple sources into accessible formats iii) Business process reviews regularly undertaken and areas of poor system support tackled by systems development projects. iv) Regular systematic reporting of student and staff data and key business metrics to improve decision making v) Continuation of development of dashboard reporting through enhanced use of Power BI to deliver data to all levels of management, tailored to their requirements. vi) Data Protection Officer in place to advise on General Data Protection Regulation/ Data Protection matters.	2	2	4	Lower than Risk Appetite	3 - Unrivalled Student Experience 5 - Financial Resilience through Operational Excellence	Vice Principal Resources & College Development / Deputy Principal	Student Performance and Resource Utilisation KPIs	4	No change	

BOARD OF MANAGEMENT

Date of Meeting	20 March 2024
Paper Title	Estates, Capital Expenditure and Masterplan Update
Action	For Approval
Prepared by	Tracy Elliott, Interim Vice Principal Resources and College Development
Agenda Item	24.17
Status	Disclosable

1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to provide a summary of the main current estates matters for Glasgow Clyde College, including an update on the 2023/24 capital projects progress against plan, the first draft 2024/25 capital projects plan and on any other significant estates related matters.

2. ACTION FOR THE BOARD OF MANAGEMENT

2.1 Members are invited to approve the updated Capital Masterplan.

3. BRIEF BACKGROUND INFORMATION

3.1 The College's major Capital works are based on the College Capital Masterplan, the College Estates Condition Survey information for all College buildings, plus College plans for addressing emerging needs in discussion with Estates, and Faculties and Units.

3.2 **COLLEGE CAPITAL PLAN FOR 2023/24 AND 2024/25**

3.2.1 The College's SFC/GCRB capital maintenance funding allocation for 2023/24 was a total of £3.036M which consists of £947k of revenue lifecycle maintenance funding and £2.089M of capital high priority maintenance funding. In addition to this funding, SFC/GCRB previously approved a further £640k of additional capital funding for 2023/24 to support the necessary works in respect of the Anniesland windows repair and replace project and other previously displaced projects. An update on the Capital Masterplan for 2023/24 is shown in the attached **annex 24.17A**. The annex also outlines potential projects for 2024/25.

3.2.2   The College is working with Doig & Smith, the appointed project management team to progress the projects in the 2023/24 capital plan. Doig and Smith were previously appointed via McBains following a tender process. The College's capital plan has been prepared based on the College Estates Condition Survey, which was completed in 2021 for all College buildings, combined with judgement and knowledge of projects which need to be prioritised to address emerging needs of the College.

3.2.3   The Condition Survey 2021 which was completed by the Oakleaf Group indicated £9.9M of estates works to be completed (with the breakdown being £3.2M at the Anniesland campus, £4.7M at the Cardonald campus, and £2.0M at the Langside campus) over the five-year period following the survey. These figures exclude VAT and professional fees hence the total figure based on the survey would be over £13M.

3.2.4   Following on from the above assessment there were a range of priority areas to be progressed within the College's capital plans and the capital masterplan for 2023/24 and 2024/25.

3.2.5   There are two key projects which have been taken forward in 2023/24. The first of these is the Anniesland windows repair and replace project which is being progressed as a priority following the recent survey work. This project is to repair or replace as required the windows related elements for the main three storey building at the Anniesland campus which are the worst affected areas. The other key project is the Cardonald Campus Lifts Project which was awarded earlier in 2023 and continued through the second half of 2023 on a phased basis. The purpose of this project is to address significant issues with the five lifts at the ten storey Tower Building at the Cardonald campus which previously did not function properly, and whilst safe, there have been problems in the effective functioning of their combined controls including frequent breakdowns sometimes with student and/or staff entrapments.

3.2.6   Furthermore, on 9 August 2023, further to increasing public awareness of concerns regarding RAAC, SFC wrote to colleges to request information on the presence of RAAC in college estate buildings. RAAC is a lightweight, aerated form of concrete that was that was most used in buildings from the 1960s up to 1990, with some instances of it being used earlier and into the 90s. RAAC panels were used within the structure of the roofs, walls or floors. Issues with these panels have been known for a number of years and RAAC is no longer manufactured or used as a construction material in Scotland.

3.2.7   The College commissioned the relevant survey reports and, in September 2023, received reports that confirmed there is no RAAC at either the Anniesland or Langside campuses. However, RAAC has been identified in the boiler room and sport changing rooms at the Cardonald campus. In those areas where the College technical advisors have recommended access restrictions these have been implemented. Further survey work is currently ongoing and, as such, updates on required works will be factored into the 2024/25 Capital Masterplan going forward.

3.2.8   Other projects which are in progress and planned for completion within fiscal year 2023/24 are also outlined in the attached capital masterplan.

3.2.9   In addition to the SFC/GCRB funded capital projects for 2023/24, the previous version of the Capital Masterplan included the GCEF College Learning Spaces project. However, this project has been deferred and the related funding reprioritised by GCEF in collaboration with the College. Further information will be provided when a revised scope and timescale has been agreed in partnership with GCEF.

3.3   **ESTATES CLEANING PROVISION**

3.3.1   The cleaning contract for the Anniesland and Langside campuses was due to expire on 6th May 2023. Work had been ongoing to prepare for a new tendered contract with the College's APUC representatives. Once the tenders were received they were at a significantly increased cost and the College reconsidered its options for the future cleaning service at the two campuses. It was then decided to bring these services in-house and an extension of the current contract was agreed to the 13th October 2023 after which the College would take over the management of this service.

The transfer of the cleaning services at the Anniesland and Langside campuses is now complete. All staff have been TUPE transferred from the previous contractor, ISS, to the College and the in-house cleaning service and all associated services have been mobilised successfully. Work on the development of the in-house service will be ongoing.

4.   RISKS

4.1   There is a risk that if the estates planned works are not progressed annually then the College estate will not be fit-for-purpose.

5.   ANY OTHER SIGNIFICANT IMPACT e.g., STUDENT EXPERIENCE/ LEGAL/ FINANCIAL IMPLICATIONS/EQUALITY AND DIVERSITY

5.1   There could be legal implications from this paper in respect of the projects for the Cardonald campus lifts and the Anniesland windows repair works relating to the issues with the previous works undertaken. A summons has been served in respect of the Cardonald lifts project to the previous contractor and the Project Management Team at that time. The capital financial implications are captured above and in the College capital masterplan. Estates changes will, if course, take account of benefits to the student experience and any equality and diversity matters.

Glasgow Clyde College
Capital Masterplan 2023/24

Project Ref	Project Description - Capital Projects	Project Managed by	To be funded by	Nov23 Updated 23/24 Capital Plan for Approval	Nov23 Updated 24/25 Capital Plan for Approval	Updated Two Year Capital Plan for Approval	Mar24 Updated 23/24 Capital Plan for Approval	Mar24 Updated 24/25 Capital Plan for Approval	Updated Two Year Capital Plan for Approval	Update at March 2024
1	Anniesland campus - Velfac Windows Repair and Replace Project.	McBains & Doig & Smith	SFC / GCRB	£1,840,000	£1,082,400	£2,922,400	£1,840,000	£1,082,400	£2,922,400	Survey work in 22/23 recognised substantial works required mainly due to poor workmanship of the original windows installation. Phase 1 programme of works from Oct23 to Mar/Apr24 ongoing. Additional 23/24 Funding of £540k was approved by SFC. The College has received estimated costs for 24/25 Phase 2 works as outlined in the 24/25 forecast.
1a	Anniesland Windows Stage 2 - Phase 1 Fees	McBains & Doig & Smith	SFC / GCRB	Prev incl in line 7	£0	Prev incl in line 7	£16,697	£0	£16,697	The College is progressing the Stage 1 Design and Tender in preparation for the 24/25 Phase 2 Anniesland campus - Velfac Windows Repair and Replace Project.
2	Cardonald Campus Lifts - Project design in 22/23. Works in 23/24.	McBains & Doig & Smith	SFC / GCRB	£405,000	£0	£405,000	£405,000	£0	£405,000	There have been issues with the performance of the five main lifts at the Cardonald campus which service the ten storey Tower Building. This has had a significant impact on building users, and remedial works are required to enable better control and reliability of lifts. 1st Phase Jun23 - Jul23 completed. 2nd phase largely complete with all lifts now in service. Snagging works ongoing.
3	All campuses - Building Management System Replacement/ Upgrade	McBains & Doig & Smith	SFC / GCRB	£185,000	£0	£185,000	£185,000	£0	£185,000	The building management system at each campus needs to be reviewed to enable a system which provides a higher degree of controls across the campuses. This is essential particularly for better utilities management and also for the comfort of building users in levels of heating across the campuses. Anniesland was first priority as current system is unsupported. Works are substantially complete with only minor items now pending.
N/A	Cardonald Car Park Entrance Project	McBains & Doig & Smith	SFC / GCRB	£0	£0	£0	£0	£0	£0	Plan to amend access to Cardonald car park. Cost estimates received were significantly higher than the available 23/24 budget. Project deferred for further consideration and possible rescaling of future works. Previous 23/24 Budget vired to support Project No.4
4	Cardonald Campus Nursery Canopy Replacement	McBains & Doig & Smith	SFC / GCRB	£55,000	£0	£55,000	£88,440	£0	£88,440	Cardonald Campus Nursery canopy roof requires to be replaced. Costs updated to reflect tender award. Due for completion by Mar/Apr24.
5	Cardonald Fire Alarms L1 Upgrade	McBains & Doig & Smith	SFC / GCRB	£80,000	£0	£80,000	£80,000	£0	£80,000	Upgrade of Cardonald Fire Alarm system to ensure L1 Compliant. L1 provides for Automatic Fire Detection (AFD) to be installed into all areas of a building. Due for completion by Mar24.
6	Digital Comms	Head of Estates	SFC / GCRB	£30,284	£0	£30,284	£27,152	£0	£27,152	Integration of Digital Comms across all campuses. Due for completion by Mar24.
7	Balance available for Other Minor works.	McBains & Doig & Smith	SFC / GCRB	£134,000	£0	£134,000	£58,995	£0	£58,995	Minor works scheduled for completion in Mar24
7a	RAAC Surveys	McBains & Doig & Smith	SFC / GCRB	Prev incl in line 7	£0	Prev incl in line 7	£28,000	£0	£28,000	Survey works are ongoing in respect of RAAC identified at the Cardonald campus, relevant areas have been closed until necessary remedial works can be completed. Feb24 intrusive survey report indicates possibility of remedial works being installation of metal plates so reroofing may not be required. Structural engineers will review report and develop the remedial action required.
	Works below this line to be progressed in future years									
	Cardonald RAAC Remedial Works	McBains & Doig & Smith	SFC / GCRB					£375,000	£375,000	**Value is balancing figure of anticipated 24/25 SFC Funding as no cost estimates yet available. If costs are higher, other projects will be deferred to ensure these works are prioritised in FY24/25**
	Upgrade Skills Centre Ground Floor Heating	McBains & Doig & Smith	SFC / GCRB					£50,000	£50,000	Early cost estimate only. Project scope required.
	Cardonald Car Park Entrance Project	McBains & Doig & Smith	SFC / GCRB		TBC	TBC		£151,884	£151,884	Plan to amend access to Cardonald car park which is a very restricted space for two way traffic and causes issues at busy times for entry and exit and for pedestrian safety as it is not sufficient for the busy traffic flows. As referred to above 23/24 Project deferred as not within budget. Now being considered as part of 2024/25 Capital Plan.
	Langside Mary Stuart Building Fire escape repair	McBains & Doig & Smith	SFC / GCRB		TBC	TBC		£50,000	TBC	Project was previously considered however can't be done in term time. To be reconsidered for future when funding available. The fire escape can be used but could be much improved.
	Cardonald Campus CCTV Upgrade	To be planned for future years	SFC / GCRB		£150,000	£150,000		£150,000	£150,000	CCTV cameras and other equipment needs to be upgraded. Yet to be fully costed.
	Cardonald Campus Roof and structure repair	To be planned for future years	SFC / GCRB		£50,000	£50,000		£50,000	£50,000	Specific small areas to be repaired with issues for example of loose cladding or water overflow. Yet to be fully costed.
	Langside - Mary Stuart Engineering Heating and electrical Systems	To be planned for future years	SFC / GCRB		£80,000	£80,000		£80,000	£80,000	System elements need replaced including fan coil units, panels and distribution boards. Yet to be fully costed.
	Anniesland external works re disabled/taxi pick up and drop off	McBains & Doig & Smith	SFC / GCRB		£40,000	£40,000		£0	£0	This is an issue particularly at the busy drop off and pick up times for mobility impaired students and for the traffic generated by the schools groups. A solution to the collection and drop off area is required, however no viable solution has yet been identified. This project is now being deferred due to other more pressing priorities.
	Anniesland external drainage works	McBains & Doig & Smith	SFC / GCRB		£100,000	£100,000		£100,000	£100,000	Drainage issues which require extensive underground works and which are causing ongoing problems. Tender is in progress with works planned to commence in May 2024.
	Other future years projects to be prioritised (based on condition survey/any other priorities)	To be planned for future years	SFC / GCRB		TBC	TBC		TBC	TBC	Further analysis of condition survey to be undertaken and detail of future works specified.
	Capital Masterplan totals			**£2,729,284**	**£420,000**	**£3,149,284**	**£2,729,284**	**£2,089,284**	**£4,768,568**	
	Plus GCEF projects									
	Learning Spaces - Total value TBC	Doig & Smith/ Form Design	GCEF	**£1,075,000**	**£1,175,000**	**£2,250,000**	**£0**	**£700,000**	**£700,000**	Design works for the Learning Spaces project were undertaken with Form Design Consultants. However this project has since been deferred and related funding reprioritised by GCEF in collaboration with the College.
	Capital Masterplan totals			**£3,804,284**	**£1,595,000**	**£5,399,284**	**£2,729,284**	**£2,789,284**	**£5,468,568**	

23/24 SFC Capital Allocation	**£2,089,284**
23/24 Additional SFC Capital Allocation	**£640,000**
23/24 Total SFC Capital Allocation	**£2,729,284**

BOARD OF MANAGEMENT MEETING

Date of Meeting:	20 March 2024
Paper Title:	Glasgow Clyde Education Foundation (GCEF) Board Update
Action:	For noting
Prepared by:	Jon Vincent, Principal and Chief Executive
Agenda Item:	24.18
Status:	Disclosable

1.   **PURPOSE OF THE REPORT**

This report provides the Board of Management with an update on progress made across the Glasgow Clyde Education Foundation (GCEF) live funded projects (up to 29 February 2024).

2.   **ACTION FOR THE BOARD**

Board of Management members are requested to note the updates provided in this report.

3.   **BRIEF BACKGROUND INFORMATION**

3.1   **DELTA (Delivering Excellence in Learning, Teaching & Assessment) – Phase 2 Project**

DELTA phase 2 was originally planned to end in December 2024 but after further discussions, it was agreed to bring the end of the project forward to the end of June 2024.

As we enter the last 4 months of the project, we are continuing to work towards the main objective of DELTA which was to increase the confidence and competence of College staff in relation to digital learning and during phase 2, to support further development of student digital confidence and competence.

The eLearning team has developed a range of training resources to support access to digital tools including Canvas, Clickview and Turnitin. Training has been delivered through webinars, on a face-to-face basis and through independent online engagement.

Staff have developed a range of courses for delivery to students which include Meta skills and sustainability. These can be contextualised by lecturing staff for specific vocational areas or used as 'generalist' provision.

Staff have also been carrying out research and development work on AI initiatives with a prime focus on a pilot project to encourage staff to engage with a tailored AI solution platform called Teachermatic. We have just hosted a national conference

on Teachermatic to showcase our work and increase collaborative opportunities with partner institutions.

The College is currently planning for the conclusion of the DELTA Phase 2 project and is realigning resources to provide a sustainable solution for the period ahead.

3.2   **Commercial Development**

GCEF support has built commercial capacity of the College by enabling us to:

- engage with a larger number of employers and corporate customers and develop longer term relationships which is resulting in greater levels of commercial activity;
- recruit of pool of associate trainers which enable the expansion of the College's commercial course offerings (such as CMI leadership and management provision);
- develop, promote and administer a range of new on-line learning opportunities for our commercial customer groups; and
- transform the College's digital marketing capability which has had a significant positive effect on our efforts to market and recruit to participant funded programmes via online and social media activities.

Unfortunately, the GCEF investment in our commercial capacity coincided with the COVID-19 lockdowns and the associated loss of market activity both for the College's commercial corporate and participant funded customer groups. The GCEF funds contributed to the College being able to maintain a higher level of commercial activity during this period than would have otherwise been possible. Also, following lifting of lock-down restrictions, the increased capacity through GCEF support enabled the College to return to pre-COVID levels of activity more quickly than would have been expected.

The value of commercial and external income has now recovered to pre-pandemic levels. In 2023/24 growth has largely come from greater numbers of Modern Apprentices, increased participation on participant funded provision and the recently secured Innovate UK project.

In December 2023 the Scottish Government withdrew without prior notice and with immediate effect the Flexible Workforce Development Fund (FWDF). The commercial budget had forecast an income of £600k in 2023/24 from FWDF however it has now been reforecast to reflect activity up to the closure of the scheme at circa £275k. We are now seeing a small number of employers who previously used FWDF commissioning training on a fully commercial basis.

3.3   **Learning Spaces**

The initial scoping and design exercise for this project was completed in March 2023 and a Stage 2 Concept Design was presented to the GCEF Board and Board of Management. These designs were met with approval, and it was agreed to proceed with a costing and priority planning phase. These included designs at Langside for the Library and the Student Space; at Cardonald for the reception, the library and the student space; and at Anniesland for the ground floor and the library. The project was paused at this point for a number of reasons which included the urgent need to address significant estates issues with the Anniesland windows; the resignation of the Vice-Principal leading the project, and the serious financial cuts in the FE sector nationally, which required an urgent reprioritisation of GCEF

funding streams to stabilise the College. It was agreed at this point that the College would commit to funding the original project but possibly over a longer period of time from its own capital resources.

Now that these matters have been addressed the project will proceed to its next steps. This will involve (i) reconstituting the project team; (ii) working with Form Design to update the estimated costs of each of the 7 proposed areas; (iii) identifying how many of these projects could fit within the funding envelop, and (iv) commissioning the first of these projects. It is proposed that the implementation phase will begin in AY 2024/25, following the procurement of a suitable building team.

3.4   **Financial Sustainability Phase 2**

In November 2023 the Board of GCEF approved the Financial Sustainability Phase 2 project and the conditions of the grant were communicate to the College in mid-December 2023. The conditions of grant requested a formal update on this project in both April and October 2024.

Since the project was approved the Scottish Government has approved it budget for FY 2023/24 and it contains a revenue budget cut of between 4.7% and 7.5% for the college sector. The SG and SFC had previously asked the sector to assume a 'flat-cash' revenue budget over the current five-year period. The actual impact on the College budget will not be known until the SFC issues financial and credit allocations in Spring 2024 for AY 2024/25.

The project has six objectives, which are as follows:

1.   A reduction of staffing and non-staffing recurrent annual costs of circa £1.5m;

2.   Student facing non-teaching services to be reshaped to increase use of digital technology;

3.   Curriculum offer, delivery model and associated resources to be realigned to new SFC activity targets;

4.   Faculty technical support functions to be restructured to ensure resources compliment new approaches to teaching and learning (including hybridised approaches);

5.   Staff professional development activity is prioritised to support the introduction and deployment of new models of working and operations; and

6.   Key metrics indicating student engagement and satisfaction are maintained throughout 2023/24.

It is too early in the project to provide a detailed update on activity, deliverables and outcomes for each objective. However, the investment is having a significant impact on the financial stability of the college. In the current year (AY 2023/24) the college initially budgeted for a -£2.4m operating loss. However, due to income growth and forecast in-year expenditure savings of in excess of £1.4m the forecast operating position is now a balanced budget. This substantially improved financial performance has a positive impact on cash reserves. However, further savings are required to ensure that inflationary pressures, pay awards and anticipated revenue reductions from SFC are offset in AY 2024/25 and beyond.

The curriculum delivery model and resource allocations have been revised in AY 2023/24 and the college is now forecasting +4% on the SFC credit activity target. Further enhancements to the curriculum planning and delivery model have been developed for AY 2024/25 in anticipation of allocation and revised guidance expected in Spring 2024.

Restructuring of Faculty Technical Support functions has taken place and are now being monitored to ensure their anticipated benefits are being realised.

Mid-year student engagement data shows improvement is attendance levels and a substantial improvement in retention thus far.

3.5 **Financial Re-profiling**

At the request of GCEF the College has reduced planned funding drawdowns by £234k as follows:

- DELTA Project (Delivering Excellence in Learning, Teaching & Assessment) 2yr Extension - the College has agreed to bring this project to an end in July 2024 which is 5 months earlier than the previously agreed date of December 2024 resulting in a funding reduction of £104k.
- Supporting Commercial Income Growth - the College has been able to reduce the total funding for this project from £450k to £420k resulting in a £30k reduction due to the non-filling of vacant fixed term posts.
- Student Learning Spaces - the funding for this project has been reduced by £100k, from £800k to £700k, in line with GCEF's request.

4. SUPPORTING DOCUMENTATION/FURTHER INFORMATION

Annex 1 – 24.18A: GCEF Projects Drawdown to date and forecasts.

5. RISKS

N/A

6. ANY OTHER SIGNIFICANT IMPACT
eg STUDENT EXPERIENCE/LEGAL/FINANCIAL/EQUALITY & DIVERSITY

N/A

ONGOING GCEF PROJECTS

Project Description	Original Bid Total	Actual Drawdown to Jul23	Balance Remaining Jul23
	£'000	£'000	£'000
Cardonald Public Realm	652,000	652,000	0
Delivering Excellence in Learning, Teaching & Assessment (DELTA) TO DEC22	686,700	686,700	0
Delivering Excellence in Learning, Teaching & Assessment (DELTA) 2yr Extension JAN23-DEC24	500,000	145,000	355,000
Supporting Commercial Income Growth	450,000	326,232	123,768
Student Learning Spaces	800,000	0	800,000
Financial Sustainability Funding	2,300,000	2,300,000	0
Financial Sustainability Funding - Phase 2	1,500,000		1,500,000
Total Ongoing Projects	**6,888,700**	**4,109,932**	**2,778,768**

0

Planned Drawdown Mar24	Planned Drawdown Jul24	Planned Drawdown Oct24	Final Planned Drawdown Dec24	Agreed Reduction in Funding
£'000	£'000	£'000	£'000	£'000
				0
				0
251,000				104,000
93,768				30,000
0	0	0	700,000	100,000
				0
955,232		544,768		0
1,300,000	0	544,768	700,000	234,000

Comments

Funds drawn down in full. No further reporting to GCEF required

Cycle of funding ended Dec22. Extension agreed as below.

Remaining Balance equates to 12mos funding to **Jul24.**
Narrative update reports to GCEF Board

Remaining funding to cover fixed term posts.
Forecast reduced from Aug23 to deliver £30k saving.
Narrative update reports to GCEF Board

Final Balance of £700k to be held by College as restricted funds
for future Learning Spaces project

Funds drawn down in full. No further reporting to GCEF required

BOARD OF MANAGEMENT MEETING

Date of Meeting	20 March 2024
Agenda Item	24.19
Paper Title	Governance Update
Action	Approval
Prepared by	Kirsty Mavor, Clerk to the Board of Management
Status	Disclosable

1   **PURPOSE OF THE REPORT**
1.1   This report provides the Board with details of governance related issues.

2   **ACTIONS FOR THE BOARD**
2.1   The Board is asked to: -
(a) Note the updates regarding Board membership and ratify the appointment of Anna Magiera as the support staff TU nominated member
(b) Approve the proposed changes to the Committee remits
(c) Note the update from GCRB, the schedule of work and the glossary.

3   **BRIEF BACKGROUND INFORMATION**

3.1   Board membership

The formal election process for TU nominated members has been completed for the support staff nominated member and is currently being held for the teaching staff nominated member (call for nominations closes on 1 April 2024).

Assurance was sought from Unison's returning officer of the process followed and the following timetable was confirmed: -

Issue of calling notice	22 January 2024
Deadline for applications	2 February 2024
Approval for single applications sought	5 - 9 February 2024
Deadline for submission of supporting statements	5 - 9 February 2024
Ballot period	14 - 28 February 2024
Release of ballot results	4 March 2024
Notification to colleges	6 March 2024

Anna Magiera was successfully elected following the completion of the above stages and the Board is asked to ratify this appointment.

Nominations Committee has approved the advert for two Board members and we are currently working on modernising the information pack to support the recruitment process. The advert is will be published by the end of March and interviews held late April/early May. The advert will be shared with Board members to pass on to your network.

A teaching staff election will be held to fill the current teaching staff vacancy on the Board. Details of the outcome will be provided to the Board.

GCRB will be recruiting for a new Chair with the advert likely to be placed in April 2024. Sandra, in her capacity as Senior Independent Member, is on the recruitment panel with interviews likely to take place in mid-May. Details of the advert will be provided to Board members for sharing.

3.2 **Committee Remits**

Most of the Committees have now reviewed their remits with the following changes proposed: -

Nominations Committee	Proposed change to the governance paragraph (now paragraph 7) to clarify Committee's role in relation to promoting good governance rather than compliance with Code (which sits with Audit Committee). Proposed change of name to Nominations and Governance Committee to reflect current role carried out by this Committee.
Finance and Resources Committee	Proposed change to section addressing capital masterplan to clarify Committee's monitoring role and report to Board by exception.
Learning and Teaching, Organisational Development and Audit Committee	Proposed changes relate to job titles of Executive advisers Quorum rules updated to ensure that one non-Executive member is always present.

The Board is asked to approve the proposed changes to the above Committee remits. The Remuneration Committee will review its remit at the next meeting.

3.3 **GCRB Update**

Please see the update from GCRB – Appendix 24.19B.

3.4 **Schedule of Work 2023/24**

A schedule outlining the papers that will be considered during the remainder of the 2023/24 session is included at Appendix 24.19C.

3.5 **Acronym Glossary**

This is attached at Appendix 24.19D**.**

4 **SUPPORTING DOCUMENTATION/ FURTHER INFORMATION**

Appendix 24.19A: Committee Remits
Appendix 24.19B: GCRB Update
Appendix 24.19C: Schedule of Work for 2023/24
Appendix 24.19D: Acronym Glossary

5 **RISKS**

The matters in this paper address the College's governance arrangements. By ensuring that these matters are properly addressed the College will meet the governance expectations of external stakeholders.

6 **ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/ LEGAL / FINANCIAL/ EQUALITY& DIVERSITY**

N/A

NOMINATIONS AND GOVERNANCE COMMITTEE

REMIT OF COMMITTEE

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

REMIT

1. To be responsible for selecting and nominating candidates for the approval of Glasgow Colleges Regional Board (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: 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 be responsible for selecting candidates for co-option to the Committees of the Board in accordance with the 'Process to co-opt members to GCC Board Committees'.
3.4. To consider applications for appointments as Trustee to the Glasgow Clyde Education Foundation (GCEF) and to make recommendations for appointments to GCEF to the Board of Management.
4.5. To give full consideration to succession planning for members of the Board, taking into account the challenges and opportunities which face the College.
5.6. To have regard to the desire of the Board to have a diverse membership reflecting the communities which it serves.
6.7. To consider the operation and implementation of the College's governance framework and within which the Board of Management operates and make any recommendations for change to the Board of Management for approvalconsistent with promoting good governance;
7.8. To oversee and monitor progress of the Board's Development plan
8. To consider applications for appointments as Trustee to the Glasgow Clyde Education Foundation (GCEF) and to make recommendations for appointments to GCEF to the Board of Management.

MEETINGS

1. The Nominations Committee will meet formally once each year 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.
3. By invitation of the Chair, others may attend the Committee to provide 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.

REVIEWED ~~DECEMBER 2022~~MARCH 2024

FINANCE AND RESOURCES COMMITTEE

REMIT OF COMMITTEE

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

REMIT

Having regard to the need for financial stability of the College:
- To ensure the maintenance of a robust long-term financial strategy
- To ~~ensure~~ monitor the capital masterplan, ensure it is aligned with the College's estates strategy and consider any matters arising which may require to be raised at Board level
- 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 monitor cash balances
- To approve tuition fees
- To approve Financial Regulations

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~~Chief Operating Officer 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 of which at least two should be Non-Executive members.

VERSION REVIEWED AND APPROVED ~~DECEMBER 2022~~MARCH 2024

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AUDIT COMMITTEE

REMIT OF COMMITTEE

The Committee shall satisfy itself and provide assurances to the Board on the following:

(1) the adequacy and effectiveness of the Glasgow Clyde College's systems of internal control in relation to its financial and management systems;

(2) the comprehensiveness, reliability and integrity of assurances including the body's governance and risk management framework; and

(3) the adequacy of the College's external financial reporting requirements.

(4) progress made on the implementation of the College's Climate Change Action Plan and achievement of related targets.

The Audit Committee shall fulfil its remit through, inter alia, the following actions:-

SYSTEMS OF INTERNAL CONTROL

Reviewing, and advising the Board of Management, of the Internal Auditor's and External Auditor's assessment of the adequacy and 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.

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.

GOVERNANCE AND RISK MANAGEMENT

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.

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 on compliance with the Code of Good Governance for Scotland's Colleges.

CLIMATE CHANGE ACTION PLAN

Monitoring progress of the College's implementation of the Climate Change Action Plan.

Reviewing the College's Climate Change Action Plan on a quarterly basis.

Reporting at least annually to the Board of Management and advising on any issues or concerns in relation to the Climate Change Action Plan.

Providing information in relation to the monitoring of the Climate Change Action Plan to the Finance and Resources Committee.

FINANCIAL REPORTING

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.

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.

Acting in accordance with the whistle blowing policy.

Undertaking a regular self-evaluation of the Committee.

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

Liaising as appropriate with the Finance and Resources Committee.

MEMBERSHIP

The membership of the Committee is no more than 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~~Chief Operating Officer 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 of which at least one should be a Non- Executive member~~.~~

VERSION REVIEWED AND APPROVED ~~DECEMBER 2022~~MARCH 2024

LEARNING AND TEACHING COMMITTEE

REMIT OF COMMITTEE

These functions are delegated by the Board of Management to the Learning and Teaching Committee

REMIT

> To provide assurance to the Board that all activities related to achieving excellence in learning, teaching and assessment are effective and support the overall strategic direction of the College.

To fulfil this function the Committee will

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

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and a teaching staff representativemember. 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 RelationsQuality Enhancement, 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 three times per year.

QUORUM

The quorum set by the Committee is three members of which at least one should be a Non- Executive member.

VERSION REVIEWED AND APPROVED DECEMBER 2022MARCH 2024

ORGANISATIONAL DEVELOPMENT COMMITTEE

REMIT OF COMMITTEE

These functions are delegated by the Board of Management to the Organisational Development Committee

REMIT

To consider policy and strategy in relation to staff governance including equality and diversity, human resources, staff well-being and health and safety matters.

To fulfil this function the Committee will:

Within the boundaries set by national bargaining, determine the parameters within which the remuneration and conditions of service of all employees, other than the Principal and Senior Management, are set.

Formulate the Board's Employer of Choice Strategy and monitor this to ensure targets are being met.

Monitor compliance with relevant legislative or professional requirements relating to the employment of staff.

Receive reports of meetings of the Joint Consultation and Negotiation Committees of the College with the three recognised unions and to consider any matters arising which may require to be raised at Board level.

Review staff engagement including staff survey outputs and communication campaigns and consider any matters arising which may require to be monitored or raised at Board level.

Consider how Human Resources and Organisational Development targets and Key Performance Indicators, including those contained within the College Strategic Plan and balanced scorecard information are monitored and reported upon.

Make recommendations to the Board on major policy matters but with devolved powers to deal with time urgent matters seeking the Chair of the Board's approval where appropriate.

MEMBERSHIP

The membership of the Committee is a minimum of six members of the Board of Management, one of whom will be the Principal and Chief Executive. The Committee

shall 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 membership every four years.

The Clerk to the Board, the Chief Operating Officer, ~~Vice Principal Resources and College Development,~~ the Assistant Principal Human Resources, Head of Human Resources, and the Organisational Development Manager attend the Committee as advisors. The Committee meets three times per year.

QUORUM

The quorum set by the Committee is three members of which at least one should be a Non- Executive member.

REVIEWED ~~MARCH 2023~~MARCH 2024

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Regional Update for College Board Members

Board Meeting: 29 January 2024

Dear all,

This regional briefing is provided to give you an overview on discussions at GCRB's board meeting, which took place on 29 January at City of Glasgow College's Riverside Campus, as well as provide some information around board appointments and recruitment.

In our last briefing, we indicated that succession planning for the role of the Chair of Glasgow Colleges' Regional Board was in progress. I can confirm that I have been reappointed by the Minister for Further Education to the role of GCRB Chair for a period of up to two years. I look forward to continuing to work with the regional board, college boards, Glasgow's colleges and colleagues across the sector to continue our important work for the Glasgow college region.

GCRB is currently recruiting for four non-executive board members, and we will share appointment information with you once available.

Thank you for your continued commitment to the Glasgow college region.

Janie McCusker

Chair, Glasgow Colleges' Regional Board

External Presentations

Dr. Mairead Wood provided a training session to board members on the definitions and principles of GDPR, along with an update on the legislative landscape. She highlighted the specific responsibilities of GCRB as an organisation and for board members individually.

Financial Sustainability

Following the announcement of the draft Scottish budget at the end of the calendar year, the board discussed financial challenges facing the sector, advocating for the reinstatement of the Flexible

Workforce Development Fund, and the impact on staffing decisions, student experience and regional college provision. Board members discussed planning for changes, utilising resources effectively and reviewing opportunities for collaborative working.

The Chair also suggested that the four boards across Glasgow should seek to work collaboratively to plan for the future and identify regional solutions.

Risk Register

Following the risk workshop, hosted in October 2023, the region's risk register has been reviewed to take account of the current financial outlook and review agenda. College risk registers were also reviewed as part of this process to ensure alignment. This was presented to the board, who agreed to adopt the region's updated risk register, which will be refined based on feedback.

Annual Report and Consolidated Financial Statements 2022-23

The Annual Report of the External Auditor 2022-23, Annual Report and Consolidated Financial Statements 2022-23 for the whole region and Annual Report of the Internal Auditor 2022-23 were presented and approved/noted by the board.

Governance Matters

The board confirmed the appointment of Sonique Noreiga as a Student Member of GCRB with effect from the end of the meeting on 29 January 2024. The board also noted the status of nominations for incoming Trade Union Board Members and the status of GCRB non-executive board member recruitment arrangements.

The board also noted the status of arrangements for the recruitment of Chairs for Glasgow Clyde College and City of Glasgow College and approved recruitment panel memberships for appointments.

Glasgow College Regional Student Executive Team

The Chair of the GCRSE delivered a presentation regarding a survey on student mental health, completed at City of Glasgow College, which they hoped to use at Glasgow Clyde and Kelvin colleges to enable regional data to be gathered. The GCRSE are working together to collaborate on campaigns and regional sign posting of support services. Board member and mental health expert

Moira Connolly has also offered support and advice in this area, while the Principal of Glasgow Clyde College provided an update on work taking place nationally.

Environment and Sustainability Survey

GCRB presented an environment and sustainability survey which was completed across the region, noting the strengths and opportunities identified from the results and highlighting the engagement on next steps with the Glasgow Colleges Groups. The project manager discussed the detail of the report, its alignment with the CDN roadmap for sustainability and potential for further collaboration.

Board Meeting

GCRB's next board meeting will be hosted on Monday 29 April 2024.

Glasgow Clyde College Board of Management

Schedule of Work 2023-24

STANDING ITEMS (for every meeting)
Chair's Report (verbal)
Principal's Report (paper)
Student President's Report (paper)
Financial Sustainability Update
Minutes of Committee meetings
For noting/approval
Strategic Risk Register update
Estates, Capital Expenditure & Masterplan Update
Governance Update
Acronym guide
11 OCTOBER 2023
FOR DISCUSSION/DECISION
Draft Primary Financial Statements
2023/24 Budget • Discussions with GCRB/SFC • Financial Forecast for 2023/24
5 year Plan/SFC Financial Forecast Return
Credits – Projection for 2023-24
FOR APPROVAL /NOTING
Freedom of Information Summary
Health and Safety Report from OD Committee
13 DECEMBER 2023
FOR DISCUSSION/DECISION
Report on Going Concern
Annual Report by Audit Committee to Board of Management
Final Annual Financial Statements for year ending 31 July 2023
Final Annual External Audit Report and Letter of Representation 2023
Regional Outcome Agreement Development update
Credits Projection current year & Final credits report 2022/23
Small group discussion – areas for development/agenda items
FOR APPROVAL/NOTING
Modern Slavery Act Statement 2023/24 (to share with Chair before meeting)
Financial Report year to October 2023 and Forecast Outturn to December 2023

20 MARCH 2024
FOR DISCUSSION/DECISION
SFC Indicative Funding Allocation for future year
Final Regional Outcome Agreement for future year
Financial Report year to January 2024 and Forecast Outturn
Credits Projection 23/24
Report on pension risks
FOR APPROVAL/NOTING
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12 JUNE 2024
FOR DISCUSSION/DECISION
Revenue budget for 2024/25 for approval
Financial Report year to April 2024 and Forecast Outturn to end July 2024
Equalities Report
Credits Projection 23/24
Education Scotland – regional thematic review
Climate Change
FOR APPROVAL/NOTING
Capital Masterplan update
Five year Plan Update

Glasgow Clyde College

Board of Management - Acronym Buster

AHE	Advance Higher Education
ALF	Arms-Length Foundation
AOP	(Financial) Adjusted Operating Position
APUC	Advanced Procurement for Universities and Colleges
AS	Audit Scotland
AY	Academic Year
BAME	Black, Asian and Minority Ethnic
BDU	Business Development Unit
BME	Black & Minority Ethnic
BMS	Building Management System
BOM	Board of Management
BSL	British Sign Language
CAP	Curriculum Assistant Principal
CBI	Confederation of British Industry
CDN	College Development Network
CE	Cyber Essentials
CLD	Community Learning & Development
CES	College Employers Scotland
CfE	Curriculum for Excellence
CoGC	City of Glasgow College
CPD	Continuous Professional Development
CPG	College Principals Group
CS	Colleges Scotland
DELTA	Delivery Excellence in Learning, Teaching & Assessment (an E-Learning Project)
DPIA	Data Protection Impact Assessment
DPO	Data Protection Officer
DYW	Developing the Young Workforce
EDI	Equality, Diversity & Inclusion
ESF	European Social Fund

EIA	Equality Impact Assessment
EIS-FELA	Educational Institute of Scotland – Further Education Lecturers Association
ES	Education Scotland
EMT	Executive Management Team (comprising the Principal, Deputy Principal & Vice Principal)
ESOL	English for Speakers of Other Languages
EFU	External Funding Unit
EV	External Verification
FA	Foundation Apprenticeship
FFR	Financial Forecast Return
FE	Further Education
FReM	(Scottish Government) Financial Reporting Manual
FRS	Financial Reporting Standard
FTE	Full Time Equivalent
FWDF	Flexible Workforce Development Fund
FY	Financial Year
GCG	Glasgow Colleges Group
GCPP	Glasgow Community Planning Partnership
GCRB	Glasgow Colleges Regional Board
GCEF	Glasgow Clyde Education Foundation (our Arms-Length Foundation)
GCC	Glasgow Clyde College
GCCSA	Glasgow Clyde College Student Association
GDPR	General Data Protection Regulation
GHSCP	Glasgow Health & Social Care Partnership
GKC	Glasgow Kelvin College
GTCS	General Teaching Council of Scotland
HE	Higher Education
HEFESTIS	Higher Education Further Education Shared Technology & Information Service
HEI	Higher Education Institute
HNC	Higher National Certificate
HND	Higher National Diploma

HR	Human Resources
HSE	Health & Safety Executive
IAS	Internal Audit Service
ICO	Information Commissioner's Office
ICT	Information and Communications Technology
IV	Internal Verification
JCNC	Joint Consultation & Negotiation Committee
JISC	Joint Information Systems Committee
JRS	Job Retention Scheme
KPI	Key Performance Indicator
LGBT+	Lesbian, Gay, Bisexual & Transgender/Transsexual Plus
LGPS	Local Government Pension Scheme
MA	Modern Apprenticeship
MIS	Management Information System
MUIE	Management & Union Information Exchange
NB	National Bargaining
NC	National Certificate
NPA	National Progression Award
NQ	National Qualification
NRPA	National Recognition & Procedure Agreement
NUS	National Union of Students
NTTF	National Transitions Training Fund
OD	Organisational Development
PDA	Personal Development Award
PDP	Personal Development Plans
PI	Performance Indicator
ROA	Regional Outcome Agreement
SAR	Subject Access Request
SAAS	Student Awards Agency Scotland
SCDI	Scottish Council for Development & Industry
SCQF	Scottish Credit & Qualifications Framework

SDS	Skills Development Scotland
SFC	Scottish Funding Council
SG	Scottish Government
SIMD	Scottish Index of Multiple Deprivation
SLIC	Scottish Libraries & Information Council
SLT	Senior Leadership Team (comprising all senior managers in the college)
SOCI	Statement of Comprehensive Income
SPF	Strathclyde Pension Fund
SPSO	Scottish Public Sector Ombudsman
STEM	Science, Technology, Engineering & Mathematics
STSS	Scottish Teachers Superannuation Scheme
SQA	Scottish Qualifications Authority
SRUC	Scotland's Rural College
SSSC	Scottish Social Services Council
SVQ	Scottish Vocational Qualification
TQFE	Teaching Qualification in Further Education
TU	Trade Union
TUPE	Transfer of Undertakings Provision of Employment
UCAS	Universities & Colleges Admissions Service
US	Universities Scotland
VFM	Value for Money
VLE	Virtual Learning Environment
VPN	Virtual Private Network
VS	Voluntary Severance
WS	World Skills
YPG	Young Persons Guarantee